



# Cabinet Meeting

23 June 2015

**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 Claire Darke  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Andrew Johnson  
Cllr Elias Mattu  
Cllr John Reynolds  
Cllr Sandra Samuels  
Cllr Paul Sweet

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:

**Contact** Dereck Francis  
**Tel/Email** Tel: 01902 555835 or [dereck.francis@wolverhampton.gov.uk](mailto:dereck.francis@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1<sup>st</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

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

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declaration of interests**
- 3            **Minutes of the previous meeting (15 April 2015)** (Pages 5 - 8)  
[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            **Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial year** (Pages 9 - 42)  
[To report on the General Fund and Housing Revenue Account (HRA) capital programmes outturn position at the end of 2014/15, and an update on their financial performance as at quarter one of 2015/16 and to recommend to Full Council revised General Fund and HRA capital programmes for the period 2015/16 to 2019/20]

### DECISION ITEMS (AMBER - delegated to the Cabinet)

- 6            **Corporate Plan 2015/16 and the Wolverhampton Way** (Pages 43 - 76)  
[To approve the Council's Corporate Plan for 2015/16, and the supporting 'Wolverhampton Way' document which sets out how the Council will deliver its mission of 'working as one to serve our city']
- 7            **Financial Plan** (Pages 77 - 104)  
[To present the plan prior to its final approval by the Cabinet Member for Resources in consultation with the Director of Finance]
- 8            **Organisational Development Strategy** (Pages 105 - 128)  
[To approve the Council's Organisational Development Strategy]
- 9            **A Marketing Strategy for the City Council** (Pages 129 - 142)  
[To review and approve a new marketing strategy for the City Council which sets out the key elements of the Council's customer-focused transformation]
- 10          **Refreshed Visual Identity** (Pages 143 - 150)  
[To approve the refreshed visual identity]

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**Channel Shift Scrutiny Review** (Pages 151 - 170)

[To consider the scrutiny review report and the Executive response thereto]

Note: The Chair of the scrutiny review group has been invited to the meeting

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# Cabinet

## Minutes - 15 April 2015

### Attendance

#### Members of the Cabinet

Cllr Roger Lawrence (Chair)  
Cllr Peter Bilson (Vice-Chair)  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Andrew Johnson  
Cllr Elias Mattu  
Cllr Phil Page  
Cllr John Reynolds  
Cllr Sandra Samuels  
Cllr Paul Sweet

#### Employees

Dereck Francis	Democratic Support Officer
Keith Ireland	Managing Director
Rachel King	Deputy Head of Social Inclusion
Kevin O'Keefe	Director of Governance
Mark Taylor	Director of Finance

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

*Item No.*     *Title*

- 1 Apologies for absence**  
No apologies for absence were received for the meeting.
- 2 Declaration of interests**  
No declarations of interests were made.
- 3 Minutes of the previous meeting (11 March 2015)**  
Resolved:  
That the minutes of the previous meeting held on 11 March 2015 be approved as a correct record and signed by the Chair.
- 4 Matters arising**  
There were no matters arising from the minutes of the previous meeting.

5 **Urgent Item**

The Chair agreed to a report on 'Urban Traffic Control Relocation' being tabled at the meeting as an urgent item. The reason for the urgency was that a decision on the award of a contract had to be made before the date of the next scheduled meeting of the Cabinet (Resources) Panel on 2 June 2015.

The Chair and Vice-Chair of the Scrutiny Board had been consulted and given their approval to the report being tabled at the meeting.

6 **Troubled Families programme phase two**

Cllr Val Gibson presented the report on proposals for the Council's involvement in phase two of the Government's Troubled Families programme. Following the Council's successful involvement in phase one, in achieving a 100% target to 'turn around' 810 families by significantly improving school attendance, the Council had been invited to participate in a phase two of the initiative. She reported that the invitation was good news for the city and would attract up to £5.1 million additional investment for the Council, working through the Early Years Services, and in partnership with the police, health, housing, education, Department for Work and Pensions and the voluntary sector, to turn families around.

Resolved:

1. That Wolverhampton's involvement in phase two of the Troubled Families initiative be approved and Wolverhampton's commitment to turn around 2,840 families between April 2015 and March 2020, attracting up to £5.1 million additional investment be approved in principle.
2. That the proposed phase two service delivery to embed this work as 'business as usual' within Public services be endorsed.
3. That the longer term commitment required within the city to be successful in phase two and to ensure that resources are targeted at the right families in order to contribute to the citywide aim of preventing and reducing looked after children be noted.

7 **Promoting Independence**

Cllr Steve Evans presented the report on a proposal to consult on a blueprint for a new operating model for the provision of adult social care. He elaborated on the key principles underpinning the proposed new operating model. Further work would be undertaken to design and evidence a final, detailed operating model for implementation.

Resolved:

1. That the report be endorsed as the policy blueprint for a new operating model for adults.
2. That a formal engagement process with stakeholders be approved and authority be delegated to the Cabinet Member for Adult Services in consultation with the Service Director Older People to make any editorial amendments.

8 **Bilston Town Centre Business Improvement District**

Cllr Peter Bilson presented the report seeking approval to support the progression of a Business Improvement District (BID) for Bilston Town Centre. The proposal followed on from the successful vote for the City Centre BID. He informed Cabinet that the proposal was good news, particularly for Bilston Town Centre, Bilston businesses and Wolverhampton overall. Should the BID Ballot be successful he indicated that, at an appropriate stage, he might come back to Cabinet on the appointment of an appropriate Council representative on the Board.

Cllr Bilson also reported on a correction to paragraph 4.4 of the report. The existing paragraph should be deleted and replaced with the following:

“No additional software is required to administer the levy. The appropriate software was purchased by the Council to support the Wolverhampton City Centre BID and an additional license will be issued for the Bilston BID. This is reflected in the administrative charge to the BID of £3,904 set out in paragraph 3.5 above”.

Resolved:

1. That Cabinet exercise the Council’s vote in support of the proposed BID Ballot in respect of the hereditaments in the Council’s ownership within the BID area and delegates authority to the Strategic Director for Place to complete and return the voting papers on behalf of the Council.
2. That should the BID Ballot be successful, the Cabinet Member for Economic Regeneration and Prosperity in discussion with the Strategic Director Place and the Director of Governance be authorised to decide on appropriate Council Board representation.
3. That authority be delegated to the Cabinet Member for Economic Regeneration and Prosperity in consultation with the Service Director for City Economy and the Director of Finance to:
  - Take such steps to assist in the delivery of the development and implementation of the Bilston town centre BID project.
  - Formally approve the BID Business Plan and associated documents.
  - Negotiate, agree and complete the BID Operating Agreement between the Council and the BID Company if a YES vote is secured.
4. That if a YES vote is secured, up front funding in August 2015 of an amount of £40,000 for the first quarter of the BID levy be confirmed in order that delivery of BID projects and services are not delayed. The Council would be reimbursed after the levy is collected.
5. That the employee recommendations to charge the BID Company £3,904 per annum for the duration of the BID (five years) to cover the Council’s costs associated with collection of the BID levy be confirmed.
6. That the Bilston town centre BID Business plan and boundary be noted.

7. That it be noted that formal notice for the Ballot had been received therefore the Returning Officer had been instructed to organise the BID ballot in accordance with the BID Regulations (2004).

9 **Urban Traffic Control (UTC) Relocation**

Cllr Andrew Johnson presented the report on the proposal seeking delegated authority to award a contract for building works to enable the Urban Traffic Control team to transfer to the Civic Centre by the end of August 2015. A decision on the award of the contract was required before the next scheduled meeting of the Cabinet (Resources) Panel on 2 June in order that the building work could start and the Team move into the Civic Centre in accordance with the approved plan by 31 August 2015.

Resolved:

That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to award the contract for the building works to accommodate the Urban Traffic Control team in the Civic Centre.



# Cabinet Meeting

## 23 June 2015

<b>Report title</b>	Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial strategy	
<b>Decision designation</b>	RED	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Mark Taylor	Director of Finance
	Tel	01902 55(6609)
	Email	mark.taylor@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	9 June 2015

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### Recommendation(s) for action or decision:

1. The Cabinet recommends that Council:

- a) Approves the revised medium term General Fund capital programme of £270.2 million, an increase of £49.1 million from the previously approved programme (paragraphs 5.1 and 5.2), reflecting the latest projected expenditure for the medium term.
- b) Approves the revised medium term Housing Revenue Account (HRA) capital programme of £271.2 million, an increase of £6.7 million from the previously approved programme (paragraphs 5.1 and 5.2).

- c) Approves the additional resources for 8 new and thirty two existing General Fund projects totalling £49.1 million and for 10 existing HRA projects totalling £6.7 million (paragraph 5.9).
- d) Approves the details of the capital financial strategy relating to; the approval of future capital projects; the declaration of identified underspends and the use of capital receipts to reduce the Councils need to borrow to fund the approved capital programme (section 6).

2. The Cabinet is recommended to:

- a) Approve 10 General Fund virements totalling £6.1 million detailed at appendix B (paragraph 5.6).
- b) Approve the updated schedules of works for the capital projects under the following directorates (paragraph 5.7);
  - i) Corporate: ICTS and in relation to Education; Primary Expansion programme, Universal Infant Free School Meals, Building Schools for the Future (BSF) and Capital Maintenance (appendices C1 – C7).
  - ii) People: Electronic Social Care Records, Sports Investment Strategy, Short Breaks for Disabled Children and Co-location (appendix C8).
  - iii) Place: Urban Parks Refurbishment, Leisure Centres, Disposals Programme, Targeted Disposals, Markets and Corporate Asset Management (appendices C9 – C11).
- c) Delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance to approve the allocation of the provision of the 'Corporate Contingency' to individual capital projects in order that corporate priorities may be addressed in a more agile and timely manner (paragraph 5.8).

**Recommendations for noting:**

The Cabinet is asked to note:

- 1. The outturn position for 2014/15 which stands at 71.1% of the approved General Fund capital budget (paragraph 3.3).
- 2. The expenditure position for quarter one of 2015/16 which stands at 8.0% of the approved General Fund capital budget (paragraph 4.3).
- 3. The outturn position for 2014/15 which stands at 77.1% of the approved HRA capital budget (paragraph 3.7).
- 4. The expenditure position for quarter one of 2015/16 which stands at 18.8% of the approved HRA capital budget (paragraph 4.8).

## 1.0 Purpose

- 1.1 To provide Cabinet with details of the General Fund and HRA capital programmes outturn position at the end of 2014/15, and an update on their financial performance as at quarter one of 2015/16.
- 1.2 To recommend revised General Fund and HRA capital programmes for the period 2015/16 to 2019/20.

## 2.0 Executive summary

- 2.1 At its meeting on 4 March 2015, Council approved a General Fund capital programme totalling £221.2 million for the period 2014/15 to 2019/20.
- 2.2 The actual expenditure for 2014/15 and a profile of projected expenditure by financial year, reflecting changes to budget recommended in this report, is shown in table 1.
- 2.3 Table 1 below shows the changes proposed when compared to the approved budget, along with the resources identified to finance the proposed change.

**Table 1: Summary of the General Fund projected budgets compared to approved**

General Fund	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Budget</b>							
Approved	91,621	78,032	39,093	9,305	2,036	1,100	221,187
Projected	65,143	105,261	64,465	25,466	6,947	2,967	270,249
<b>Variance</b>	<b>(26,478)</b>	<b>27,229</b>	<b>25,372</b>	<b>16,161</b>	<b>4,911</b>	<b>1,867</b>	<b>49,062</b>
<b>Financing</b>							
<b>Approved</b>							
Internal resources	50,895	66,972	27,483	3,707	936	-	149,993
External resources	40,726	11,060	11,610	5,598	1,100	1,100	71,194
	<b>91,621</b>	<b>78,032</b>	<b>39,093</b>	<b>9,305</b>	<b>2,036</b>	<b>1,100</b>	<b>221,187</b>
<b>Projected</b>							
Internal resources	29,781	61,906	32,810	7,848	1,036	56	133,437
External resources	35,362	43,355	31,655	17,618	5,911	2,911	136,812
	<b>65,143</b>	<b>105,261</b>	<b>64,465</b>	<b>25,466</b>	<b>6,947</b>	<b>2,967</b>	<b>270,249</b>
<b>Variance</b>	<b>(26,478)</b>	<b>27,229</b>	<b>25,372</b>	<b>16,161</b>	<b>4,911</b>	<b>1,867</b>	<b>49,062</b>

- 2.4 This report recommends variations to the approved General Fund programme totalling an increase of £49.1 million bringing the total revised capital programme to £270.2 million. This increase is financed through the use of external resources.
- 2.5 The approved General Fund capital budget for 2015/16 amounts to £78.0 million. Expenditure to the end of quarter one 2015/16 totals £6.2 million. This represents 8.0% of the approved budget.

- 2.6 At its meeting on 28 January 2015, Council approved a revised Housing Revenue Account (HRA) business plan, including the HRA capital programme totalling £264.5 million for the period 2014/15 to 2019/20.
- 2.7 The actual expenditure for 2014/15 and a profile of projected expenditure by financial year, reflecting changes to budget recommended in this report, is shown in table 2.
- 2.8 Table 2 below shows changes proposed when compared to the approved budget, along with the resources identified to finance the proposed change.

**Table 2: Summary of the HRA projected budget compared to approved**

Housing Revenue Account	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Budget</b>							
Approved	73,035	62,501	29,057	30,326	34,170	35,374	264,463
Projected	56,325	68,673	42,338	33,802	35,091	34,928	271,157
<b>Variance</b>	<b>(16,710)</b>	<b>6,172</b>	<b>13,281</b>	<b>3,476</b>	<b>921</b>	<b>(446)</b>	<b>6,694</b>
<b>Financing</b>							
<b>Approved</b>							
Internal resources	31,245	41,926	7,063	9,763	5,843	13,793	109,633
External resources	41,790	20,575	21,994	20,563	28,327	21,581	154,830
	<b>73,035</b>	<b>62,501</b>	<b>29,057</b>	<b>30,326</b>	<b>34,170</b>	<b>35,374</b>	<b>264,463</b>
<b>Projected</b>							
Internal resources	13,535	48,098	20,344	13,239	13,452	13,347	122,015
External resources	42,790	20,575	21,994	20,563	21,639	21,581	149,142
	<b>56,325</b>	<b>68,673</b>	<b>42,338</b>	<b>33,802</b>	<b>35,091</b>	<b>34,928</b>	<b>271,157</b>
<b>Variance</b>	<b>(16,710)</b>	<b>6,172</b>	<b>13,281</b>	<b>3,476</b>	<b>921</b>	<b>(446)</b>	<b>6,694</b>

- 2.9 This report recommends variations to the approved HRA capital programme totalling an increase of £6.7 million bringing the total revised capital programme to £271.2 million.
- 2.10 The approved HRA capital budget for 2015/16 amounts to £62.5 million. Expenditure to the end of quarter one 2015/16 totals £11.8 million. This represents 18.8% of the approved budget.
- 2.11 The complete General Fund and HRA capital programmes for the period 2014/15 to 2019/20 can be viewed online on the Councils website by following the link below;

<http://www.wolverhampton.gov.uk/article/7046/Medium-Term-Capital-Programme>

### 3.0 2014/15 capital programme outturn

#### 3.1 General Fund

At its meeting on 4 March 2015, Council approved a revised General Fund capital programme for the period 2014/15 to 2019/20. The General Fund capital budget for 2014/15 totalled £91.6 million.



3.2 Table 3 provides an analysis of the outturn position compared to the approved budget.

**Table 3: Summary of the 2014/15 outturn position and analysis of funding**

Directorate	Approved budget £000	Outturn 2014/15 £000	Variance over / (under) £000	Expenditure as % of budget %
Corporate	29,941	23,018	(6,923)	76.9%
People	6,888	3,066	(3,822)	44.5%
Place	54,792	39,059	(15,733)	71.3%
<b>Total expenditure</b>	<b>91,621</b>	<b>65,143</b>	<b>(26,478)</b>	<b>71.1%</b>
<b>Financing</b>				
Internal resources				
Capital receipts	7,393	7,057	(336)	95.5%
Prudential borrowing	43,262	22,573	(20,689)	52.2%
Revenue contributions	240	151	(89)	62.7%
<b>Subtotal</b>	<b>50,895</b>	<b>29,781</b>	<b>(21,114)</b>	<b>58.5%</b>
External resources				
Grants & contributions	40,726	35,362	(5,364)	86.8%
<b>Subtotal</b>	<b>40,726</b>	<b>35,362</b>	<b>(5,364)</b>	<b>86.8%</b>
<b>Total financing</b>	<b>91,621</b>	<b>65,143</b>	<b>(26,478)</b>	<b>71.1%</b>

3.3 The General Fund outturn expenditure for 2014/15 totals £65.1 million, which represents 71.1% of the approved budget, a reduction in expenditure of £26.5 million.

3.4 The reduced expenditure is mostly due to the impact of slippage from 2014/15 into future years, offset by some acceleration and an increase in investment funded by external resources. The variations between the approved capital budget and outturn position for 2014/15 are further analysed in table 4.

**Table 4: Analysis of variations between the approved General Fund capital budget and 2014/15 outturn**

	Approved budget £000	Actual outturn 2014/15 £000	Variance over / (under) £000	Variance represented by:	
				Increase / (decrease) £000	Re-profiling £000
General Fund	91,621	65,143	(26,478)	(787)	(25,691)
<b>Total</b>	<b>91,621</b>	<b>65,143</b>	<b>(26,478)</b>	<b>(787)</b>	<b>(25,691)</b>

### 3.5 Housing Revenue Account

The revised HRA Business Plan including the capital programme for the period 2014/15 to 2019/20 was approved by Council on 28 January 2015. The capital budget for 2014/15 totalled £73.0 million.

3.6 An analysis of the HRA outturn position compared to the approved budget is provided in table 5.

**Table 5: Summary of the HRA 2014/15 outturn position and analysis of funding**

Directorate	Approved budget	Outturn 2014/15	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Housing Revenue Account	73,035	56,325	(16,710)	77.1%
<b>Total</b>	<b>73,035</b>	<b>56,325</b>	<b>(16,710)</b>	<b>77.1%</b>
<b>Financing</b>				
Internal resources				
Capital receipts	2,793	1,495	(1,298)	53.5%
Prudential borrowing	28,452	12,040	(16,412)	42.3%
<b>Subtotal</b>	<b>31,245</b>	<b>13,535</b>	<b>(17,710)</b>	<b>43.3%</b>
External resources				
Grants & contributions	41,790	42,790	1,000	102.4%
<b>Subtotal</b>	<b>41,790</b>	<b>42,790</b>	<b>1,000</b>	<b>102.4%</b>
<b>Total</b>	<b>73,035</b>	<b>56,325</b>	<b>(16,710)</b>	<b>77.1%</b>

- 3.7 The HRA outturn expenditure for 2014/15 totals £56.3 million, which represents 77.1% of the approved budget, a reduction in expenditure of £16.7 million.
- 3.8 The reduced expenditure is mostly due to the impact of slippage from 2014/15 into future years. The variations between the approved capital budget and outturn position for 2014/15 are further analysed in table 6.

**Table 6: Analysis of variations between the approved HRA capital budget and 2014/15 outturn**

	Approved budget	Actual outturn 2014/15	Variance over / (under)	Variance represented by:	
				Increase / (decrease)	Re-profiling
				£000	£000
Housing Revenue Account	73,035	56,325	(16,710)	(686)	(16,024)
<b>Total</b>	<b>73,035</b>	<b>56,325</b>	<b>(16,710)</b>	<b>(686)</b>	<b>(16,024)</b>

- 3.9 The effects of the above have been built into the current forecast of their associated programmes as detailed in the following sections of this report.

#### 4.0 2015/16 capital programme

##### 4.1 General Fund

At its meeting on 4 March 2015, Council approved a 2015/16 General Fund capital programme totalling £78.0 million.

4.2 Table 7 provides an analysis of General Fund capital expenditure to the end of quarter one compared to the approved budget. It should be noted that in order to provide a timely report, this only includes expenditure up to and including the week ending 29 May 2015.

**Table 7: General Fund capital expenditure to the end of quarter one of 2015/16**

Directorate	Approved budget	Expenditure to the end of quarter one	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Corporate	27,598	1,725	(25,873)	6.3%
People	1,192	-	(1,192)	0.0%
Place	49,242	4,510	(44,732)	9.2%
<b>Total</b>	<b>78,032</b>	<b>6,235</b>	<b>(71,797)</b>	<b>8.0%</b>

4.3 General Fund expenditure to the end of quarter one stands at £6.2 million, against the approved budget of £78.0 million, which represents 8.0% of the approved budget for 2015/16.

4.4 The latest financial monitoring information indicates that General Fund capital expenditure during 2015/16 will be higher than the approved budget at £105.3 million, an increase of £27.3 million. This reflects an increase of £14.1 million in planned expenditure and £13.2 million as a result of project re-profiling.

4.5 This change is reflected in the revised medium term budgets proposed in section 5.

#### 4.6 Housing Revenue Account

The 2015/16 HRA capital programme approved by Council at its meeting on 28 January 2015, totalled £62.5 million.

4.7 Table 8 provides an analysis of HRA capital expenditure to the end of quarter one compared to the approved budget.

**Table 8: HRA capital expenditure to the end of quarter one of 2015/16**

	Approved budget	Expenditure to the end of quarter one	Variance over / (under)	Expenditure as % of budget
	£000	£000	£000	%
Housing Revenue Account	62,501	11,765	(50,736)	18.8%
<b>Total</b>	<b>62,501</b>	<b>11,765</b>	<b>(50,736)</b>	<b>18.8%</b>

4.8 **Total** at the approved budget of £62.5 million, which represents 18.8% of the approved budget for 2015/16.

4.9 The latest financial monitoring information indicates that HRA capital expenditure during 2015/16 will be higher than the approved budget at £68.7 million, an increase of £6.2 million. This reflects a £5.8 million reduction in planned expenditure offset by the re-profiling of projects from 2014/15 of £12.0 million.

4.10 To understand the impact that the projections for both General Fund and HRA might have on the Council's capital resources it is necessary for 2015/16 requirements to be considered alongside the medium term capital programme. An analysis of the medium term projected expenditure compared to budget is provided in Table 9 and a more detailed analysis is provided in section 5.

## 5.0 Medium term capital programme

5.1 Revised medium term capital programmes, covering the period 2014/15 to 2019/20, of £270.2 million and £271.2 million, for General Fund and HRA respectively, are proposed (see table 9).

5.2 An increase of £49.1 million is projected for the General Fund and £6.7 million for the HRA. These increases have been analysed by directorate and are detailed in table 9.

**Table 9: Variance analysis of 2014/15 to 2019/20 projected budgets**

Directorate	Approved budget 2014/15 to 2019/20 £000	Forecast budget 2014/15 to 2019/20 £000	Variance over / (under) £000
Corporate	73,987	80,060	6,073
People	8,080	8,337	257
Place	139,120	181,852	42,732
<b>Total General Fund</b>	<b>221,187</b>	<b>270,249</b>	<b>49,062</b>
Housing Revenue Account	264,463	271,157	6,694
<b>Total Housing Revenue Account</b>	<b>264,463</b>	<b>271,157</b>	<b>6,694</b>

5.3 The projected increases of £49.1 million and £6.7 million, for General Fund and HRA respectively, reflect additional expenditure not already assumed in the approved capital programmes requiring Council approval.

5.4 Table 10 provides a summary of the forecast changes in expenditure for new and existing projects requiring Council approval. Specific General Fund project details in relation to these changes are provided at appendix A.

5.5 The changes projected in relation to the HRA capital programme are mostly due to the necessary reprioritisation of works within the 30 year business plan, such as the Roof Replacement programme, and the increase in scope of work required on the Heath Town Estate to accommodate a complete replacement of the hot water storage system and power and lighting supplies.

**Table 10: Summary analysis of the forecast change in capital expenditure**

Directorate	Projected change in		Total increase / (decrease) in expenditure £000
	New projects £000	Existing projects £000	
Corporate	550	5,523	6,073
People	240	17	257
Place	22,381	20,351	42,732
<b>Total General Fund</b>	<b>23,171</b>	<b>25,891</b>	<b>49,062</b>
Housing Revenue Account	-	6,694	6,694
<b>Total Housing Revenue Account</b>	<b>-</b>	<b>6,694</b>	<b>6,694</b>

- 5.6 Requests for budget virements between General Fund projects, totalling £6.1 million are detailed in appendix B.
- 5.7 Ancillary schedules of General Fund works for approval are detailed in appendices C1 to C11.
- 5.8 Approval is sought to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance to approve the allocation of the provision of the 'Corporate Contingency' to individual capital projects in order that corporate priorities may be addressed in a more agile and timely manner.
- 5.9 Table 11 analyses the type of resources identified to finance the projected changes in expenditure for both the General Fund and HRA capital programmes.

**Table 11: Summary of financing for projected change in expenditure**

Summary	Internal resources	External resources	Projected change in resources
	£000	£000	£000
<b>General Fund</b>			
New projects	1,515	21,656	23,171
Existing projects	(18,071)	43,962	25,891
<b>Total General Fund</b>	<b>(16,556)</b>	<b>65,618</b>	<b>49,062</b>
<b>Housing Revenue Account</b>			
New projects	-	-	-
Existing projects	5,694	1,000	6,694
<b>Total Housing Revenue Account</b>	<b>5,694</b>	<b>1,000</b>	<b>6,694</b>

- 5.10 Both programmes are financed through internal and external resources. Internal resources reflect expenditure that requires the use of Council resources and over which the Council therefore has absolute discretion. Capital receipts are only assumed where there is reasonable certainty that they will be received within the required timeframe.

External resources is funding secured from external organisations e.g. central government.

- 5.11 The implications of the levels of borrowing required have been fully reflected in the revenue budget and medium term financial strategy.
- 5.12 Details of the financing of the revised capital programmes are shown in Table 12.

**Table 12: Summary of recommended changes to financing of the General Fund and HRA capital programmes**

	2014/15 to 2019/20			
	Approved budget	Recommended budget	Variance	Resource as % of expenditure
	£000	£000	£000	
<b>General Fund Expenditure</b>	<b>221,187</b>	<b>270,249</b>	<b>49,062</b>	<b>100.0%</b>
<b>Financing</b>				
Internal resources				
Capital receipts	16,625	33,514	16,889	12.4%
Prudential borrowing	132,328	98,851	(33,477)	36.6%
Revenue contributions	1,040	1,072	32	0.4%
<b>Subtotal</b>	<b>149,993</b>	<b>133,437</b>	<b>(16,556)</b>	<b>49.4%</b>
External resources				
Grants & contributions	71,194	136,812	65,618	50.6%
<b>Subtotal</b>	<b>71,194</b>	<b>136,812</b>	<b>65,618</b>	<b>50.6%</b>
<b>Total General Fund</b>	<b>221,187</b>	<b>270,249</b>	<b>49,062</b>	<b>100.0%</b>
<b>Housing Revenue Account Expenditure</b>	<b>264,463</b>	<b>271,157</b>	<b>6,694</b>	<b>100.0%</b>
<b>Financing</b>				
Internal resources				
Capital receipts	8,565	7,347	(1,218)	2.7%
Prudential borrowing	101,068	114,668	13,600	42.3%
Reserves	142,648	135,960	(6,688)	50.1%
<b>Subtotal</b>	<b>252,281</b>	<b>257,975</b>	<b>5,694</b>	<b>95.1%</b>
External resources				
Grants & contributions	12,182	13,182	1,000	4.9%
<b>Subtotal</b>	<b>12,182</b>	<b>13,182</b>	<b>1,000</b>	<b>4.9%</b>
<b>Total Housing Revenue Account</b>	<b>264,463</b>	<b>271,157</b>	<b>6,694</b>	<b>100.0%</b>

- 5.13 Capital receipts totalling £33.5 million have been assumed within the General Fund capital programme for quarter one and can be seen in Table 13. These receipts reduce the need for Prudential Borrowing.

**Table 13: Receipts assumed in the revised General Fund capital programme**

	Projected						Total £000
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
	£000	£000	£000	£000	£000	£000	
General Fund capital receipts	7,057	9,735	13,792	2,109	765	56	33,514

## 6.0 Capital financial strategy

- 6.1 Cabinet on 8 January 2014 approved the recommendation to review the capital programme to identify further savings. Capital expenditure has a direct impact upon the Council's revenue budgets and therefore needs to be restricted to projects essential to the Council's priorities. Any proposals to increase the level of the capital programme are initially considered via a capital appraisal mechanism, for value for money and appropriateness based on the current financial climate. Projects are then proposed to Councillors for approval.
- 6.2 To ensure that the capital programme does not adversely impact on the current revenue Medium Term Financial Strategy it is proposed that a strategic approach to future capital investment is agreed and approved by Councillors. This strategy will apply to all new capital projects that are put forward by directorates and compliance with the strategy will form part of the capital appraisal mechanism. Any deviation from the strategy must be for exceptional circumstances only and this must be clearly stated in the capital appraisal document along with a full explanation for the non-compliance.
- 6.3 Approval by Councillors is therefore being sought on the details of the strategy below.
- 6.4 Any proposed new projects must meet the following criteria except for exceptional circumstances:
- Projects must be funded by external resources
  - If internal resources are required the projects must generate significant revenue budget savings
  - Projects must clearly meet a corporate priority
- 6.5 Any identified underspends on approved projects, shall immediately be declared by project managers to Strategic Finance. The balance will be vired to a Capital Programme holding code for reallocation to other projects, upon approval of the projects by Councillors.
- 6.6 Any over achievement of capital receipts generated by the disposal of Council assets, will in the first instance, be utilised to reduce the Council's need to borrow to fund the approved capital programme.

## **7.0 Key budget risks**

- 7.1 Appendix D provides an analysis of the risks associated with the capital programme, along with the details of the risk control measures that are in place in order to manage and mitigate these risks as far as possible. The overall risk associated with the programme continues to be quantified as amber.

## **8.0 Financial implications**

- 8.1 The financial implications are discussed in the body of this report.  
[SH/10062015/X]

## **9.0 Legal implications**

- 9.1 Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs.
- 9.2 The Local Government Act 2003 brought in the current regime for capital finance for local authorities. It reduced the level of central control over local authority borrowing and capital expenditure.
- 9.3 The Council is required to comply with statutory codes of practice including current Financial Procedure Rules and the Prudential Code for Capital Finance in Local Authorities and Treasury Management in Public Services.
- 9.4 The legal framework therefore places a greater responsibility on Cabinet Members to ensure properly managed borrowing and capital expenditure without the need for government consent.
- 9.5 The main principles of the framework are prudence, sustainability and affordability. These statutory requirements are taken into account when making recommendations about the revised medium term General Fund capital programme.  
[TS/09062015/M]

## **10.0 Corporate landlord implications**

- 10.1 Projects funded and delivered through the Council's capital programme typically have significant impact on the Council's property portfolio. Corporate landlord implications must be considered and included in relevant documents and reports when individual capital projects and programmes are being developed.



## 11.0 Equalities implications

11.1 Under the Equality Act 2010, the Council has a statutory duty to pay due regard to the impact of how it carries out its business on different groups of people. This is designed to help the Council identify the particular needs of different groups and reduce the likelihood of discrimination; the nine equality strands covered by the legislation are:

- Age
- Disability
- Gender reassignment
- Pregnancy and Maternity
- Religion or Belief
- Race
- Sex
- Sexual Orientation
- Marriage and Civil Partnership (this strand only applies to employment and not to service delivery).

These strands include everyone.

11.2 Cabinet Members should also be aware that under the Equality Act 2010, they must have due regard to the Public Sector Equality Duty when making budget decisions. What this means in practice is that Cabinet Members must consciously think about the three aims of the Public Sector Equality Duty as part of the decision making process, the three aims are to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation.
- Advance equality of opportunity by removing or minimising disadvantages, meet differing needs and encourage participation.
- Foster good relations between people from different groups.

11.3 Consideration of equality issues must influence the decisions reached by public bodies including:

- How they act as employers.
- How they design, deliver and evaluate services.
- How they commission and procure from others.

11.4 The Brown Principles, established as a result of a legal case concerning Post Offices closures in 2008, provide an important checklist when making decisions:

- Decision makers must be made aware of their duty to have due regard to the identified goals.
- Due regard must be fulfilled before and at the time that a particular decision is being considered, not afterwards.
- The duty must be exercised in substance, with rigour and with an open mind. It is not a question of ticking boxes.
- The duty is not delegable; it must be fulfilled by the organisation in question rather than through the use of an external body to do it to the organisation.
- The duty is a continuing one.

- It is good practice to keep an adequate record showing that it has considered the identified needs.

11.5 There is a range of individual projects delivered through the Council's capital programme that have significant impacts on specific groups and equality implications should be considered when individual capital schemes are being developed.

11.6 This requirement would also apply if there were to be any redirection of capital funding in year so as to ensure that the impact of any changes is considered.

## **12.0 Environmental implications**

12.1 A wide range of projects delivered through the capital programme have significant environmental implications and are geared to promote improvements to the physical environment.

## **13.0 Schedule of background papers**

13.1 Capital programme 2014/15 to 2018/19 quarter three and 2015/16 to 2019/20 budget strategy – Report to Cabinet on 25 February 2015, Council on 4 March 2015.

13.2 Schools Capital Programme 2015/16 - Report to Cabinet (Resources) Panel on 14 April 2015.

13.3 Wolverhampton Interchange Progress Update and Delivery Strategy – Report to Cabinet on 11 March 2015.

13.4 Transportation Capital Programme 2015/16 and Future Years – Report to Cabinet on 11 March 2015.

13.5 Department for Communities and Local Government (Magistrates' Court) land, Darlington Street – Report to Cabinet (Resources) Panel on 14 April 2015.

## **14.0 Schedule of appendices**

<b>Appendix</b>	<b>Title</b>	<b>Page</b>
A	Analysis of projected change in expenditure	15 – 18
B	Virements	19
C	Ancillary schedule of works	20 – 30
D	Key Budget Risks	31 – 33

## Analysis of projected change in expenditure

## Appendix A

Corporate	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
<b>Business Improvement District</b> Reflects additional expenditure requirements in relation to an extended loan to the Business Improvement District company to support the initial set	New	-	50	50	50	-
<b>Corporate Contingency</b> Reflects the addition of a corporate contingency budget in order so that we can progress priority projects in a timely manner.	New	-	500	500	500	-
<b>Future Works</b> Reflects the recategorisation of expenditure to capital from revenue.	Existing	1,241	1,291	50	50	-
<b>14-19 Diploma Exemplar Learning Centre</b> Reflects the actual outturn expenditure for this project.	Existing	7	8	1	1	-
<b>Schools Devolved Formula capital</b> Changes reflect confirmed grant allocation for 2015/16, reported to Cabinet (Resources) Panel on 14 April 2015 in the 'Schools Capital Programme 2015/16' report.	Existing	3,201	3,780	579	-	579
<b>School IT (LA Loans)</b> An additional years budget for 2018/19 is proposed for continuity of the project.	Existing	382	482	100	100	-
<b>Building Schools for the Future</b> Changes reflect confirmed DfE grant and a saving realised on a now resolved VAT query.	Existing	17,181	17,410	229	(119)	348
<b>Capital Maintenance &amp; Basic Need</b> Changes in large reflect the availability of additional DfE grant agreed by Cabinet (Resources) Panel in the 'Schools Capital Programme 2015/16' report on 14 April 2015, reducing the need for internal resources. A contribution from Lanesfield School for capital works carried out is also reflected.	Existing	41,274	45,831	4,557	(10,808)	15,365
<b>Universal Infant Free School Meals</b> Reflects confirmed allocation of grant from the DfE.	Existing	588	600	12	-	12
<b>Primary Capital Programme</b> The reduction in budget reflects an underspend in relation to the Warstones Primary refurbishment project.	Existing	14	9	(5)	-	(5)
<b>Subtotal</b>		<b>63,888</b>	<b>69,961</b>	<b>6,073</b>	<b>(10,226)</b>	<b>16,299</b>

## Analysis of projected change in expenditure

## Appendix A

People	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
<b>Welfare Assistance</b> Reflects a transfer to capital for a grant to Credit Union to administer Welfare Assistance loans in 2014/15.	New	-	240	240	240	-
<b>Sports Investment Strategy</b> This reflects changes required as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions from Parks Refurbishment Programme.	Existing	3,805	4,056	251	-	251
<b>Capital Investment in Community Capacity</b> Reflects a contribution to Corporate Asset Management project in relation to the relocation of ILS team.	Existing	162	17	(145)	-	(145)
<b>ILS Improvements</b> Reflects a contribution to Corporate Asset Management project in relation to the relocation of ILS team.	Existing	89	-	(89)	-	(89)
<b>Subtotal</b>		<b>4,056</b>	<b>4,313</b>	<b>257</b>	<b>240</b>	<b>17</b>

Place - Private Sector Housing	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Financing Internal resources £000	External resources £000
<b>Disabled Facilities Grants</b> Reflects revised expenditure requirements and the availability of additional grant reducing the need for internal resources.	Existing	11,244	10,387	(857)	(1,127)	270
<b>Private Sector Renewal</b> Changes reflect revised expenditure requirements as a result of the withdrawal of some projects.	Existing	5,278	3,300	(1,978)	(1,978)	-
<b>Subtotal</b>		<b>16,522</b>	<b>13,687</b>	<b>(2,835)</b>	<b>(3,105)</b>	<b>270</b>

Place - Non Housing	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
<b>Growth Hub Grants</b> Reflects the inclusion of a new project, fully financed through the Local Growth Deal, to extend development grants to businesses.	New	-	1,556	1,556	-	1,556
<b>Black Country Gold ERDF Project</b> Reflects the inclusion of a new project, fully financed through the ERDF, to extend business support grants.	New	-	420	420	-	420
<b>West Midlands Classified Renewal Project</b> The inclusion of a new project approved by Cabinet on 11 March 2015 funded by DfT grant and match funded by council resources vired from Structural Maintenance project.	New	-	6,594	6,594	725	5,869
<b>Managing Short Trips</b> The inclusion of a new project approved by Cabinet on 11 March 2015, fully financed by Local Growth Fund and private developer contributions.	New	-	1,811	1,811	0	1,811
<b>Accessing Growth Fund</b> Reflects a new project approved by Cabinet on 11 March 2015 fully funded through the Local Growth Deal.	New	-	12,000	12,000	0	12,000

## Analysis of projected change in expenditure

## Appendix A

Place - Non Housing (continued)	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
<b>Black Country Growth Deal - Cultural Programme</b>						
Reflects a contribution from Corporate Asset Management programme towards the Civic Halls improvement project.	Existing	10,400	10,836	436	436	-
<b>Westside</b>						
Reflects the approved reallocation of budget from the Reallocation of Resources for Regeneration Priorities project and a proposed virement from Markets in relation to the relocation of the indoor market.	Existing	1,735	2,824	1,089	1,089	-
<b>City Centre</b>						
Reflects the confirmed accounting treatment and subsequent removal of budget in relation to the repayment of RIF loan.	Existing	3,250	0	(3,250)	(3,250)	-
<b>Bilston Urban Village</b>						
Changes reflect additional grant funding available from the Local Growth Fund as approved by Cabinet (Resources) Panel on 3 March 2015.	Existing	4,365	7,856	3,491	-	3,491
<b>Vacation and disposal of Jennie Lee Centre</b>						
Reflects a proposed virement to the Reallocation of Resources for Regeneration Priorities.	Existing	20	-	(20)	(20)	-
<b>Reallocation of Resources for Regeneration Priorities</b>						
Net budget position reflecting in the main proposed virements from Block 10 and 11 Interchange projects and to the Westside project to meet potential acquisition costs.	Existing	1,366	3,736	2,370	2,370	-
<b>Corporate Asset Management</b>						
The net budget reduction is due to a contribution from the People directorate in relation to the relocation of the ILS and a contribution to the Black Country Growth Deal - Cultural Programme in relation to Civic Hall Improvements project.	Existing	2,823	2,622	(201)	(201)	-
<b>City Centre Interchange</b>						
Reflects the next phases of the project as set out in a report to Cabinet on 11 March 2015.	Existing	1,283	15,320	14,037	(34)	14,071
<b>I54 Access &amp; Infrastructure</b>						
Changes are due to issues in settling final contract payments and to address an anticipated shortfall in the level of receipts generated in the disposal of remaining plots of land.	Existing	13,690	14,431	741	811	(70)
<b>West Midlands Urban Traffic Control</b>						
Reflects additional expenditure as a result of Local Authority partners requirements.	Existing	1,411	1,533	122	-	122
<b>Structural Maintenance</b>						
The change in external resources reflects the inclusion of in year and provisional future years grant allocations from the DfT. The reduced requirement for internal resources is due to the release of internal resources due to the significant investment in infrastructure and a virement to match fund the West Midlands Classified Renewal project.	Existing	8,759	13,491	4,732	(1,663)	6,395
<b>Wolverhampton Interchange Block 10 &amp; 11</b>						
A switch in financing due to the injection of HCA grant.	Existing	-	-	-	(2,432)	2,432

## Analysis of projected change in expenditure

## Appendix A

Place - Non Housing (continued)	New / Existing project	Approved budget £000	Proposed budget £000	Forecast change in expenditure £000	Internal resources £000	External resources £000
<b>City Centre Transport &amp; Movement Enhancements</b>						
Reflect an additional allocation of Homes and Communities Agency grant allowing a proposed transfer of budget to the Reallocation of Resources for Regeneration Priorities for the wider City Centre. Private developer contributions have also been secured for the provision of a public art installation at Lichfield Street.	Existing	1,441	924	(517)	(975)	458
<b>Integrated Transport</b>						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions. Additional internal resources are also proposed to facilitate new projects for; Bus Lane Enforcement; Compton Road Access; Murdoch Road Footway Improvements: for which approval is sought from this meeting.	Existing	6,472	6,937	465	45	420
<b>Local Safety Schemes</b>						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions.	Existing	1,150	1,490	340	(60)	400
<b>Walking, Cycling, Safer Routes to School &amp; Minor Highway Improvements</b>						
Reflects in year and provisional future years grant allocations from the Integrated Transport Authority and smaller additional private developer contributions.	Existing	652	640	(12)	(182)	170
<b>Leisure Centre Enhancement Programme</b>						
To facilitate the reconfiguration of the meeting / bar area and the creation of a dance/spinning room at Aldersley Leisure Village.	Existing	705	855	150	150	-
<b>Bereavement Services</b>						
Reflects the actual outturn expenditure for this project.	Existing	-	2	2	2	-
<b>Markets Services</b>						
The change is due to a virement to the Westside project to meet additional relocation costs in relation to the relocation of the indoor market from Heantun House.	Existing	622	383	(239)	(239)	-
<b>Parks Refurbishment Programme</b>						
This reflects changes required as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions to Sports Investment Programme.	Existing	1,205	655	(550)	(37)	(513)
<b>Subtotal</b>		<b>61,349</b>	<b>106,916</b>	<b>45,567</b>	<b>(3,465)</b>	<b>49,032</b>
<b>TOTAL</b>				<b>49,062</b>	<b>(16,556)</b>	<b>65,618</b>

## Virements for approval

## Appendix B

Directorate	Capital project	Virement required £000	Comments	
Corporate	Uncommitted Balance of Schools Capital Maintenance	(305)	A virement from Capital Maintenance of £291,000 in 2014/15 is proposed to accommodate the increased expenditure requirements on completion of the Wilkinson Primary project.	
Corporate	St Peter's/St Edmund's Access Road	(28)		
Corporate	External Works	(24)		
Corporate	Amalgamation(East Park)	(2)		
Corporate	Toilet Refurbishment	14		
Corporate	Development Plans	51		
Corporate	Schools Access Contribution	3		
Corporate	Wilkinson Primary	291		
People	Capital Investment in Community Capacity	(145)		Virement of Community Capacity Grant proposed to fund the relocation of the Independent Living Service Team to Racecourse Lane.
People	ILS Improvements	(89)		
Places	Corporate Asset Management	234		
Places	Urban Parks Refurbishment Programme	(251)	Virement proposed as part of a review of budget holder responsibilities and involves the movement of bowling and cricket provisions from Parks Refurbishment Programme.	
People	Sports Investment Strategy	251		
Places	Corporate Asset Management	(436)	Virement proposed for planned enhancements and statutory compliance work that will be undertaken as part of the upgrade.	
Places	Black Country Growth Deal - Cultural Programme	436		
Places	Urban Parks Refurbishment Programme	(181)	Virement proposed to reflect a reallocation of S106 contributions to the Managing Short Trips project within the Transportation programme from the Hay Canal Basin Broad Street project within the Parks refurbishment programme.	
Places	Managing Short Trips	181		
Places	Markets Services	(239)	Virement proposed to meet additional relocation costs of the indoor market from Heantun House	
Places	Westside	239		
Places	Vacation and disposal of Jennie Lee Centre	(20)	Virement is proposed to reflect an injection of HCA grant in relation to Interchange projects to offer further flexibility for wider City centre projects as part of Reallocation of Resources for Regeneration Priorities.	
Places	Wolverhampton Interchange Block 10 Development	(1,772)		
Places	Wolverhampton Interchange Block 11 Acquisition	(650)		
Places	Reallocation of Resources for Regeneration Priorities	2,442		
Places	Structural Maintenance	(388)	Virement proposed for the provision of match funding in relation to West Midlands Classified Renewal Project.	
Places	Integrated Transport	(337)		
Places	West Midlands Classified Renewal Project	725		
Places	Local Safety Schemes	(60)	Virement proposed as part of overall management of resources within Transportation capital programme.	
Places	Walking, Cycling, Safer Routes To Schools and Minor Improvements	(182)		
Places	Integrated Transport	242		
Places	City Centre Transport & Movement Enhancements	(211)	Virement proposed due to the injection of Homes and Communities Agency grant releasing resources for the wider City Centre as part of the Reallocation of Resources for Regeneration Priorities project.	
Places	Wolverhampton City Centre Interchange	197		
Places	City Centre Transport & Movement Enhancements	(764)		
Places	Reallocation of Resources for Regeneration Priorities	778		
<b>Total</b>		-		

## Virements to note

Directorate	Capital project	Virement required £000	Comments
Corporate	Uncommitted Balance of Schools Capital Maintenance	(2,005)	Virements reported to Cabinet (Resources) Panel "Schools Capital Programme 2015/16" on 14 April 2015
Corporate	External Works	(3)	
Corporate	Planned Maintenance (electrical)	248	
Corporate	Asbestos Removal	17	
Corporate	Boiler/Pipework Replacements	700	
Corporate	Roof/Window Replacements	601	
Corporate	Contingency	252	
Corporate	Development Plans	40	
Corporate	Fire Prevention	25	
Corporate	Structural/Demolition/External Works	80	
Corporate	School's Contribution to Schools	45	
Places	Reallocation of Resources for Regeneration Priorities	(850)	
Places	Westside	850	
<b>Total</b>		-	

Schedule of works - Corporate

Appendix C1

ICT capital programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Main programme:</b>							
Future Developments	-	1,733	2,000	-	-	-	3,733
Emergency Projects	-	100	-	-	-	-	100
Security Enhancement							
Enterprise Anti Virus	22	-	-	-	-	-	22
Network Access Control	-	30	-	-	-	-	30
Network Intruder Detection	-	10	-	-	-	-	10
Penetration Testing and ITHC	34	26	-	-	-	-	60
	56	66	-	-	-	-	122
Refresh							
Microsoft Enterprise Agreement	439	395	377	-	-	-	1,211
Storage Refresh							
Replace NEO4000 tape library	-	142	-	-	-	-	142
Upgrades							
Replace / Upgrade Firewalls	-	100	-	-	-	-	100
Email labelling for GCSx	42	18	-	-	-	-	60
Web Filtering and Email Filtering replacement / upgrade	27	126	-	-	-	-	153
SQL Upgrade	-	50	-	-	-	-	50
Qlikview	6	-	-	-	-	-	6
Enterprise SFTP Solution	-	100	-	-	-	-	100
Corporate Data Network - contract renewal	-	300	-	-	-	-	300
Website Development	26	4	-	-	-	-	30
Google Appliance	62	-	-	-	-	-	62
Sharepoint Development	41	-	-	-	-	-	41
Varonis DatAdvantage	50	-	-	-	-	-	50
	254	698	-	-	-	-	952
Infrastructure Upgrades							
IP Telephony	-	114	-	-	-	-	114
Windows 7 Migration	54	48	-	-	-	-	102
Replace smaller mainframe applications	72	80	-	-	-	-	152
Network Hardware Refresh	10	51	30	-	-	-	91
SSL / VPN Remote Access replacement / upgrade	-	129	-	-	-	-	129
Replace public network infrastructure	8	91	-	-	-	-	99
Expand production VM environment and production DMZ environment	-	92	30	-	-	-	122
Secondary schools network	8	3	-	-	-	-	11
DASS to SIP trunking	-	3	-	-	-	-	3
SX2000 decommissioning	-	3	-	-	-	-	3
SCCM / SCOM	80	20	-	-	-	-	100
Thin client solution	-	205	-	-	-	-	205
Office 365	14	-	-	-	-	-	14
	246	839	60	-	-	-	1,145



Schedule of works - Corporate

Appendix C2

ICT capital programme (continued)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Data Centres							
Cold aisle containment	-	20	-	-	-	-	20
Uninterruptable Power Supply (UPS)	25	1	-	-	-	-	26
Environmental monitoring	-	15	-	-	-	-	15
Additional Data Cabinets	-	17	-	-	-	-	17
Air conditioning	1	-	-	-	-	-	1
Mainframe decommission and deep clean	-	20	-	-	-	-	20
	26	73	-	-	-	-	99
<b>Main programme total</b>	1,021	4,046	2,437	-	-	-	7,504
<b>Desktop Refresh</b>	-	1,733	-	-	-	-	1,733
<b>Disaster Recovery</b>	-	387	300	-	-	-	687
<b>Total ICT capital programme</b>	<b>1,021</b>	<b>6,166</b>	<b>2,737</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,924</b>

Primary School Expansion Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Phase 1 &amp; 2</b>							
Bilston Primary	773	105	-	-	-	-	878
Northwood Park	7	15	-	-	-	-	22
St Andrew's CoE	24	-	-	-	-	-	24
Eastfield Primary	12	-	-	-	-	-	12
Dunstall Hill Primary	353	2,000	2,731	-	-	-	5,084
Fallings Park Primary	207	2,990	400	-	-	-	3,597
Trinity CoE Primary	393	2,633	1,400	-	-	-	4,426
	1,769	7,743	4,531	-	-	-	14,043
<b>Phase 3</b>							
Bilston Primary	11	828	1,201	94	-	-	2,134
Bushbury Hill	16	544	371	44	-	-	975
Eastfield Primary	13	833	154	47	-	-	1,047
Loxdale Primary	37	1,096	52	-	-	-	1,185
Manor Primary	74	1,803	1,625	162	-	-	3,664
St Martin's Primary	11	250	1,497	83	-	-	1,841
Stowlawn Primary	26	305	28	-	-	-	359
Westacre Infants	33	100	249	-	-	-	382
West Park Primary	27	658	98	-	-	-	783
St Mary's RC Primary	9	800	2,000	300	-	-	3,109
Projects to be identified	-	764	1,000	4,197	-	-	5,961
	257	7,981	8,275	4,927	-	-	21,440
<b>Contingency</b>	-	228	171	-	-	-	399
<b>Total Primary School Expansion Programme</b>	<b>2,026</b>	<b>15,952</b>	<b>12,977</b>	<b>4,927</b>	<b>-</b>	<b>-</b>	<b>35,882</b>

Schedule of works - Corporate

Appendix C3

Universal Infant Free School Meals Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Manor Primary School	24	-	-	-	-	-	24
Christ Church Infant School	28	-	-	-	-	-	28
Warstones Primary School	1	-	-	-	-	-	1
Bantock Primary School	55	318	-	-	-	-	373
Northwood Park Primary School	7	-	-	-	-	-	7
Stowheath Infant School	1	-	-	-	-	-	1
Elston Hall Primary School	17	-	-	-	-	-	17
Villiers Primary School	3	-	-	-	-	-	3
East Park Primary School	1	-	-	-	-	-	1
Wilkinson Primary School	1	-	-	-	-	-	1
Fallings Park Primary School	13	-	-	-	-	-	13
Springdale School	2	-	-	-	-	-	2
Woodfield Infant School	1	-	-	-	-	-	1
Wodensfield Primary School	1	-	-	-	-	-	1
Claregate Primary School	4	-	-	-	-	-	4
Woodthorne Primary School	5	-	-	-	-	-	5
Goldthorn Park Primary School	8	-	-	-	-	-	8
Westacre Infant School	5	-	-	-	-	-	5
St Andrew's CoE Primary School	2	-	-	-	-	-	2
Dunstall Hill Primary School	2	-	-	-	-	-	2
Hill Avenue Primary School	3	-	-	-	-	-	3
Rakegate Primary School	1	-	-	-	-	-	1
Lanesfield Primary School	12	-	-	-	-	-	12
Wood End Primary School	1	-	-	-	-	-	1
Grove Primary School	4	-	-	-	-	-	4
St Thomas CoE Primary School	8	-	-	-	-	-	8
Loxdale Primary School	2	-	-	-	-	-	2
Castlecroft Primary School	1	-	-	-	-	-	1
Long Knowle Primary School	3	-	-	-	-	-	3
Parkfield Primary School	1	-	-	-	-	-	1
Spring Vale Primary School	2	-	-	-	-	-	2
Holy Trinity	13	-	-	-	-	-	13
Holy Rosary	7	-	-	-	-	-	7
St Anthony's	3	-	-	-	-	-	3
St Lukes	13	-	-	-	-	-	13
Corpus Christi Catholic Primary School	27	-	-	-	-	-	27
<b>Total Universal Infant Free School Meals programme</b>	<b>282</b>	<b>318</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600</b>

Schedule of works - Corporate

Appendix C4

BSF programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Investment in LEP</b>	42	-	-	-	-	-	42
<b>Sample:</b>							
The Kings/Tettenhall Wood	-	65	-	-	-	-	65
<b>Phase 1:</b>							
Coppice Performing Arts	-	25	-	-	-	-	25
SWBA	245	27	-	-	-	-	272
Wednesfield High	95	14	-	-	-	-	109
	<b>340</b>	<b>66</b>	-	-	-	-	<b>406</b>
<b>Phase 2:</b>							
St Edmunds / Compton Park Site	238	95	-	-	-	-	333
Moreton Community / School	55	167	-	-	-	-	222
Our Lady & St Chad Catholic	309	35	-	-	-	-	344
Colton Hills Community Schools	119	-	-	-	-	-	119
	<b>721</b>	<b>297</b>	-	-	-	-	<b>1,018</b>
<b>Phase 3:</b>							
Midpoint Centre	406	200	-	-	-	-	606
North East Academy	2,507	25	-	-	-	-	2,532
Smestow	996	28	-	-	-	-	1,024
Westcroft	514	122	-	-	-	-	636
Aldersley	1,455	1	-	-	-	-	1,456
Moseley Park	2,500	-	-	-	-	-	2,500
New Park Special	-	1	-	-	-	-	1
St Peter CofE School	150	-	-	-	-	-	150
Wolverhampton Girls High	285	4	-	-	-	-	289
Jacobs costs	-	59	5	-	-	-	64
Deansfield Compensation	-	303	-	-	-	-	303
Heath Park Compensation	-	381	-	-	-	-	381
Highfields Compensation	-	19	-	-	-	-	19
VAT Adjustments:							
St Edmunds	17	19	-	-	-	-	36
Our Lady & St Chad Catholic	21	7	-	-	-	-	28
VAT refund from HMRC	-	(3,041)	-	-	-	-	(3,041)
	<b>8,851</b>	<b>(1,872)</b>	<b>5</b>	-	-	-	<b>6,984</b>
<b>BSF - ICTS Infrastructure Schemes:</b>							
Central Data Centre	366	-	-	-	-	-	366
Contractual Costs	115	-	-	-	-	-	115
Kings	33	-	-	-	-	-	33
Highfields	17	-	-	-	-	-	17
Penn Fields	50	-	-	-	-	-	50
Coppice Performing Arts	69	-	-	-	-	-	69
SWBA	1	-	-	-	-	-	1
Wednesfield High	36	-	-	-	-	-	36
Moreton Community School	10	-	-	-	-	-	10
Our Lady & St Chads	66	33	-	-	-	-	99
Colton Hills	41	-	-	-	-	-	41
North East Academy	1,183	-	-	-	-	-	1,183
Smestow	981	-	-	-	-	-	981
Westcroft	46	34	-	-	-	-	80
Moseley Park	1,001	-	-	-	-	-	1,001
St Peter's CofE School	165	75	-	-	-	-	240
Wolverhampton High School	140	-	-	-	-	-	140
Green Park	104	-	-	-	-	-	104
Alderley	955	-	-	-	-	-	955
Penn Hall Special	19	-	-	-	-	-	19
Tettenhall Wood	52	0	-	-	-	-	52
Deansfield	25	939	-	-	-	-	964
Heath Park	-	1,192	-	-	-	-	1,192
Abnormals/SLG/ELS	-	1,147	-	-	-	-	1,147
	<b>5,475</b>	<b>3,420</b>	-	-	-	-	<b>8,895</b>
<b>Total BSF capital programme</b>	<b>15,429</b>	<b>1,976</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,410</b>

Schedule of works - Corporate

Appendix C5

Capital Maintenance	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Boiler upgrades/replacement pipework/heaters:</b>							
Castlecroft Primary - boiler replacement	67	-	-	-	-	-	67
D'Eyncourt Primary - boiler replacement	126	-	-	-	-	-	126
Elston Hall - upgrade heating pipework	(6)	-	-	-	-	-	(6)
Long Knowle Primary - boiler replacement	105	-	-	-	-	-	105
Wodenfield Primary - upgrade heating pipework	5	-	-	-	-	-	5
Springdale Infant and Junior - replacement pipework	-	212	-	-	-	-	212
Oxley Primary - replacement pipework	25	-	-	-	-	-	25
Goldthorne Park - drainage work	(2)	-	-	-	-	-	(2)
Westacre Infant - replacement pipework	133	-	-	-	-	-	133
St Thomas Church of England Primary - replacement	50	-	-	-	-	-	50
Bantock Primary - upgrade heating pipework	-	150	-	-	-	-	150
Broadmeadow Special - upgrade fan convectors	-	40	-	-	-	-	40
Castlecroft Primary - bns panel and heating pump	-	30	-	-	-	-	30
Christ Church Infants - upgrade hall heating	-	50	-	-	-	-	50
Goldthorne Park - upgrade infant boiler plant and fan	-	75	-	-	-	-	75
Graiseley Primary - upgrade boiler plant	-	75	-	-	-	-	75
Loxdale Primary - upgrade flue	-	10	-	-	-	-	10
Oxley Primary - upgrade heating pipework	-	150	-	-	-	-	150
St Stephens Primary - upgrade heating pipework	-	30	-	-	-	-	30
Stow Health - hot and cold pipework	-	70	-	-	-	-	70
Wodenfield Primary - replacement boiler plant	-	20	-	-	-	-	20
	503	912	-	-	-	-	1,415
<b>Roof replacements and ceilings:</b>							
Parkfield Primary	2	-	-	-	-	-	2
Eastfield Primary	5	-	-	-	-	-	5
St Thomas' CE - roof replacement	1	-	-	-	-	-	1
Claregate Primary - first floor ceilings	25	-	-	-	-	-	25
Dovecotes Primary - replacement roof covering	36	-	-	-	-	-	36
Grove Primary - replacement roof covering to hall	40	-	-	-	-	-	40
St Martin's Church of England Primary - replacement roof coverings	40	-	-	-	-	-	40
Whitgreave Infant - replacement roof covering	34	-	-	-	-	-	34
Whitgreave Junior - replacement roof covering	23	-	-	-	-	-	23
Woodthorne Primary - replacement roof covering Junior block	61	-	-	-	-	-	61
Bilston Nursery - replacement tiles to roof	-	80	-	-	-	-	80
Christ Church CE Jr - replacement roof covering	-	40	-	-	-	-	40
D'Eyncourt Primary - replacement roof covering	-	25	-	-	-	-	25
Dovecotes Primary - replacement roof covering	-	40	-	-	-	-	40
Long Knowle - replacement roof covering	-	30	-	-	-	-	30
Springvale Primary - replacement roof covering	-	15	-	-	-	-	15
St Bartholomew's CE Primary - replacement roof covering &	-	30	-	-	-	-	30
Uplands Junior - replacement roof covering	-	25	-	-	-	-	25
Whitgreave Junior - replacement roof covering	-	40	-	-	-	-	40
Woodthorne Primary - replacement roof covering	-	75	-	-	-	-	75
Projects to be identified	-	128	-	-	-	-	128
	267	528	-	-	-	-	795
<b>Window upgrade:</b>							
Bushbury Nursery - replacement classroom windows	24	-	-	-	-	-	24
Hill Avenue Primary - replacement classroom windows	50	-	-	-	-	-	50
Woodfield Infant - replacement classroom windows	37	-	-	-	-	-	37
Woodfield Junior - replacement classroom windows	68	-	-	-	-	-	68
Long Knowle - window upgrade	(1)	-	-	-	-	-	(1)
Broadmeadow Nursery - replacement classroom windows	-	25	-	-	-	-	25
Claregate Primary - replacement classroom windows	-	45	-	-	-	-	45
Hill Avenue Primary - replacement classroom windows	-	35	-	-	-	-	35
Merridale Primary - replacement classroom windows	-	20	-	-	-	-	20
Oxley Primary - replacement classroom windows	-	50	-	-	-	-	50
St Alban's CE Primary - replacement classroom windows	-	15	-	-	-	-	15
Woodfield Junior - replacement classroom windows	-	20	-	-	-	-	20
	178	210	-	-	-	-	388

Schedule of works - Corporate

Appendix C6

Capital Maintenance (continued)	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Development Plans:</b>							
Danesmore Park Demolition	(3)	-	-	-	-	-	(3)
Hill Avenue	(6)	-	-	-	-	-	(6)
Northwood Park	(5)	-	-	-	-	-	(5)
Loxdale Primary	(2)	-	-	-	-	-	(2)
Woodthorne Primary	36	-	-	-	-	-	36
Lanesfield Primary	191	-	-	-	-	-	191
Graiseley Primary	37	-	-	-	-	-	37
Boradmeadow Special Nursery	(1)	-	-	-	-	-	(1)
Projects to be identified	-	40	-	-	-	-	40
	247	40	-	-	-	-	287
<b>Toilet/cloakroom upgrade:</b>							
Elston Hall Primary - toilet refurbishment	37	31	-	-	-	-	68
Loxdale Primary - toilet refurbishment	35	-	-	-	-	-	35
Merridale Primary - cloakroom floors	18	-	-	-	-	-	18
	90	31	-	-	-	-	121
<b>Structural/demolition/external works/security</b>							
St Andrew's Church of England Primary - demolition of horsa building, playground replacement	29	-	-	-	-	-	29
Bantock Primary - reform playground	73	35	-	-	-	-	108
Field View Primary - provision of playground	79	-	-	-	-	-	79
Goldthorn Park Primary - replacement floor screeds	61	150	-	-	-	-	211
Lanesfield Primary - demolition of chimney	-	20	-	-	-	-	20
New Park - boundary fence	141	-	-	-	-	-	141
New Park - internal doors	74	-	-	-	-	-	74
Woden Primary - canopy	(1)	20	-	-	-	-	19
Merridale Primary - replacement timber floor	-	10	-	-	-	-	10
Oxley Primary - replacement wood block floor and DPM	-	20	-	-	-	-	20
Springvale Primary - resurfacing main entrance drive	-	25	-	-	-	-	25
Whitgreave Infant - rebuild retaining wall	-	25	-	-	-	-	25
Projects to be identified	-	39	-	-	-	-	39
	456	344	-	-	-	-	800
<b>Contribution to New Build schemes:</b>							
Edward the Elder Primary	-	25	-	-	-	-	25
Wood End Primary	-	25	-	-	-	-	25
New Park - design technology refurbishment	-	35	-	-	-	-	35
Springdale Infants - security gates to playground	-	10	-	-	-	-	10
	-	95	-	-	-	-	95
<b>Asbestos removal:</b>							
Loxdale Primary	(5)	-	-	-	-	-	(5)
Moreton School	9	-	-	-	-	-	9
Merridale Primary	-	16	-	-	-	-	16
Projects to be identified	-	100	-	-	-	-	100
	4	116	-	-	-	-	120
<b>Rewiring and electrical upgrades (Planned Maintenance):</b>							
Christ Church CoE Primary	(1)	-	-	-	-	-	(1)
Castlecroft Primary	16	-	-	-	-	-	16
Claregate Primary	12	-	-	-	-	-	12
Dovecotes Primary	23	-	-	-	-	-	23
Long Knowle Primary	16	-	-	-	-	-	16
Palmers Cross Primary	-	25	-	-	-	-	25
St Andrew's Church of England Primary	-	20	-	-	-	-	20
Stow Heath Primary	-	25	-	-	-	-	25
Westacre Infant	8	-	-	-	-	-	8
Woodthorne Primary	-	20	-	-	-	-	20
Castlecroft Primary - main earthing and bonding	-	10	-	-	-	-	10
D'Eyncourt Primary - main switchgear, sub-mains	-	45	-	-	-	-	45
Graiseley Primary - mains upgrade	-	25	-	-	-	-	25
Graiseley Primary - emergency lighting	-	20	-	-	-	-	20
Hill Avenue Primary - mains switchgear, sub-mains	-	18	-	-	-	-	18
Spring Vale Primary - fire alarm improvements	-	25	-	-	-	-	25
Uplands Junior - mains switchgear, fixed wiring works	-	45	-	-	-	-	45
Villiers Primary - mains and sub-mains	-	25	-	-	-	-	25
Wodensfield Primary - Juniors targeted power, lighting and emergency lights	-	35	-	-	-	-	35
	74	338	-	-	-	-	412

Schedule of works - Corporate

Appendix C7

Capital Maintenance (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Access</b>							
St Peter's Access Road	(28)	-	-	-	-	-	(28)
Loxdale Primary	3	-	-	-	-	-	3
	(25)	-	-	-	-	-	(25)
<b>Amalgamation (East Park)</b>	(2)	-	-	-	-	-	(2)
<b>Fire Prevention</b>							
Manor Primary	35	-	-	-	-	-	35
Dovecotes Primary	46	25	-	-	-	-	71
Hill Avenue	-	19	-	-	-	-	19
	81	44	-	-	-	-	125
<b>Contingency for emergency works</b>	9	438	-	-	-	-	447
<b>Uncommitted Balance of Capital Maintenance (projects to be identified)</b>	-	215	2,225	2,225	-	-	4,665
<b>Total Capital Maintenance capital programme</b>	<b>1,882</b>	<b>3,311</b>	<b>2,225</b>	<b>2,225</b>	<b>-</b>	<b>-</b>	<b>9,643</b>

Schedule of works - People

Appendix C8

<b>Electronic Social Care IT Records</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Back Scanning Team	111	97	-	-	-	-	208
Confidential Waste	-	4	-	-	-	-	4
Retention & Destruction Module	-	7	-	-	-	-	7
Miscellaneous Expenses	-	6	-	-	-	-	6
<b>Total Electronic Social Care IT Records</b>	<b>111</b>	<b>114</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>

<b>Sports Investment Strategy</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Barnhurst Land Pitches	616	1,202	-	-	-	-	1,818
Synthetic Pitch Our Lady & St Chads School	3	984	-	-	-	-	987
Aldersley Synthetic Pitch	1	4	-	-	-	-	5
Payment of grant to Bilbrook FC	-	200	-	-	-	-	200
Payment of grant to Bilston Town FC	-	28	-	-	-	-	28
Cricket Provision	17	104	-	-	-	-	121
Bowling provision	-	102	-	-	-	-	102
Projects in Development	-	795	-	-	-	-	795
<b>Total Sports Investment Strategy</b>	<b>637</b>	<b>3,419</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,056</b>

<b>Short Breaks for Disabled Children Programme</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Mander Centre Changing Place toilet facilities	7	26	-	-	-	-	33
Civic Centre Changing Place toilet facilities	-	40	-	-	-	-	40
Projects to be identified	-	76	-	-	-	-	76
<b>Total Short Breaks for Disabled Children</b>	<b>7</b>	<b>142</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>149</b>

<b>Co-location Programme</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
NOM - Middleway Green	-	10	-	-	-	-	10
Berrybrook	(5)	-	-	-	-	-	(5)
NOM - Graiseley Centre	5	10	-	-	-	-	15
NOM - Warstones	10	-	-	-	-	-	10
Priory Green	1	-	-	-	-	-	1
NOM - Avenues Family Resource Centre	30	-	-	-	-	-	30
Wednesfield Area Office	4	-	-	-	-	-	4
NOM - Wednesfield	2	-	-	-	-	-	2
NOM - Windsor Childrens Centre	11	61	-	-	-	-	72
NOM - Bingley Enterprise Centre	19	6	-	-	-	-	25
NOM - Whitmore Reans Childrens Centre	58	2	-	-	-	-	60
NOM - The Dove Centre	34	-	-	-	-	-	34
NOM - The Berries	-	20	-	-	-	-	20
NOM - Childrens Village	14	51	-	-	-	-	65
NOM - Blakenhall Family Resource Centre	39	-	-	-	-	-	39
Valley Park MAST	1	4	-	-	-	-	5
NOM - Bilston MAST	-	3	-	-	-	-	3
Projects to be confirmed	-	96	-	-	-	-	96
<b>Total Co-location Programme</b>	<b>223</b>	<b>263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>486</b>

## Schedule of works - Place

## Appendix C9

<b>Urban Parks Refurbishment Programme</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Main programme:</b>							
East Park	230	38	-	-	-	-	268
Spring Road Estate	60	57	-	-	-	-	117
Greenway Playing Fields (Bradley Facilities)	-	19	-	-	-	-	19
Hay Canal Basin Broad Street	2	-	-	-	-	-	2
Heath Town Park	9	108	-	-	-	-	117
West Park Play	-	60	-	-	-	-	60
All Saints Park	-	70	-	-	-	-	70
Rakegate Wood Project	-	2	-	-	-	-	2
<b>Total Urban Parks Refurbishment</b>	<b>301</b>	<b>354</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>655</b>
<b>Leisure Centres</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Bilston Leisure Centre</b>	19	19	-	-	-	-	38
<b>Leisure Centre Enhancement Programme</b>							
Central Baths	10	280	-	-	-	-	290
Aldersley Leisure Village	9	506	-	-	-	-	515
Bert Williams Centre	6	4	-	-	-	-	10
Leisure Centre Equipment	32	8	-	-	-	-	40
<b>Total Leisure Centre programme</b>	<b>76</b>	<b>817</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>893</b>
<b>Disposals Programme</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Outline Planning Consents	-	76	23	-	-	-	99
Pennfields - Demolition	-	165	-	-	-	-	165
Graiseley Caretakers House	-	100	-	-	-	-	100
Danesmore - Relocation of licences	-	30	-	-	-	-	30
Wednesfield High - Demolition	-	522	-	-	-	-	522
Reprovision of playing field	-	827	-	-	-	-	827
Future years demolitions	-	-	360	-	-	-	360
<b>Total Disposals Programme</b>	<b>-</b>	<b>1,720</b>	<b>383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,103</b>
<b>Targeted Disposals Programme</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Prouds Lane Former Bilston Leisure Centre	11	-	-	-	-	-	11
Heath Town Baths	-	100	100	-	-	-	200
Relocation of MUGA from Fifth Avenue	(7)	50	-	-	-	-	43
Canalside Demolitions & Preparatory Works	-	-	-	200	-	-	200
Heath Town adventure play area - Japanese Knotweed	2	-	-	-	-	-	2
Projects to be identified	-	644	386	-	-	-	1,030
<b>Total Targeted Disposals Programme</b>	<b>6</b>	<b>794</b>	<b>486</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>1,486</b>
<b>Market Services</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Wednesfield Market</b>							
Electrical works	5	8	-	-	-	-	13
<b>Bilston Retail Market</b>							
Air conditioning upgrade	125	23	-	-	-	-	148
Electrical works	22	128	-	-	-	-	150
<b>Wolverhampton Wholesale Market</b>							
Resurfacing works	72	-	-	-	-	-	72
<b>Total Market Services Programme</b>	<b>224</b>	<b>159</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>383</b>



Schedule of works - Place

Appendix C10

Corporate Asset Management Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
<b>Planned Programme of Enhancements</b>							
West Park Conservatory - replacement of window frames	32	-	-	-	-	-	32
Civic & Wulfrun Halls - window replacement	57	-	-	-	-	-	57
Civic & Wulfrun Halls - electrical system upgrade	2	-	-	-	-	-	2
Blakenhall Family Resource Centre - replace kitchenette	1	-	-	-	-	-	1
Grand Theatre balustrade strengthening	-	31	-	-	-	-	31
Grand Theatre - showers and dressing room cubicle	3	-	-	-	-	-	3
Wolverhampton Art Gallery - protection to main lantern light	-	52	-	-	-	-	52
Bantock House - boiler replacement	23	-	-	-	-	-	23
Fowlers Park Changing rooms - refurbishment	-	25	-	-	-	-	25
Central Baths - changing rooms refurbishment	-	60	-	-	-	-	60
Bilston Community Centre - windows replacement	-	6	-	-	-	-	6
Wolverhampton Art Gallery - improve stone sills	-	48	-	-	-	-	48
Blakenhall Community and Healthy Living Centre - air handling replacement	-	12	-	-	-	-	12
City Archives – external protective system	-	32	-	-	-	-	32
West Park Lakeside Shelter - restoration	-	32	-	-	-	-	32
Magistrates Court - external coating	-	41	-	-	-	-	41
Wolverhampton Art Gallery – Makers Dozen - resurface piazza	-	71	-	-	-	-	71
Racecourse Road - relocation of independent living service	100	170	-	-	-	-	270
Bradmore Recreation Ground building remodelling	-	30	-	-	-	-	30
Central Library - external redecoration	-	10	-	-	-	-	10
4 Lichfield Passage replace patio roof	-	40	-	-	-	-	40
Albert Road Day Centre - drainage in car park	-	12	-	-	-	-	12
	<b>218</b>	<b>672</b>	-	-	-	-	<b>890</b>
<b>Statutory compliance testing</b>							
Kingswood Centre - rewiring	(10)	-	-	-	-	-	(10)
Duke St Bungalows - access improvement	(4)	-	-	-	-	-	(4)
Long Knowle Community Centre - DDA works	(1)	-	-	-	-	-	(1)
Civic & Wulfrun Halls	5	-	-	-	-	-	5
Upper Pendeford Farm - External lighting upgrade	10	-	-	-	-	-	10
Croft Resource Centre - DDA works	(3)	-	-	-	-	-	(3)
Merry Hill House - Entry system/bedroom doors	18	-	-	-	-	-	18
Newhampton Arts Centre - electrical rewiring	(7)	-	-	-	-	-	(7)
Little Civic/Slade Rooms - new ramp installation	26	-	-	-	-	-	26
Bantock House - rewiring	3	-	-	-	-	-	3
Bilston Retail Market - rewiring	156	-	-	-	-	-	156
Windsor Avenue Changing Rooms - rewiring	10	-	-	-	-	-	10
Civic & Wulfrun Halls - door replacements	22	26	-	-	-	-	48
Lower Bradley Youth & Comm. Centre - rewiring	6	-	-	-	-	-	6
Peach Tree Adventure Playground - door	-	1	-	-	-	-	1
Graiseley Music School - rewiring	-	4	-	-	-	-	4
Finchfield Library - rewiring	-	2	-	-	-	-	2
Northwood Park Office - rewiring	-	6	-	-	-	-	6
Central Library - entrance repaving	-	5	-	-	-	-	5
Beacon Hill Cemetery - rewiring	-	1	-	-	-	-	1
Brickkiln Centre - rewiring	-	3	-	-	-	-	3
Adult Education; (Foyer Building) - rewiring	-	3	-	-	-	-	3
Danescourt Cemetery - rewiring	-	5	-	-	-	-	5
Penn Cemetery - rewiring	-	9	-	-	-	-	9
Bantock House - external improvements	-	2	-	-	-	-	2
Aldersley Leisure Village - external resurfacing	-	39	-	-	-	-	39
Bond House - rewiring	-	56	-	-	-	-	56
Alan Garner Centre - rewiring	-	1	-	-	-	-	1
Towers ; The Outdoor Education Centre - rewiring	-	5	-	-	-	-	5
Ashmore Park Youth Centre - rewiring	-	7	-	-	-	-	7
Bilston Community Centre - rewiring	-	14	-	-	-	-	14
Dunstall Community Centre - rewiring	-	10	-	-	-	-	10
Bradmore Community Centre rewiring	-	16	-	-	-	-	16
Bilston Library & Museum - car park resurfacing	-	3	-	-	-	-	3
West Midlands Pensions Fund - rewiring	-	1	-	-	-	-	1
Woden Resource Centre - entrance improvements	-	2	-	-	-	-	2
Albert Road Day Centre - rewiring	-	5	-	-	-	-	5
Bradley Lodge Resource Centre - rewiring	-	10	-	-	-	-	10
Portobello Community Centre - rewiring	-	8	-	-	-	-	8
Unit 28/29 Fordhouse Road - rewiring	-	2	-	-	-	-	2
All Saints Youth & Community Centre - rewiring	-	12	-	-	-	-	12
Wolverhampton Art Gallery - automation of doors	-	10	-	-	-	-	10
Warstones Resource Centre - rewiring	-	13	-	-	-	-	13
	<b>231</b>	<b>281</b>	-	-	-	-	<b>512</b>

Schedule of works - Place

Appendix C11

Corporate Asset Management Programme (continued)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000	£000	£000
<b>Minor Works Programme for Adult's Social Care Fund</b>							
Recovery House - bathroom improvements	(2)	-	-	-	-	-	(2)
Albert Road Day Centre - window replacement/garage	84	-	-	-	-	-	84
Bradley Day Centre - rewiring	(5)	-	-	-	-	-	(5)
Blakenhall House Resource Centre - rewiring	11	-	-	-	-	-	11
Neville Garratt Centre - fire alarm and electrical improvements	25	-	-	-	-	-	25
Woden Resource Centre - windows replacement	18	-	-	-	-	-	18
Nelson Mandela House - doors replacement	12	-	-	-	-	-	12
Merry Hill House - boiler and doors replacement	-	19	-	-	-	-	19
Duke Street Bungalows - rewiring	-	3	-	-	-	-	3
Woden Resource Centre - roof improvements	-	40	-	-	-	-	40
Merry Hill House - door improvements	-	3	-	-	-	-	3
Neville Garratt Centre - new boiler	-	15	-	-	-	-	15
Neville Garratt Centre - air conditioning upgrade	-	20	-	-	-	-	20
	<b>143</b>	<b>100</b>	-	-	-	-	<b>243</b>
<b>Minor Works Programme for Children's Social Care Fund</b>							
Beldray Building - rewiring	-	3	-	-	-	-	3
Avenues Family Centre - rewiring	-	5	-	-	-	-	5
Bingley Enterprise Centre - wall rebuild and car park resurface	100	-	-	-	-	-	100
Priory Green Offices - boiler replacements	-	105	-	-	-	-	105
Bingley Enterprise - rewiring	-	4	-	-	-	-	4
Bingley Enterprise - flooring	-	44	-	-	-	-	44
Towers Outdoor Education Centre - windows replacement	-	25	-	-	-	-	25
Barnhurst Day Centre - rewiring	-	-	-	-	-	-	-
	<b>100</b>	<b>186</b>	-	-	-	-	<b>286</b>
<b>Projects to be identified</b>	-	-	690	-	-	-	690
<b>Total Corporate Asset Management Programme</b>	<b>692</b>	<b>1,239</b>	<b>690</b>	-	-	-	<b>2,621</b>

Key budget risks

Appendix D

Risk number	Category	Risk - cause/event	Impact of risk	Probability of risk (P) Score 1-5	Impact of risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk control measures	Owner	Review period
1	Financial and Budget Management	Ineffective budget management.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> <li>• Monthly monitoring at service level and to capital programme working group.</li> <li>• Quarterly monitoring to Cabinet Members.</li> <li>• Capital Programme report.</li> </ul>	Director of Finance	Quarterly
2	Financial and Budget Management	Loss of ICT facilities e.g. due to failure of systems, loss of key personnel and/or disaster recovery arrangements.	Lack of robust financial information on which to set and monitor budgets, leading to increased projected expenditure requiring other project savings to be identified or the need for additional prudential borrowing having an adverse impact on the Revenue Budget.	3	4	12	A	<ul style="list-style-type: none"> <li>• ICT disaster recovery project and arrangements.</li> <li>• Independent project management systems hold information in some instances.</li> </ul>	Director of Finance	Quarterly
3	Financial and Budget Management	Inability to recover all VAT associated with capital expenditure.	Overspend against budget requiring either savings on other projects or additional prudential borrowing having an adverse impact on the Revenue Budget.	4	3	12	A	<ul style="list-style-type: none"> <li>• Close scrutiny of new capital schemes to establish potential VAT implications in order that they can be effectively managed</li> </ul>	Director of Finance	Monthly
4	Income and Funding	Inability to deliver disposal programme due to: affordability of corporate projects preventing release of sites; local community and member opposition to site disposals.	<p>Loss of funding requiring projects to be delayed / stopped, or additional prudential borrowing having an adverse impact on the Revenue Budget.</p> <p>Unable to meet financial commitments e.g. repayment of Regional Infrastructure Funding requiring additional prudential borrowing having an adverse impact on the Revenue Budget.</p>	3	4	12	A	<ul style="list-style-type: none"> <li>• Robust project management systems.</li> <li>• Members Property Group</li> <li>• Reporting to Capital Programme Working Group.</li> </ul>	Assistant Directors	Monthly
5	Income and Funding	Decline in market for land and property resulting in failure to dispose of land or reduced level of receipt.	Reduced level of receipts requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	3	6	A	<ul style="list-style-type: none"> <li>• Pro-active management of disposals to maximise receipts, which could include conscious decision to defer sales etc.</li> </ul>	Assistant Director Regeneration	Monthly

Key budget risks

Appendix D

Risk number	Category	Risk - cause/event	Impact of risk	Probability of risk (P) Score 1-5	Impact of risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk control measures	Owner	Review period
6	Income and Funding	Reduction in level of Government funding after announcements made and programme committed.	Legal / political commitment to projects requiring either a reduction in other areas of the Capital Programme or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> <li>• Close monitoring of central government policy decisions.</li> <li>• Building in contingency plans within the capital programme.</li> </ul>	Director of Finance	Monthly
7	Income and Funding	Inability to deliver outcomes / outputs in accordance with grant / S106 conditions.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	<ul style="list-style-type: none"> <li>• Robust project management to monitor outputs / outcomes.</li> <li>• Reality check of business cases to support bids.</li> </ul>	Director of Finance	Monthly
8	Income and Funding	Grant drawn down against ineligible project expenditure.	Clawback of grant by funding organisations requiring either other project savings or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	<ul style="list-style-type: none"> <li>• Careful, detailed monitoring of project expenditure to ensure robust grant claims.</li> </ul>	Director of Finance	Monthly
9	Income and Funding	Availability of borrowing e.g. Central Government capping.	Lack of funding requiring projects to be delayed or stopped.	5	4	20	R	<ul style="list-style-type: none"> <li>• Close monitoring of central government policy decisions.</li> <li>• Building in contingency plans within the Capital Programme.</li> </ul>	Director of Finance	Monthly
10	Income and Funding	Affordability of borrowing.	Lack of funding requiring projects to be delayed or stopped.	3	4	12	A	<ul style="list-style-type: none"> <li>• Building in contingency plans within the Capital Programme.</li> </ul>	Director of Finance	Monthly
11	Third Parties	Contractors ceasing to trade.	Incomplete projects with a need to re-tender for another contractor leading to additional costs requiring either other project savings or additional prudential borrowing having an adverse impact on Revenue Budget.	2	4	8	G	<ul style="list-style-type: none"> <li>• Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. At worst this gives the council notice of emerging problems</li> <li>• Due diligence.</li> </ul>	Assistant Directors	Monthly

Key budget risks

Appendix D

Risk number	Category	Risk - cause/event	Impact of risk	Probability of risk (P) Score 1-5	Impact of risk (I) Score 1-5	Score (PxI)	Red (R) Amber (A) Green (G)	Risk control measures	Owner	Review period
12	Third Parties	Delegation of programmes to partners e.g. Wolverhampton Homes.	Ineffective budget management.	2	4	8	A	• Regular monitoring meetings and clear stipulation regarding information requirements.	Assistant Directors	Monthly
13	Third Parties	Contract delays.	Increased project costs requiring other project savings or additional prudential borrowing having an adverse effect on the Revenue Budget.	4	3	12	A	• Robust project management.	Assistant Directors	Monthly
14	Third Parties	Lack of contractors bidding for work.	Lack of competition, resulting in increased project costs and reduced VFM.	2	2	4	G	• Departments using external service suppliers work closely with them and are kept abreast of their service and business situation. This gives the City Council notice of emerging problems.	Assistant Directors	Monthly
15	Government Policy	Change in government policy requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	2	4	8	A	• Close monitoring of central government policy decisions. • Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
16	Service Demands	Change in configuration of services requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	• Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly
17	Service Demands	Demand for service increases due to demographic changes requiring capital investment.	Lack of funding requiring other projects to be delayed or stopped or additional prudential borrowing having an adverse impact on the Revenue Budget.	1	4	4	A	• Close monitoring of service demands to enable the forecasting of pressures. • Building in contingency plans within the Capital Programme.	Assistant Directors	Monthly

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# Cabinet

23 June 2015

<b>Report title</b>	Corporate Plan 2015/16 and the Wolverhampton Way	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader of the council	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation, Corporate Core	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	Cabinet	23 June 2015
	Scrutiny Board	30 June 2015
	Council (Corporate Plan)	15 July 2015

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## Recommendation(s) for action or decision:

Cabinet is recommended to:

1. Approve the Corporate Plan 2015/16, subject to minor amendments by Scrutiny Board, to go forward to Council on 15 July.
2. Approve the Wolverhampton Way: our strategic approach to transformation, subject to minor amendments by Scrutiny Board.
3. Delegate approval of amendments post Scrutiny Board to the Leader in consultation with the Managing Director.

## **1.0 Purpose**

1.1 The purpose of this report is to approve the council's Corporate Plan for 2015/16, and the supporting 'Wolverhampton Way' document which sets out how we will deliver our mission of 'working as one to serve our city'.

## **2.0 Background**

2.1 In 2014 work was undertaken to simplify the council's Corporate Plan. The revised Corporate Plan approach aims to simplify our priorities into 'stronger communities' (People) and 'stronger economy' (Place) supported by a 'Confident Capable Council' (Corporate).

2.3 Positive feedback was received on the approach in the council's Corporate Peer Challenge in December 2014.

2.4 In summary, the Corporate Plan on a Page includes:

- Three Corporate Plan Priorities
- Seven Corporate Plan Outcomes
- 14 Corporate Plan Objectives
- Seven C3 Programme Workstreams

2.5 The council's planning and performance management approach going forward will be focussed on the delivery of the Corporate Plan. The performance measures will form the quarterly corporate performance management report, which will reported to Strategic Executive Board (SEB), Cabinet (Performance Management) Panel and Scrutiny Board.

## **3.0 Corporate Plan 2015/16**

3.1 The Corporate Plan has been designed as a thematic-based document, ensuring that content does not follow a silo based approach. For example, in ensuring the delivery of the 'Keeping the City Safe' objective, a number of service areas outside the direct control of the accountable senior officer, such as street lighting.

3.2 Fifteen 'Plans on a Page' have been produced (6 x Place, 8 x People). Confident Capable Council has one plan, which encompasses all seven work streams. The plans on a page include:

- Why each objective is important and the long term vision;
- The council's key policies and strategies which support each objective;
- Actions to support the delivery each objective;
- A number of key performance measures which will help monitor progress.

3.3 Where supportive policies and strategies that have been identified, these are being reviewed to ensure that they meet the council's agreed definition of a policy and/or



strategy. The Corporate Plan will enable users to interactively access these key policies and strategies, as well as the council's policy library.

3.4 The actions included the Corporate Plan will form part of senior manager's work programme for the year and link to appraisals. In turn, all employees work programmes and appraisals should link back to these.

3.5 The Corporate Plan will be discussed at Scrutiny Board on 30 June, and will go forward to Council on 15 July.

#### **4.0 The Wolverhampton Way**

4.1 The Wolverhampton Way document is a contextual narrative document that brings together a number of areas to articulate how we will deliver our mission of 'working as one to serve our city', and key strategy documents of the Corporate Plan and Organisational Development Strategy.

4.2 It includes reference to the high level Corporate Plan on a page, and a summary of the following areas:

- Service delivery
- Medium Term Financial Strategy
- Our Core Behaviours
- Customer Service Standards
- Performance Culture
- C3 Transformation Programme

4.3 The Wolverhampton Way document will be discussed at Scrutiny Board on 30 June.

#### **5.0 Financial implications**

5.1 The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.

5.2 The revised Corporate Plan provides a framework of prioritisation for allocation of council budgets, in accordance with the Medium Term Financial Strategy.

[GE/27052015/Y]

#### **6.0 Legal implications**

6.1 There are no specific legal implications arising from this report. The council's statutory responsibilities will be discharged through delivery of the Corporate Plan.

[TS/26052015/J]

## **7.0 Equalities implications**

7.1 The council has a number of equality objectives, which underpin the Corporate Plan. Any policy change or budget decision is subject to an Equality Analysis screening, to understand the potential impact on the nine protected characteristics.

## **8.0 Environmental implications**

8.1 There are no direct environmental implications arising from this report. Environmental implications will be in several of the objectives of the Corporate Plan.

## **9.0 Human resources implications**

9.1 There are no human resources implications arising from this report. The Future People programme in the Corporate Plan will most significantly address HR implications.

## **10.0 Corporate landlord implications**

10.1 There are no corporate landlord implications arising from this report. The Future Space programme in the Corporate Plan will most significantly address corporate landlord implications.

# Our priorities



*A stronger economy*



*Stronger communities*



*A confident capable council*

## City of Wolverhampton Council's Corporate Plan 2015/16

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**Our mission:**  
Working as one to  
serve our city





**Objective: To work in collaboration to improve the region of the Midlands**  
**Accountable Officer: Managing Director**

**Why is this important to Wolverhampton?**

Greater collaboration in the West Midlands and the Midlands as a whole will benefit the city of Wolverhampton in the following ways:

- Greater economic growth
- Improve job prospects and skills training for residents
- Allow access to enhanced funding opportunities from central government
- Improve the movement of people and freight across the Midlands and the rest of the country

**What are our key policies and strategies?**

There are a number of key policies and strategies which relate to our objective. These include:

- Regional transport strategies and policies
- Economic Growth Strategy
- Skills Commission work

**What will we do to achieve this?**

Action Description	Lead Officer
• Develop the West Midlands Transport Strategy for approval by the Integrated Transport Authority	Managing Director
• Create a Combined Authority to reflect the Midlands Powerhouse	Managing Director
• Create a prospectus for the West Midlands	Managing Director
• Prepare a proposal for central government to approve a deal for the Midlands powerhouse to help develop the West Midlands economic growth potential	Managing Director
• Deliver the City of Wolverhampton Interchange (train station) as the gateway to the Black Country and Birmingham/Coventry	Managing Director



**How will we monitor our progress?**

**We will achieve the following key milestones:**

- The 'deal' the Midlands Powerhouse is able to achieve with central government.
- Parliamentary approval for the Combined Authority, giving the body legal status.
- Prospectus agreed by Leaders for launch by July 2015.
- Deliver a Wolverhampton Interchange by 2019.
- Have a transport strategy for the West Midlands approved by the Integrated Transport Authority by December 2015.

# Our Corporate Plan

Working as one to serve our city

## **Place** Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

- Keeping the city clean
- Keeping the city moving
- Improving the city housing offer

- Developing a vibrant city
- Supporting businesses, encouraging enterprise and attracting inward investment

- Improving our critical skills and employability approach

## **People** Stronger Communities

People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

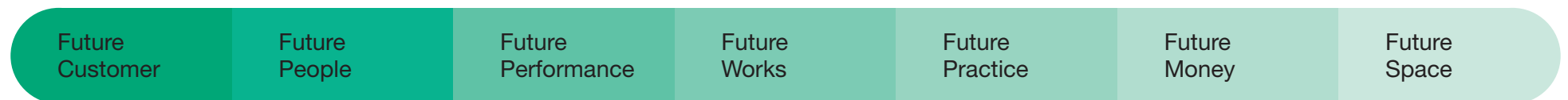
- Promoting and enabling healthy lifestyles
- Promoting independence for older people
- Promoting independence for people with disabilities

- Safeguarding people in vulnerable situations
- Strengthening families where children are at risk

- Challenging and supporting schools to provide the best education for children and young people
- Enabling communities to support themselves
- Keeping the city safe

## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change





## Objective: Keeping the City Clean

Accountable Officer: **Service Director for City Environment**

### Why is this important to Wolverhampton?

A clean city is a better place to live, work and visit and will attract investment and create job opportunities.

Maintaining and improving our streets and green spaces will create pride in our city and improving the quality of our local environment brings environmental, economic, social and health benefits. It can lead to a positive impact on well-being, quality of life and community cohesion where people take responsibility and care for their local area.

### What are our key policies and strategies?

There are a number of documents which support keeping the city clean, including:

- Regeneration Compliance and Regulatory Policy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Undertake a comprehensive spring clean of the city and launch campaigns to combat littering and dog fouling	Head of Public Realm
• Promote use of the report-it app to identify rubbish hot spots and deploy area response teams to clear them	Head of Public Realm
• Engage with local residents through social media and traditional means to establish a community cleansing champion scheme	Head of Public Realm
• Introduce a new and improved approach to managing the public realm in the City Centre	Head of Public Realm

- Improve air quality in the city by reducing the emissions from the council's vehicle fleet

Head of Operational Services



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Amount of emissions from the council's vehicle fleet	2,977,284 kgs	2,947,511 kgs
• Percentage of customers satisfied with street cleaning	53%	55%
• Percentage of customer street cleaning enquiries responded to within set timeframe	94%	94%



## Objective: Keeping the City Moving

Accountable Officer: Service Director for City Assets

### Why is this important to Wolverhampton?

A safe, efficient and effective transportation network supports economic development, social and regeneration aspirations and environmental objectives of the city.

Our transportation networks are major assets, which need to be properly maintained and developed to allow the safe and efficient movement of people and goods across the city and wider region.

### What are our key policies and strategies?

There are a number of documents which support keeping the city moving, including:

- West Midlands Local Transport Plan
- Black Country Core Strategy

Please visit our Policy Portal for more information.

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### What will we do to achieve this?

Action Description	Lead Officer
• Establish plans for an effective transportation network to support development across the city	Transportation Manager
• Progress the £20 million scheme to extend the Midland Metro line into the new Wolverhampton Interchange	Transportation Manager
• Progress delivery of the £20 million Wolverhampton Interchange as a regional transport hub involving the redevelopment of Wolverhampton Train Station	Transportation Manager

• Improve traffic flows in the city by implementing a new Urban Traffic Control (UTC) system	Urban Traffic Control Manager
• Invest £0.4 million in the city's highways network to improve safety and operations	Transportation Manager
• Improve the co-ordination of works on the highway to avoid unnecessary delays to users	Urban Traffic Control Manager
• Promote and encourage walking, cycling and public transport to reduce the number of car journeys	Transportation Manager

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of people killed or seriously injured (KSI) in road traffic accidents	75	73
• Number of uses of cycle routes	69,888	70,857
• Percentage of traffic light faults responded to within 2 hours	90%	100%
• Total length of cycle network	23km	26km





## Objective: Improving the City Housing Offer

Accountable Officer: Service Director for City Assets

### Why is this important to Wolverhampton?

Improving the quality and supply of housing is crucial to support current and future residents who will have a fundamental role to play in the city's future.

This includes supporting people who are considered as vulnerable households and building new housing to support the growing economy and regeneration agendas.

### What are our key policies and strategies?

There are a number of documents which support improving the city housing offer, including:

- Housing Strategy
- Homelessness Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Stimulate the private housing market to encourage a wider range of housing to reflect the full range of needs	Head of City Housing
• Deliver and support projects that will see the creation of 650 new homes in the city	Head of City Housing
• Prepare a strategy to develop various housing estates such as the Heath Town estate	Head of City Housing
• Provide a support service to prevent vulnerable people from becoming homeless	Head of City Housing
• Improve the private rented sector in the city	Head of City Housing

• Deliver plans to tackle the issues of long term empty properties and bring 200 houses back into use	Head of City Housing
• Support households in vulnerable situations to get into long term housing solutions	Head of City Housing

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of additional homes provided (net) (as part of the New Build programme)	580	650
• Number of affordable homes completed	145	115
• Number of homes improved to meet the statutory housing standard	291	300
• Number of vacant dwellings returned to occupation or demolished	200	200
• Total number of homes improved to meet the decent home standard	1755	2295
• Number of households accessing housing options services	3110	3110
• Number of landlords accredited through the Midland Landlord Accreditation Scheme (MLAS)	191	200





## Objective: **Developing a Vibrant City**

**Accountable Officer:** **Service Director for City Economy**

### Why is this important to Wolverhampton?

To attract and retain high value businesses and a skilled workforce, the city needs to develop a distinct and attractive offer. This means securing further inward investment and growth funds into our three main economic growth areas. We need to address viability gaps, support collaborations and joint ventures, as well as develop inspiring places that support the creative and learning sectors. This will allow them to flourish, generate vibrancy, footfall and in turn stimulate the retail sector.

### What are our key policies and strategies?

There are a number of documents which support developing a vibrant city, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Enhance and expand our city marketing approach with partners to raise our external profile and attract new investment into the city</li> </ul>	Service Director City Economy
<ul style="list-style-type: none"> <li>• Start construction on key city centre schemes such as the Wolverhampton Interchange and progress key opportunities at Westside and Southside</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Begin the £10 million refurbishment of the civic halls complex to enhance its national position</li> </ul>	Service Director City Economy

<ul style="list-style-type: none"> <li>• Enable development of the Springfield Brewery site for specialist vocational and educational provision in construction and manufacturing as part of a thriving canalside quarter</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Secure further growth opportunities in the M54 Junction 2 strategic growth area including working with occupiers to maximise opportunities for city businesses and residents</li> </ul>	Head of City Development
<ul style="list-style-type: none"> <li>• Commence implementation of £10.9 million programme to deliver new housing, retail, culture and leisure improvements in Bilston Urban Village</li> </ul>	Head of City Development

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Total amount of investment in the city</li> </ul>	£61.9 million	£519.7 million
<ul style="list-style-type: none"> <li>• Number of businesses located in the city's main economic growth areas</li> </ul>	3,775	3,964
<ul style="list-style-type: none"> <li>• Number of jobs created in the city's main economic growth areas</li> </ul>	51,500	54,075
<ul style="list-style-type: none"> <li>• Number of visitors to the city's main cultural venues</li> </ul>	New measure	Baseline to be established



## Objective: Supporting Businesses, Encouraging Enterprise and Investment

Accountable Officer: Service Director for City Economy

### Why is this important to Wolverhampton?

As the public sector shrinks, the city is increasingly dependent on private sector investment and business rates. We need to do all we can to create new job opportunities and address the low wage economy, which significantly contributes to poverty and ill health. This means attracting new businesses who will bring new jobs, and support existing businesses to survive, adapt and grow.

### What are our key policies and strategies?

There are a number of documents which will help us support businesses, encourage enterprise and investment, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Maximise EU and UK external funding to deliver business, enterprise and inward investment support	Service Development Manager
• Develop a targeted programme of activity to enhance the profile of the city to potential investors	Head of Enterprise and Skills
• Improve the Black Country Growth Hub to provide a one-stop-shop for targeted effective business support	Head of Enterprise and Skills
• Introduce a City Procurement Charter to enhance opportunities for local businesses to supply public bodies	Head of Enterprise and Skills
• Increase the number of successful social and community enterprises across the city	Head of Economic Inclusion



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of business start-ups supported	New measure	Baseline to be established
• Number of businesses surviving after the first five years	34.6%	36.9%
• Number of small and medium (SME) businesses supported	Small: 1420 Medium: 305	Small: 1450 Medium: 315



## Objective: Improving our Critical Skills and Employability Approach

Accountable Officer: Service Director for City Economy

### Why is this important to Wolverhampton?

With a global shift towards a knowledge economy, it is critical for the city to meet the needs of existing and future employers, and equip local people to successfully compete for and progress in work. Although it is improving, the city still has one of the worst unemployment levels in the country. Too many people face barriers that mean they are likely to remain workless or trapped in a low wage economy. We therefore need to strengthen all stages of the journey - from taking the first steps in obtaining advice to securing employment.

### What are our key policies and strategies?

There are a number of documents which support improving our critical skills and employability approach, including:

- Black Country Strategic Economic Plan
- Black Country Core Strategy
- Wolverhampton City Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Implement a City Skills and Employability Programme with all providers following the completion of the independent Wolverhampton Skills and Employment Commission	Service Director City Economy
• Build on the 'outstanding' Adult Education Service to focus on supporting people to obtain the skills needed for the world of work	Head of Adult and Cultural Learning
• Develop the role of the council as a leading employer in the city by maximising apprenticeships, traineeships and work experience opportunities	Head of Enterprise and Skills

• Further develop an innovative recruitment approach with new and existing employers to maximise employment opportunities for people in the city	Head of Enterprise and Skills
• Provide co-ordination and facilitation across the city's leading organisations that prepare people for the world of work, particularly in the city's most deprived areas	Head of Economic Inclusion
• Introduce an improved approach to make it easier for people in the city to access a range of critical employability support	Head of Economic Inclusion

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of people accessing the creative economy, learning, training or volunteering opportunities	New measure	Baseline to be established
• Number of residents supported through education, training, employment or enterprise	New measure	Baseline to be established
• Number of residents in key deprived areas supported through education, training, employment or enterprise	New measure	Baseline to be established



## Objective: Promoting and Enabling Healthy Lifestyles

Accountable Officer: Service Director for Public Health and Wellbeing

### Why is this important to Wolverhampton?

Infant mortality, smoking, poor diet, a lack of physical activity and alcohol misuse is having a major impact on life expectancy in the city. Tackling the issues in these areas will improve quality of life and reduce the time spent with illness prior to death.

### What are our key policies and strategies?

There are a number of documents which support promoting and enabling healthy lifestyles, including:

- City Strategy
- Health and Wellbeing Strategy
- Alcohol Strategy for Wolverhampton
- Obesity Call to Action
- Infant Mortality Action Plan

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Introduce specific programmes to increase the number of women who stop smoking during pregnancy	Consultant in Public Health
• Kick-start a whole school ‘Stop Smoking’ and smoking prevention programme across the city	Consultant in Public Health
• Roll out a local smoke-free campaign for the city to help people stop smoking and improve the environment	Consultant in Public Health
• Launch a range of focused health programmes across the city to drive up physical activity levels	Head of Healthier Place

• Develop a programme to support businesses and organisations to be healthy workplaces. Start with the council, the University of Wolverhampton and the Royal Wolverhampton NHS Trust	Head of Healthier Place
• Support GPs to spot when their patients are starting to have problems with alcohol	Consultant in Public Health
• Investigate why alcohol related emergency admissions are still on the increase	Consultant in Public Health

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of mothers smoking at the time of delivery	18.7% (2013/14)	To reduce
• Percentage of individuals achieving targeted weight loss through a weight management programme	39.9% (2013/14)	To increase
• Rate of alcohol related emergency admissions (under 75 years per 100,000 population)	782 (2012/13)	To reduce





## Objective: Promoting Independence for Older People

Accountable Officer: Service Director for Older People

### Why is this important to Wolverhampton?

Older people of Wolverhampton have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

### What are our key policies and strategies?

There are a number of documents which support promoting independence for people for older people, including:

- Information and Advice Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
Develop a network of advice centres that can provide financial health checks for older people across the city to support financial independence and stability	Head of Welfare Rights
Develop an offer to community associations to support vulnerable older people	Head of Commissioning Older People
Develop services closer to home for older people that optimise independence	Head of Assessment and Care Management
Shift the balance of care to support more older people at home	Head of Libraries
Develop integrated reablement services work with partners, to prevent and delay the need for high intensity support	Head of Assessment and Care Management
Achieve 'Dementia Friendly' city status to ensure Wolverhampton is a welcoming place for older people with dementia	Head of Commissioning Older People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of new users of Telecare services	New measure	500
• Number of financial health checks undertaken	New measure	2000
• Number of carer assessments	1124	1350
• Rate of permanent admissions to care homes for older people (per 100,000 population) (ASCOF 2A(2))	650	638
• Percentage of older people who have received reablement services who remain in their own home six months after discharge from those services	83.2%	84.0%



# Objective: Promoting Independence for People with Disabilities

Accountable Officer: Service Director for Disability and Mental Health

## Why is this important to Wolverhampton?

It is important that clients in contact with Disability or Mental Health Services are enabled to live their lives as independently as possible and that they have choice and control over the services that they receive.

We must also manage the demand for services so that the services can be more efficiently provided within the available resources.

## What are our key policies and strategies?

There are a number of documents which support promoting independence for people with disabilities, including:

- Mental Health Commissioning Strategy
- Learning Disability Joint Commissioning Strategy

Please visit our Policy Portal for more information.

## What will we do to achieve this?

Action Description	Lead Officer
• Embed Special Educational Needs and Disability (SEND) reforms to ensure that each individual has a personalised plan	Head of All Age Disability
• Transform the transition pathway from children’s services to adult services for young people with disabilities to promote their independence	Head of All Age Disability
• Reduce the number of adults with mental ill health in residential nursing care to enable them to have more independent living	Head of All Age Disability
• Promote the independence of adults with learning difficulties with a care plan	Head of All Age Disability
• Enable vulnerable adults to live more independently	Head of All Age Disability

## How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Education, Health and Care Plans (EHCP) converted	25%	35%
• Percentage of disabled children in year 9 that have a Transition Plan	100%	100%
• Rate of adults aged 18-64 in contact with Mental Health Services who are in permanent residential or nursing care (per 100,000 population)	33.9	14.3
• Number of adults aged 18-64 in contact with Mental Health Services who have been resettled from permanent residential care into community based services	New measure	35
• Rate of adults aged 18-64 in contact with Learning Disability Services who are in permanent residential or nursing care (per 100,000 population)	109.4	96.4
• Number of new supporting living placements created for people with learning disabilities	New measure	50



## Objective: Safeguarding People in Vulnerable Situations

Accountable Officer: Strategic Director of People

### Why is this important to Wolverhampton?

Vulnerable children and adults in the city have a right to protection and support so that their life chances can be improved and they can be safe in their homes.

### What are our key policies and strategies?

There are a number of documents which support safeguarding people in vulnerable situations, including:

- Domestic Violence Protocol

Please visit our Policy Portal for more information.



### What will we do to achieve this?

Action Description	Lead Officer
• Take practical steps to ensure that Child Sexual Exploitation (CSE) is understood and prioritised across the city	Head of Safeguarding and Quality
• Promote a 'whole family' approach across the council to demonstrate and achieve positive sustained change	Strategic Director People
• Work across the partnerships to improve understanding of safeguarding priorities	Head of Safeguarding and Quality
• Introduce and embed an integrated model of support for domestic violence across social care	Strategic Director People
• Develop a Multi-Agency Safeguarding Hub (MASH) in Wolverhampton	Strategic Director People

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Proportion of children identified as been at risk of Child Sexual Exploitation (CSE) whose level of risk has reduced	New measure	60%
• Percentage of referrals to Children's Social Care where domestic violence is an identified factor	38.4%	40%
• Percentage of referrals to Adults Safeguarding where domestic violence is an identified factor	10.4%	12%
• Proportion of people who use social services who feel safe	74.8%	75.5%



## Objective: Strengthening Families Where Children are at Risk

Accountable Officer: Service Director for Children and Young People

### Why is this important to Wolverhampton?

Targeting effective early help and support to vulnerable families at the earliest point works. It will strengthen families, keep children and young people safe and improve their life chances.

### What are our key policies and strategies?

There are a number of documents which support strengthening families where children are at risk, including:

- Children, Young People and Families Plan
- Wolverhampton Youth Justice Board Plan
- Early Help Plan
- Looked After Children Sufficiency Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Work together to keep children safe and in stable families	Service Director for Children and Young People
• Work with the whole family to demonstrate and achieve positive sustained change	Heads of Early Help
• Ensure families get swift and co-ordinated access to the right services	Service Director for Children and Young People
• Improve the engagement and achievement of young offenders and care leavers in education, training, employment or enterprise	Service Director for Children and Young People
• Deliver quality services through ensuring we have a stable, skilled and effective workforce	Service Director for Children and Young People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families programme	New measure	483
• Percentage of young people engaged in education, training, employment or enterprise	Young offenders: 46% Care leavers: 67%	Young offenders: 55% Care leavers: 70%
• Rate of Looked After Children (LAC) (per 10,000 population)	138	112





## Objective: Challenging and Supporting Schools to Provide the Best Education

Accountable Officer: Director of Education

### Why is this important to Wolverhampton?

Education outcomes across the city are unacceptably poor and limit the children's life chances and wellbeing of Wolverhampton citizens, as well as the longer term development and prosperity of the city.

The city is also experiencing demographic change and the local authority has a duty to ensure there are sufficient school places to meet the city's need. There is therefore a pressing need to raise expectations, secure rapid school improvement and ensure there are sufficient school places and resources to support children's learning.

### What are our key policies and strategies?

There are a number of documents which support challenging and supporting schools, including:

- School Improvement and Governance Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
<ul style="list-style-type: none"> <li>• Strategically lead education services and ensure that the council is well informed about the quality of school provision in the city, including the analysis of performance data</li> </ul>	Director of Education
<ul style="list-style-type: none"> <li>• Maintain an excellent working relationship with all schools so that early support and advice can be offered when required</li> </ul>	Head of School Standards
<ul style="list-style-type: none"> <li>• Identify issues in maintained schools and offer appropriate levels of challenge to those identified as at risk, holding them to account for school improvement and implementing formal powers of intervention where necessary</li> </ul>	Head of School Standards

<ul style="list-style-type: none"> <li>• Maximise available funding and resources to support school improvement activity and quality learning environments, including Building Schools for the Future and Local Education Partnership resources</li> </ul>	Head of School Planning and Resources
<ul style="list-style-type: none"> <li>• Ensure there are sufficient school places to meet demand in the city and that there is fair access for all</li> </ul>	Head of School Planning and Resources

### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
<ul style="list-style-type: none"> <li>• Percentage of schools judged by OFSTED to be 'good' or 'outstanding'</li> </ul>	68%	78%
<ul style="list-style-type: none"> <li>• Percentage of pupils achieving level 4 in combined Reading, Writing and Maths at Key Stage 2</li> </ul>	78%	80%
<ul style="list-style-type: none"> <li>• Percentage of pupils achieving 5 A* - C Grades including English and Maths</li> </ul>	46.4%	54%
<ul style="list-style-type: none"> <li>• Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share</li> </ul>	40%	20%
<ul style="list-style-type: none"> <li>• Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share</li> </ul>	12%	0%



# Objective: Enabling Communities to Support Themselves

Accountable Officer: Strategic Director of People

## Why is this important to Wolverhampton?

Supporting local communities to continue to develop local support for local communities is a key role for the council to build resilience in the city.

## What are our key policies and strategies?

There are a number of documents which support enabling communities to support themselves, including:

- Advice and Information Strategy

Please visit our Policy Portal for more information.

## Page 62 What will we do to achieve this?

Action Description	Lead Officer
• Develop the Wolverhampton Information Network (WIN) across the city to have locally accessible information advice points to support self-help and independence	Head of Libraries
• Trial the use of creative initiatives to support the development of sustainable and self-reliant communities	Head of Healthier Place
• Develop an asset based approach with the community to develop a network of support	Head of Libraries
• Transform the role of libraries to better support communities to access quality information and advice	Head of Libraries
• Strengthen the work of Community Hubs and Community Association	Head of Welfare Rights



## How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Number of unique hits on the Wolverhampton Information Network (WIN)	14,040	19,040
• Number of listings on the Wolverhampton Information Network (WIN)	550	688



## Objective: Keeping the City Safe

Accountable Officer: Service Director for Public Health and Wellbeing

### Why is this important to Wolverhampton?

Reducing crime and improving feelings of safety in Wolverhampton is important in enhancing the experiences of those who live, work and visit the city. Year on year reductions in crime and improved feelings of safety will contribute towards creation of a stable economic climate; attracting inward investment, and supporting a vibrant night time economy.

### What are our key policies and strategies?

There are a number of documents which support keeping the city safe, including:

- Crime Reduction, Community Safety and Drugs Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Work with partners to reduce the risk of people being radicalised and spot those who might be enticed into terrorism	Head of Community Safety
• Trial use of new legal powers to tackle anti-social behaviour and assess the impact of this	Head of Community Safety
• Work with partners to reduce gang-related crime	Head of Community Safety
• Tackle relationship-based violent crimes which are more likely to harm women and girls	Head of Community Safety
• Work together with partners to target earlier support to those in need	Strategic Director People



### How will we monitor our progress?

Measured by	2014/15 Baseline Data	2015/16 Target
• Rate of recorded crime (per 100,000 population)	6,686	To reduce
• Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17)	Victims: 361 Offenders: 275	Victims: To reduce Offenders: To reduce
• Number of referrals made to Channel Panel (Prevent Agenda)	21	To increase



## Objective: **Confident, Capable Council**

**Accountable Officer: Managing Director**

### Why is this important to Wolverhampton?

A Confident, Capable Council will underpin the delivery of the council's Corporate Plan and create a better, stronger council ready and able to deliver the change the city needs.

The programme will transform the way the council does its day to day business by changing and strengthening council-wide management practices, corporate controls and establishing efficient processes in its core internal services. In short, this means that we will transform the council into a modern business organisation and become a customer service focussed organisation; all of which will lead to a better experience for the customer.

### What are our key policies and strategies?

There are a number of documents which support being a Confident, Capable Council, including:

- Medium Term Financial Strategy
- Customer Services Strategy

- ICT Strategy

Please visit our Policy Portal for more information.

### What will we do to achieve this?

Action Description	Lead Officer
• Develop more creative approaches to maximising income streams for the council	Director of Finance
• Secure a 'clean bill of health' from the external auditors on the statement of accounts and value for money	Director of Finance
• Maximise the benefit to the city through the council's procurement activities	Director of Finance
• Improve the way we make our decisions and secure value for money for our residents, by ensuring we have robust internal controls and governance processes in place	Director of Governance

• Improve facilities for customers, modernise and use our frontline buildings as best we can, keeping only those we need and saving money from those we do not	Strategic Director of Place
• Ensure our land and buildings directly benefit residents, offer value for money and are well managed	Service Director of City Assets
• Ensure that our customers can contact us and access our key services in a way and at a time that suits them through increased use of innovative digital channels	Head of Customer Service
• Enhance the customer experience when contacting the council to ensure that we exceed the expectations they have of us	Head of Customer Service
• Transform the council into a modern business organisations using ICT to maximise the customer experience and enable service efficiencies	Head of ICT
• Develop our workforce to ensure we have the right people, with the rights skills, in the right place at the right time	Head of Transformation
• Ensure we use evidence to inform our decisions, monitor performance and address problem areas as soon as possible	Head of Transformation
• Make sure that our customers, service users and members of the public are informed about council performance and can influence the decisions we make	Head of Transformation





**Objective: Confident, Capable Council**

**Accountable Officer: Managing Director**

**How will we monitor our progress?**

Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of council tax collected	95.0%	95.0%
• Percentage of business rates collected	96.5%	96.7%
• Percentage of spend with suppliers whose address includes a WV postcode	28.58%	31.08%
• Cost per square meter of our operational property portfolio	New measure	Baseline to be established
• Percentage of customers satisfied with the customer service they received from the council	70%	70%
• Percentage of calls to Customer Services resolved at 1st contact	61%	70%
• Percentage of completed website transactions	New measure	Baseline to be established
• Percentage of our eligible workforce who have a current appraisal	73.4%	100%
• Number of workings days lost per Full Time Equivalent (FTE) to sickness absence	New measure	Baseline to be established
• Percentage of Freedom of Information (FOI) requests responded to within the statutory timeframe	94.9%	97%

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Measured by	2014/15 Baseline Data	2015/16 Target
• Percentage of Subject Access requests responded to within the statutory timeframe	82.5%	85%
• Percentage of customers who feel informed about council performance	New measure	Baseline to be established
• Percentage of employees who are aware of the council's corporate priorities and understand how they contribute to them	44%	80%

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# Our priorities



*A stronger economy*



*Stronger communities*



*A confident capable council*

## The Wolverhampton Way

Our plan for 2015/19

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### **Our mission:**

Working as one to serve our city



# Our Corporate Plan

Working as one to serve our city

## **Place** Stronger Economy

Delivering effective core services that people want

An environment where new and existing businesses thrive

People develop the skills to get and keep work

Keeping the city clean  
Keeping the city moving  
Improving the city housing offer

Developing a vibrant city  
Supporting businesses, encouraging enterprise and attracting inward investment

Improving our critical skills and employability approach

## **People** Stronger Communities

People live longer, healthier lives

Adults and children are supported in times of need

People and communities achieve their full potential

Promoting and enabling healthy lifestyles  
Promoting independence for older people  
Promoting independence for people with disabilities

Safeguarding people in vulnerable situations  
Strengthening families where children are at risk

Challenging and supporting schools to provide the best education for children and young people  
Enabling communities to support themselves  
Keeping the city safe

## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change





# How we'll deliver it



# Service Delivery to our City

**E**ffective service delivery is an essential function of local government - it is why the City of Wolverhampton Council is here. In order to achieve the outcomes in our corporate plan, we need to work, operate and think as 'one council'.

The city council delivers over 140 services to communities, families and businesses in the city - many of which operate day-in-day out, 365 days a year. From protecting vulnerable children, young people and adults to maintaining our city's roads, from licencing premises to educating our future generations; we need to ensure a high quality of service delivery.

We will do this by working effectively nationally, regionally, sub-regionally, with business, third sector and with communities and families in our city to ensure our limited resources are prioritised towards services that meet the city's needs. We will collaborate with other organisations and influence and broker deals to the benefit of the city, creating pride and building confidence.

“  
The city council delivers over 140 services to communities, families and businesses in the city - many of which operate day-in-day-out, 365 days a year.  
”



West Park, Wolverhampton





# Medium Term Financial Strategy

**T**he council's Medium Term Financial Strategy or 'Financial Plan' complements our Corporate Plan and City Strategy which together portray our combined vision, ambition and priorities for Wolverhampton.

The Financial Plan not only reflects the council's corporate priorities, but also plays a critical role in shaping the council's vision, providing a framework within which decisions about future services can be made. The Financial Plan details strategies in place to plan for the medium term for our revenue budget, capital investment, treasury management and the housing business plan.

The environment in which the council works is also constantly changing. The Financial Plan tries to anticipate those changes and put the council in the best possible position to respond to them. For example, the performance of the UK economy since the 'credit crunch' of 2007/08 has been poor, although there are signs that it is now beginning to recover. However this has meant a reduction in the

council's spending power and a poorer return on our investments in recent years.

Since the economic downturn took hold, the Government's priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government of an unprecedented scale. Over the last five years, the value of general grants awarded to the City of Wolverhampton Council by central Government has reduced by over 50% in real terms leaving the council with over £148 million less to spend in 2015/16 than in 2010/11.

There are also a number of social and demographic challenges the city faces – such as a growing population, pockets of deprivation, and relatively high levels of unemployment and worklessness which all contribute to an increased demand for council services at a time our budgets are reducing.

However the council has tried to safeguard those services that it considers to be highest priority, as articulated in our Corporate Plan and guided by consultation with

residents and our partners. The council's budget and Financial Plan reflects locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment.

“  
The council's budget and Financial Plan reflects locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment.”



# PRIDE: our core behaviours

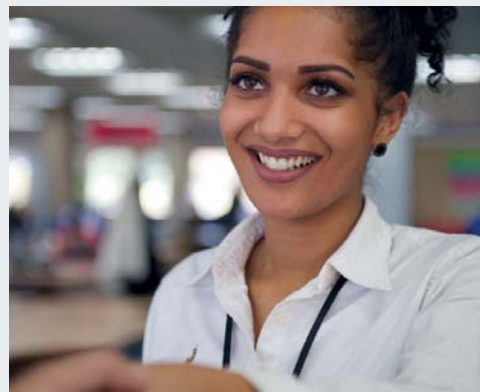
*Working as one to serve our city*

	How we will behave	
<b>P</b>	<b>Put customers first -</b> <i>be customer focused</i>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
<b>R</b>	<b>Raise the profile of the City -</b> <i>be positive</i>	We are confident advocates for the city and the council. We are positive about what we do and work actively with our partners to build confidence.
<b>I</b>	<b>Inspire trust and confidence -</b> <i>be open</i>	We value each other's contribution, empathise with colleagues, are self-aware and remain open in difficult situations. We are flexible and open-minded in our approach. We listen and respond to new ideas.
<b>D</b>	<b>Demonstrate a can-do and tenacious attitude -</b> <i>be a change agent</i>	We take the initiative, take ownership of problems and see them through, challenging where appropriate and acknowledge uncertainties. Importantly, we will be evidence-led in our decision-making.
<b>E</b>	<b>Encourage teamwork -</b> <i>be a team player</i>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

# The Customer Experience

Delivering customer service

**P**roviding excellent customer service is the acid test as to how we are performing as an organisation. It is important that, as an organisation, we understand what we mean when we talk about our customers. They are not exclusively traditional customers such as service users or other people with whom we have a 'transactional relationship'.



“It is vital that we not only deliver ‘business as usual’ but we continue to enhance our services in line with customer expectations.”

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As community leaders, our customers also include visitors, local, national and international business and partner organisations. Whilst we undoubtedly face an organisational budget challenge it is vital that we not only deliver 'business as usual' but we continue to enhance our services in line with customer expectations, evolving technologies and opportunities. This in turn will heighten the view that Wolverhampton is 'making it happen'.

Involving our customers throughout our transformation programme will be the recipe for our success - it is vital that we question whether we are building services that anticipate and meet customer requirements.

Our new Customer Service Strategy will detail how the City of Wolverhampton Council aims to offer joined-up services which are designed for customers and puts their needs at the heart of our business





# Performance Culture

Developing a strong culture and framework for excellent performance

**Our mission, ‘working as one to serve our city’, is the starting point for our performance approach.** It provides the ‘golden thread’ to all that we do. It also helps us to understand that we have a common purpose and that working in isolation is no longer acceptable.

Underneath these ‘plans on a page’ there will be directorate, service, team and project plans which provide more detail on how we will deliver our key actions and business as usual services. Most importantly, every employee should understand how they contribute to, and are accountable for, the objectives in the Corporate Plan through their own individual work plans.

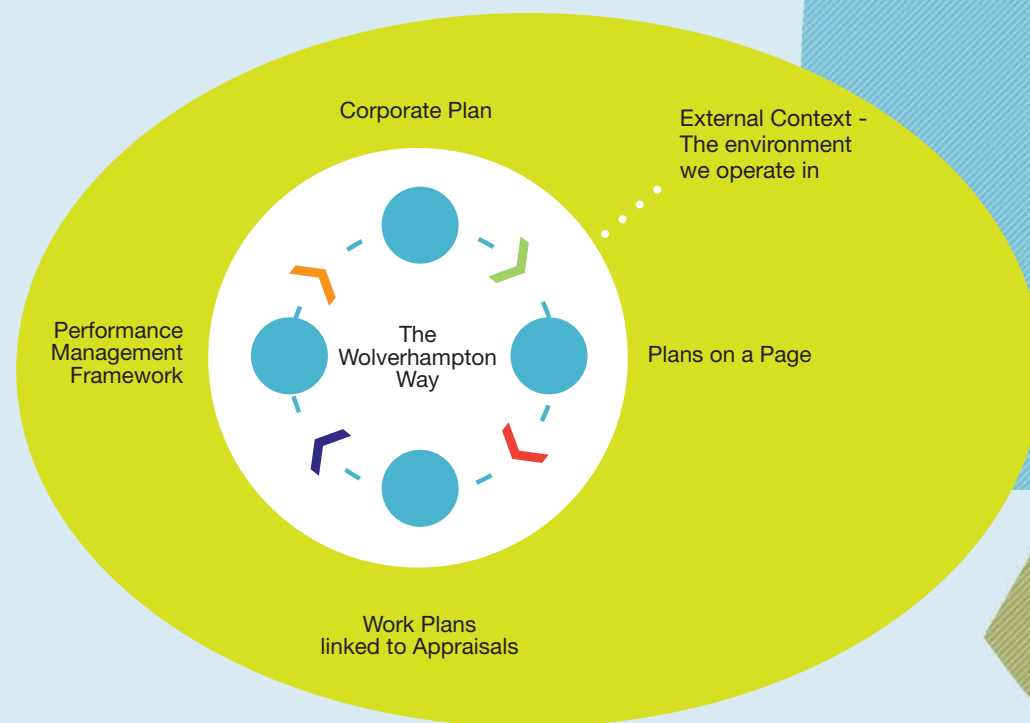
Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met. The process by which performance and outcomes are monitored is set out in our Performance Management Framework (see right). Performance management is an integral part of everyday practice, and includes the use of business intelligence to ensure all our decisions are evidence-based.

“**Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met.**”

Every employee should have a work plan, annual appraisal and regular (at least quarterly) opportunities to discuss their performance and how they demonstrate PRIDE: our core behaviours.

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Excellent performance starts with having a clearly articulated Corporate Plan, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident Capable Council. Our Corporate Plan articulates the seven outcomes we are working to achieve and the objectives which underpin these. Each objective has a more detailed ‘plan on page’, which is owned by a Director or Service Director and sets out the key things we need to do to achieve it. This will ensure clear leadership and accountability for performance across the council.



# Confident Capable Council (C3) Transformation Programme

**C**onfident, Capable Council (or the C3 programme as it is sometimes referred to) is one of the three priorities in our Corporate Plan.

Being a Confident, Capable Council means that we will have the right people, with the right skills, doing the right things at the right time in the right way. We will embrace transformation as core business practice.

The aims of the C3 programme are to:

- Transform the council into a modern business organisation
- Be a customer service focussed organisation
- Increase employee engagement and satisfaction
- Ensure delivery of the Medium Term Financial Strategy
- Create a can do culture
- Create a culture of matrix working to deliver as one council
- Make effective use of our land and property assets
- Make the most effective use of technology



“  
Being a Confident, Capable Council means that we will have the right people, with the right skills, doing the right things at the right time in the right way.”

There are seven strands to the programme which are:

- **Future Works** - making use of new technology and working practices to redesign service deliver to reduce bureaucracy and ensure efficient, cost effective services.
- **Future Money** - making the most efficient use of our financial resources, including delivery of the Medium Term Financial Strategy, an effective capital programme, the Housing Revenue Account 30 year business plan and maximising income generation.
- **Future People** - creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and displaying PRIDE: our core behaviours.
- **Future Performance** - improving the performance of the council in line with our priorities and making effective decisions based on robust evidence, supported by accurate and up-to-date information.
- **Future Customer** - becoming a customer-focussed organisation that communicates effectively with our communities, businesses and key stakeholders.
- **Future Space** - maximising the use and potential of the council's physical assets, ensuring a better experience for our customers when dealing with council services.
- **Future Practice** - creating a strong culture of compliance with effective governance throughout the organisation and working in a consistent way to maximise efficiency, manage risks and reduce bureaucracy.

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# Cabinet

## 23 June 2015

<b>Report title</b>	Financial Plan	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Claire Nye	Chief Accountant
	Tel	01902 550478
	Email	claire.nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015

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### Recommendation for noting:

Cabinet is asked to note:

1. The contents of the refreshed Financial Plan.
2. That authority to approve the final version of Financial Plan has previously been delegated by Cabinet on 25 February 2015 to the Cabinet Member for Resources, in consultation with the Director of Finance.

## **1.0 Purpose**

- 1.1 To present the Council's refreshed Financial Plan, which is attached at Appendix A, to Cabinet prior to its final approval by the Cabinet Member for Resources in consultation with the Director of Finance.

## **2.0 Summary**

- 2.1 On 17 December 2013, the Council published its current Financial Plan.
- 2.2 The Financial Plan has been refreshed and is now presented to Cabinet for information, prior to its approval by the Cabinet Member for Resources in consultation with the Director of Finance.

## **3.0 Background**

- 3.1 On 17 December 2013, the Council published its current Financial Plan. This focussed on the scale of the challenge facing the Council over the five year period from 2014/15 to 2018/19, as a result of severe cuts to the levels of grant funding received from central Government.
- 3.2 The current Plan contextualises these cuts in the face of increasing demand for local government services and the impact of inflationary pressures on current expenditure plans.
- 3.3 The refreshed Financial Plan, attached at Appendix A, focusses on the Council's positive response since the current Plan was published, the substantial progress made to date in achieving the required level of savings and the remaining work to be completed to reduce the Council's budget. It also reflects the latest assumptions around future funding stream estimates and cost of service estimates, as reported to Cabinet on 25 February 2015.
- 3.4 On 25 February 2015, Cabinet approved that authority to approve the refreshed Financial Plan be delegated to the Cabinet Member for Resources in consultation with the Director of Finance. This arrangement was put in place to provide some flexibility around final approval of the Plan for publication. The refreshed version of the Plan is therefore presented to Cabinet for information prior to the exercise of these delegated powers after which the Financial Plan will be made public.

## 4.0 Financial Plan Contents

- 4.1 The aim of Wolverhampton City Council's Financial Plan is to explain to its citizens, businesses and visitors the latest financial forecasts for the medium term, how the Authority is responding decisively and constructively to severe cuts in its grant funding and its determination to continue to invest in the services which stakeholders have identified as being a priority. The document will also be used to support the Council's on-going transformation and 2016/17 budget engagement processes.
- 4.2 The refreshed Financial Plan contains ten sections, the main contents of which are summarised below:-
- **Foreword** - Commentaries by the Leader of the Council and Managing Director.
  - **Executive Summary** - Summarises the main themes arising from the Council's General Services Revenue, Capital and Housing budgets.
  - **Financial Plan Context and Development** - Contextualises the Plan against current economic conditions, government cuts and controls, together with underlying social and demographic factors.
  - **General Services Budget** - Focuses on the latest approved annual General Fund revenue budget, how the Council pays for the services that it provides and what it plans to spend it on in 2015/16.
  - **General Services Medium Term Projections** – Summarises the Council's medium term financial forecasts, future budget strategy, savings secured to date and the forecast budget deficit for 2018/19.
  - **Capital Investment Strategy** - Sets out the Council's investment plans for the period 2015/16 to 2019/20 together with recent key achievements and future aspirations.
  - **Treasury Management Strategy** - Highlights the framework and controls for managing the Council's borrowings and investments.
  - **Housing Budget** - Discusses the day to day financial management of the housing budget together with the Council's housing capital spending plans for the next 30 years.
  - **Strategy Summary** - Summarises how the Financial Plan helps to shape and decide the Council's medium term investment and service provision plans.
  - **Technical Terms Explained** – Contains a glossary of terms to help the reader to better understand the narrative and charts within the document.

4.2 In summary, the Financial Plan not only reflects the Council's corporate priorities, it also plays a critical role in shaping the Council's vision and provides a framework around which decisions about medium term service provision can be made. To ensure that it remains relevant and timely it will continue to be updated and published on a regular basis.

## **5.0 Financial Implications**

The costs associated with producing the Financial Plan have been minimised by making it available for download via the Council's website, printing only a limited number of copies and by refreshing the current document to minimise re-drafting costs [RT/08062015/K].

## **6.0 Legal Implications**

6.1 The compilation of the Financial Plan and its publication are not covered by statutory provision. Hence, there are no direct legal implications arising from the recommendations in this report.

## **7.0 Equalities Implications**

7.1 Once approved, the Financial Plan will be published and made available as a public document in a manner that is compliant with the Council's Communications Strategy. If specifically required by a member of the public, the document will be produced in a different format to comply with equalities' statute and recognised best practice.

## **8.0 Human Resources Implications**

8.1 There are no human resources implications.

## **9.0 Environmental Implications**

9.1 There are no environmental implications

## **10.0 Corporate Landlord Implications**

10.1 There are no corporate landlord implications.

## **11.0 Schedule of Background Papers**

Five Year Budget and Medium Term Financial Strategy 2014/15 to 2018/19, Cabinet 23 October 2013.

Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19, Cabinet 25 February 2015.

# City of Wolverhampton Council's Financial Plan

Reflecting **local priorities**  
as we plan for the future



## 1. Foreword

Welcome to the City Council's recently refreshed Financial Plan which sets out the latest position of our finances in the midst of the most severe financial challenge faced by local government in its history.

This Plan seeks to explain to our residents and businesses the impact of the challenges we face and the steadfast yet constructive approach that the council has adopted to tackle the problem. It also sets out in detail our latest four year plan to deal with the unprecedented cuts in Government grant. In addition, it details our capital investment strategy.

Despite Government cuts, we remain firmly committed to investing in local housing, schools, roads and town centres and to use our resources efficiently and effectively to make Wolverhampton a better place to live, work and visit.



A handwritten signature in black ink, which appears to read 'Roger Lawrence'. The signature is written in a cursive style.

**Councillor Roger Lawrence**  
Leader of the Council



The council's Financial Plan complements our new Corporate Plan and the City Strategy which together set out our combined vision, ambition and priorities for Wolverhampton. It's also a key part of our Confident, Capable Council transformation programme aimed at transforming the way we work. This Financial Plan has been updated to reflect the huge progress that we have made over the last two years in our journey to address significant cuts to our

funding, at a time when demand for our services is unprecedented. By its very nature, the scale of the financial challenge facing us remains dynamic - our projected *budget deficit* has risen from £123 million to £134 million during this period in part because the cost of our Looked After Children has not reduced as much as we had planned. We have, however, made significant progress in rising to this challenge by identifying approximately £88 million worth of savings to date.

We remain 100% focused on our ambition to deliver these savings as well as finding the additional £46 million that we require in the medium term to balance the books. Despite the very significant challenges we face, we are continuing to invest in services which you have identified as being a priority. The council is determined to invest in our city to stimulate growth and inward investment and our Financial Plan reflects this intent.

**Keith Ireland**

Managing Director

## Contents

2	Foreword
4	Executive Summary
5	Financial Plan Context and Development
10	General Services Budget
12	General Services Medium Term Projections
14	Capital Investment Strategy
16	Treasury Management Strategy
17	Housing Budget
20	Strategy Summary
21	Technical terms explained

## 2. Executive Summary

### General Services Revenue Budget

On 4 March 2015, the City Council approved the latest version of the general services revenue budget and medium term financial strategy (MTFS).

The general services revenue budget covers the cost of all day-to-day council services except Housing and is met through *Government grants, Council Tax, Business Rates* and fees and charges raised by the council. The council's latest MTFS sets out the authority's planned income and expenditure over the medium term and shows a forecast budget *deficit* - a gap between the council's income and expenditure - of £46 million by 2018/19.

There are two main reasons for this *deficit*:

- successive cuts in Government grant support and a *Council Tax* freeze until 2014/15 have reduced the council's financial resources
- at the same time, increased demand for council services, has left the council facing greater cost pressures.

Throughout 2014/15, the council continued to identify budget savings while at the same time focusing on achieving its corporate priorities and investment aspirations.

These priorities were set by residents, community groups and local businesses during the council's budget engagement campaign earlier in the year.

Respondents to our budget consultation exercise stated that the top three services that should be protected from cuts were:

- Protecting children from harm
- Caring for and protecting the elderly and vulnerable adults
- Ensuring there are enough school places for the city's children.

So far, the council has identified net savings of £88 million over the five years between 2014/15 and 2018/19. Based on latest projections this still leaves the council £14.8 million short of its 2016/17 savings target - and if nothing more is done, the budget *deficit* will rise to £46 million by 2018/19.

To address this, the council has agreed that £20 million of additional savings will be identified and reported to *Cabinet* in June 2015. This leaves £26 million to be found over the period 2017/18 to 2018/19.

On current projections, which include the cost of the council's redundancy programme, the general balances - those not set aside for specific purposes - could be exhausted during the 2016/17 *financial year*. This means that urgent action is needed to find further savings before the 2016/17 budget is set by Councillors in March 2016.

### Capital Budget

Despite the financial challenges it faces, the council is committed to supporting the city's economic growth and encouraging job creation and investment through its *capital programme*.

Major investments over the medium-term include:

- **Improving the city's housing offer, including adaptations for people with disabilities:**  
**£11.2 million investment** between 2015/16 and 2019/20 - approximately 49% of this capital project is funded by *capital grant*.
- **Primary Schools Expansion Programme:**  
**£26.2 million investment** between 2015/16 and 2018/19.
- **Regenerating the city and boosting commercial development:**  
**£14.4 million investment** between 2015/16 and 2018/19.
- **Redevelopment of the Civic Halls and Grand Theatre through the Black Country Growth Deal:**  
**£10.1 million investment between** 2015/16 and 2018/19 – approximately 61% of this capital project is funded by *capital grant*.

### Housing Budget

The *Housing Budget* is expected to have sufficient resources available over the next 30 years to fund the £1.7 billion of capital works that will be needed as well as meeting its management and maintenance obligations.



### 3. Financial Plan Context and Development

The Financial Plan brings together the council's vision, priorities, approved budgets, financial strategies and business plans. It is a key part of our ambitious transformation programme focused on delivering a confident, capable council.

It provides a rounded view of the council's finances, the challenges it faces and, perhaps most importantly, how it plans to respond to those challenges.

By law, the council must work out annual revenue budgets for its General Services and Housing Accounts. This is why the coming year's *Council Tax* and housing rents are calculated in the February and March before the *financial year* begins in April.

Despite this fixed annual timetable, many of the council's priorities have to be planned for over several years. The environment in which the council works is also constantly changing.

The Financial Plan tries to anticipate those changes and put the council in the best possible position to respond to them.

The Financial Plan not only reflects the council's corporate priorities, but also plays a critical role in shaping the council's vision, providing a framework within which decisions about future services can be made.

The Financial Plan provides a financial interpretation of the council's vision and priorities for the city



## The Financial Plan in context

The council’s latest Financial Plan has been influenced by three key factors:

### 1. Economic conditions

The UK economy has generally seen weak performance since the ‘credit crunch’ of 2007/08 although there are now signs of recovery. In addition, price inflation in the UK has also been generally high during this period although this has reduced steadily since its peak in the autumn of 2011.

The consequences of this have included:

- a reduction in the council’s spending power
- lower borrowing costs, although this has also led to a poorer return on the council’s cash investments
- a significant reduction in the council’s income
- an increase in demand for council services.

Uncertainty about future economic conditions makes financial planning even more challenging for the council.

## 2. Government spending cuts and controls

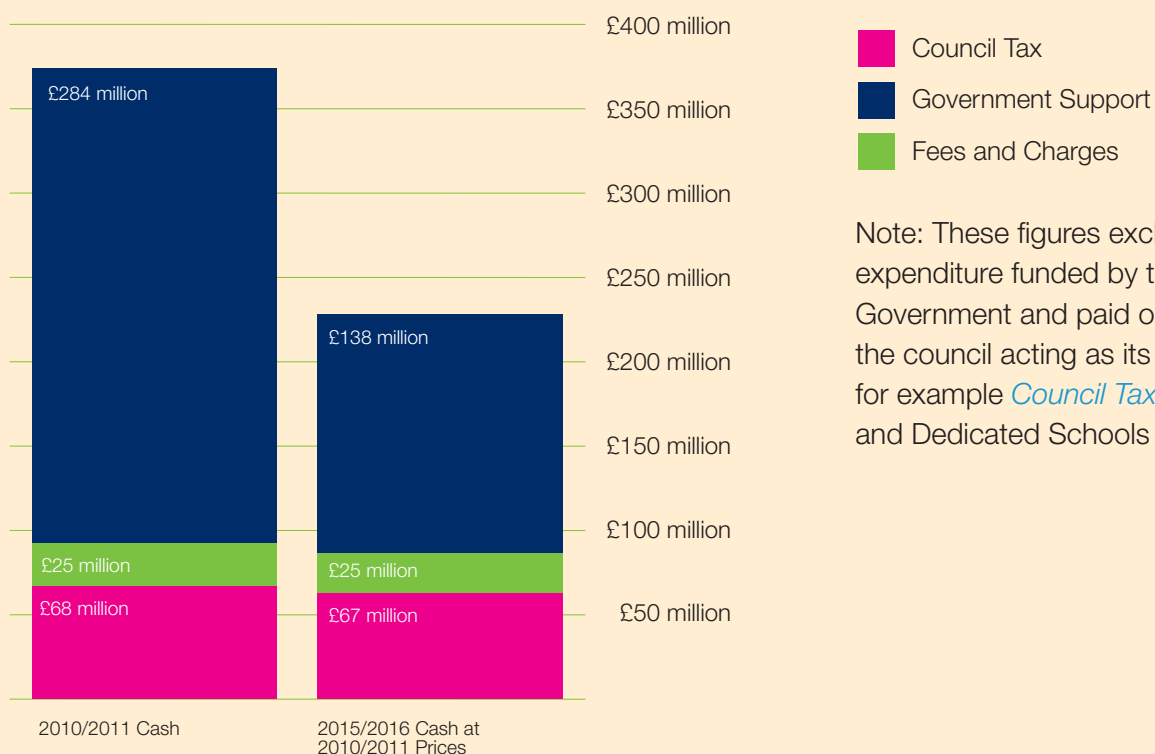
Since the economic downturn took hold, the Government’s priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government that would have been inconceivable just a few years ago. The new government’s fiscal policies will be a key determinant of the shape of local government in the medium term.

Over the last five years, the value of general grants awarded to Wolverhampton City Council by central Government has reduced by over 50% in real terms leaving the council with over £147 million less to spend in 2015/16 than in 2010/11 in cash terms.

At the same time as making cuts to grants, the Government has continued to make efforts to restrict *Council Tax* increases, including paying a one-off grant to councils that freeze their *Council Tax*.

Wolverhampton City Council decided to increase its *Council Tax* by 1.99% for 2015/16. The Financial Plan is based on the assumption that in 2015/16 and beyond, *Council Tax* will increase by 1.99% each year. Any actual increases in *Council Tax* will be agreed on an annual basis.

**Chart 1: Loss of Resources 2010/11 to 2015/16 - Wolverhampton City Council**



In 2010/11, 75p in every pound that we spent on core services came from central government in the form of grants. Whilst the last five years has seen drastic cuts in the value of grants awarded to us, for 2015/16 we estimate that 60p out of every pound that we spend will still come from central government with only 29p in the pound being paid for by *Council Tax* contributions. This is reflected in chart 1 on page 6.

### 3. Social and demographic factors

Wolverhampton is one of the most densely populated local authority areas in England, with 249,470 people living in 26.8 square miles. The city’s demographic profile is also changing, as it attracts new residents and becomes increasingly diverse.

The latest Indices of Deprivation from 2010 show that since 2007, Wolverhampton has declined from the 28th most deprived out of 326 councils to the 20th most deprived. Deprivation in the city is also concentrated in a number of areas.

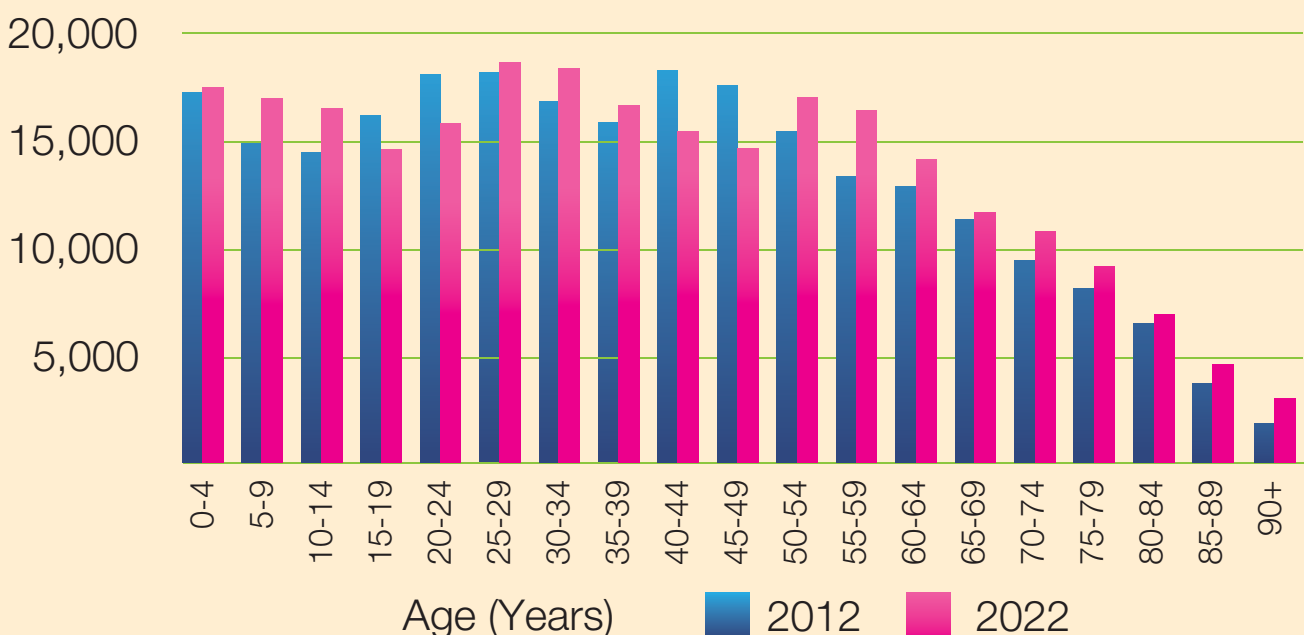
Wolverhampton’s population is projected to increase by about 8,400 (3.3%) between 2012 and 2022. This growth rate is below the national, regional and Black Country averages, suggesting that if population remains a dominant factor for the distribution of Government grant then Wolverhampton will continue to receive a declining share of those resources.

The chart below shows Wolverhampton’s population by five-year age bands in 2012 and 2022.

The projected population increase, in particular an increase in the numbers of both younger and older people, will mean increased demand for services to support families and individuals. As a result, it is likely that the council’s expenditure on these services will increase.

Other significant local factors include relatively high levels of unemployment and worklessness, which also increase demand for council services.

**Chart 2: Wolverhampton’s Population Projections; 2012 and 2022**







### Development of the Financial Plan

Though the council works to an annual budget cycle, work on the Financial Plan goes on throughout the year.

The Housing and General Services revenue budgets are approved by the *Full Council* in February and March of each year, on the basis of recommendations from the council's *Cabinet*.

In 2015, the council sought an independent, accredited opinion of its medium term financial planning and budgetary process. The purpose of this was to ensure that a suitably qualified reviewer provided an independent opinion on the robustness of the council's processes.

The outcome of the review was extremely positive and concluded that "the approach to financial planning is as good as those seen elsewhere" and "there is a thorough approach towards identifying assumptions".

### Consultation and equalities

The council carries out extensive *stakeholder* consultation as part of the budget development process. The budget proposals are also considered by the council's scrutiny board and scrutiny panels.

The council has a legal duty to consider equality implications when making budget decisions. *Equality analysis* is carried out throughout the budget process.

The outcome of the consultations, scrutiny and *equality analysis* is taken into account by the *Cabinet* when making its recommendations to *Full Council*.

### Budget development principles

To make sure that it is taking a long-term, strategic approach to budget development, the council usually plans its budgets to cover a five year period. Given the significant uncertainties surrounding the funding of local government in the medium-term, the council is currently projecting over a four year period.

The council manages its budgets corporately – in other words, it will redirect money from one service to another in order to match limited resources to the council's highest priorities.

Unavoidable, unplanned expenditure and increases in spending on growth items are funded by savings from elsewhere in the council.

Up to now, the council has tried to safeguard those services that it considers to be highest priority. However, no council service can be exempt from the need to find savings. All managers have been required to find more efficient means of delivering their services as well as increasing income generation opportunities.

Due to the scale of the challenges the council has faced, it has been necessary to reduce the level of service provision in some areas.

# Annual Budget Setting Cycle

## April

Previous year's accounts are closed.

## May

Corporate Plan Priorities are considered within the context of the Medium Term Financial Strategy (MTFS).

## June

Update on assumptions and delivery against the MTFS, to be reported to *Cabinet* in July.

## July

Previous year's Outturn is reported to *Cabinet*.

Cabinet and Confident, Capable Council Scrutiny Panel consider the Draft Budget Report (1 of 4).

Previous year's Outturn is reviewed to identify ongoing savings.

Savings proposals developed by Senior Management.

## August

Savings proposals continue to be developed.

## September

Update on assumptions and delivery against the MTFS to be included in September Cabinet Report.

Consider implications of new savings proposals.

Cabinet consider Fees and Charges Report.

## October

Cabinet considers the Draft Budget Report (2 of 4).

Detailed scrutiny of budget proposals by all Scrutiny Panels.

Formal Budget Consultation starts.

## November

Confident, Capable Council Scrutiny Panel consider the Draft Budget Report (2 of 4).

Review assumptions in MTFS for inclusion in December Cabinet report.

Calculate forecasts for *Council Tax* and *Business Rates* income.

## December

Cabinet and Scrutiny Panel consider the Draft Budget Report (3 of 4).

Cabinet note Forecast Collection Fund Outturn.

Cabinet approves tax base.

Scrutiny Board provides the outcome of the first round of scrutiny.

## January

Cabinet receives outcomes of Budget Consultation.

Senior Management work with Cabinet to finalise proposals for presentation to Council.

Scrutiny Board provide the outcome of the second round of scrutiny.

## February

Cabinet receives and comment on the outcomes of scrutiny.

Cabinet approves the Final Budget Report.

## March

*Full Council* votes on Budget and *Council Tax*.

## 4. General Services Budget

During 2014/15 we have been working for you by providing a variety of services. As an example, in Wolverhampton on average we...



empty

**44,000**

bins | caddies  
per day

at an annual cost of  
**£8.2 million**



clear and dispose of

**11,000kg**

of litter and debris from  
our streets per day

at an annual cost of  
**£2.6 million**



support

**834**

over 65's in  
residential and  
nursing care per day

at an annual cost of  
**£9.5 million**



have

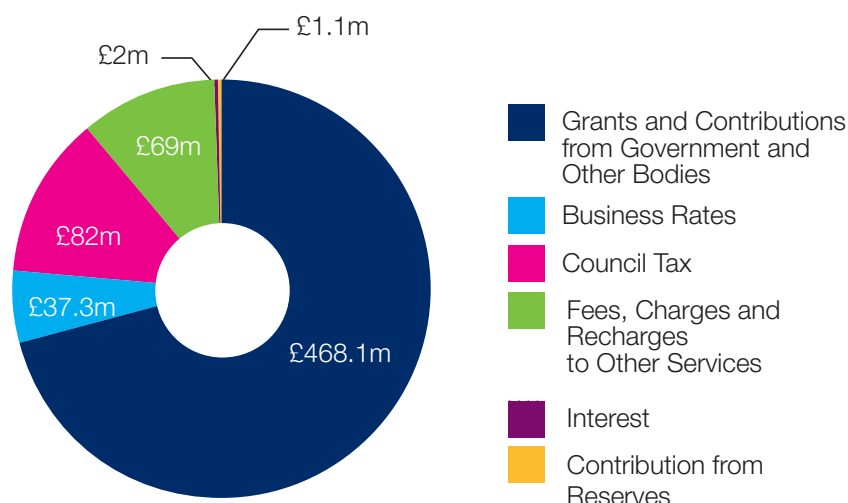
**2,547**

leisure centre  
visitors per day

at an annual cost of  
**£1.3 million**

The on-going funding pressures mean that the council has had to make tough decisions about where to spend money - some of the services provided in the past will either change or be withdrawn during 2015/16.

**Chart 3: Where the budget comes from 2015/16**



For 2015/16, the council has continued to build on its recent strong record of identifying and achieving the necessary savings enforced by central government and has set a budget to spend over £600 million gross on General Services for the year as shown in chart 3. Unlike chart 1 earlier this includes monies funded by the Government and paid out by the council acting as its agent, such as *Council Tax benefit* and Private Tenant Housing Benefit. This was approved at the meeting of the *Full Council* on 4 March 2015 along with the 2015/16 to 2018/19 Medium Term Financial Strategy.

The council has clearly identified priorities and any decisions about where to spend money will be guided by these and consultation with you and our partners. The council's priorities are:

-  *A stronger economy*
-  *Stronger communities*
-  *A confident capable council*

The latest approved budget was shaped by these priorities and by the council's budget consultation. During this, respondents stated that the top three services out of the thirteen service areas that should have **total protection** from the latest proposed savings were:

- Protecting children from harm
- Caring for and protecting from harm the elderly and vulnerable adults
- Ensuring there are enough school places for the city's children

Further to this, the top three services respondents stated should have **some protection** from the proposed savings were:

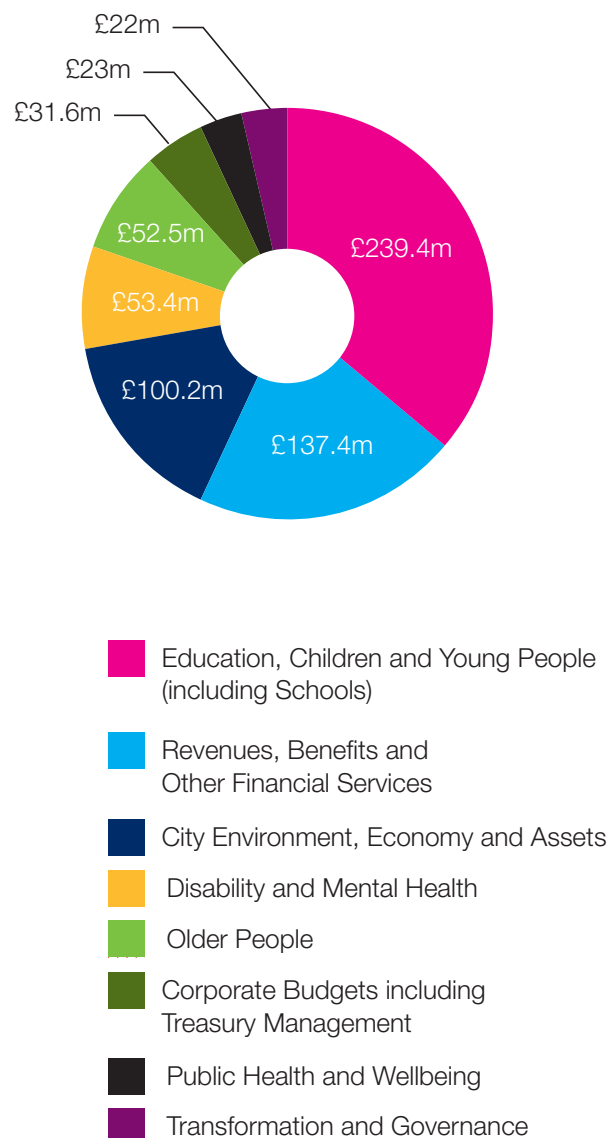
- Keeping streets and open spaces clean
- Library Services
- Leisure Centres

Finally, the top three services respondents stated should have **no protection** from the proposed savings were:

- Neighbourhood Services
- Cultural Services
- Leisure Centres

The council's budget for 2015/16 reflects these locally identified priorities and continues to make the most vulnerable in our city its priority for services and investment. The key areas of spend are reflected in chart 4 below.

**Chart 4: Where the budget is spent 2015/16**



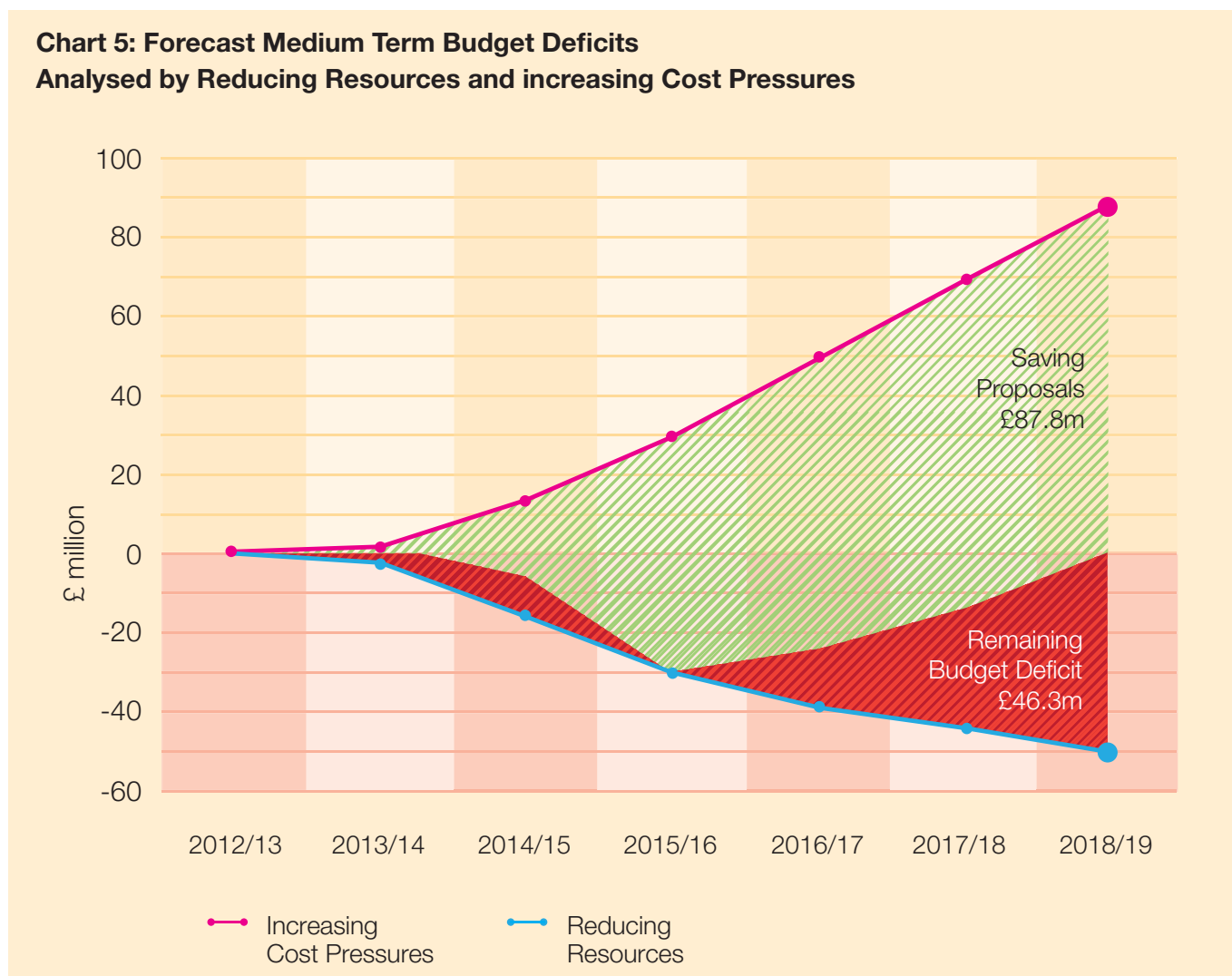
## 5. General Services Medium Term Projections

Since 2011/12, the council has identified savings totalling over £160 million. Despite this, the latest projections in the Financial Plan show that there is still a gap between the council’s projected spending levels and the money it believes will be available to it. As table 1 below shows, this gap is currently projected to grow to £46 million by 2018/19.

**Table 1: General Services Financial Plan Projections 2015/16 to 2018/19**

	2015/16	2016/17	2017/18	2018/19
	£ thousands			
Previous Years Net Budget Brought Forward	247,550	224,875	230,108	240,610
Increasing Cost Pressures	(22,675)	5,233	10,502	10,245
Net Budget	224,875	230,108	240,610	250,855
Projected Corporate Resources	(224,875)	(215,308)	(210,797)	(204,572)
<b>Projected Deficit</b>	<b>-</b>	<b>14,800</b>	<b>29,813</b>	<b>46,283</b>

The council’s financial challenge has arisen because of the reduction in funding combined with increases in costs and greater demand for services. Chart 5 below illustrates the excellent progress that the council has made in securing savings to date (shaded green) together with the scale of the remaining challenge (shaded red).





## Balances and Reserves

The council has balanced its 2015/16 budget without having to use any of its general reserves.

Revenue budget monitoring undertaken towards the end of 2014/15 also indicated an in-year underspend of approximately £1.9 million.

The use of existing *balances and reserves* will help smooth the impact of the savings the council has to make as a result of timing differences between

income and expenditure. However, the council's policy stipulates that a minimum of £10 million should be maintained in reserve. Taking account of this required minimum level of balances, a strategy of funding the projected budget *deficit* by drawing on reserves is not a viable option. Based on current projections, it would see those available reserves depleted during 2016/17. This clearly demonstrates that using reserves can only ever be successful in the very short-term and will not resolve medium-term funding issues.

## The Future Budget Strategy

The council recognises that having achieved over £160 million worth of savings over the past five years, it is unlikely that any further major savings can be made purely through efficiencies. Table 2 below illustrates the savings approved as part of the 2014/15 and 2015/16 budget settings processes.

Work has progressed over the summer of 2014 to identify further areas where budget savings can be

achieved, ensuring that focus is placed on corporate priorities.

This work is cyclical and work has begun to identify further savings as part of the 2016/17 budget setting process.

The council's objective is to deliver universal services as efficiently and cost effectively as possible, while delivering maximum benefit to individuals, families and communities.

**Table 2: Savings previously approved as part of the 2014/15 and 2015/16 budget setting processes**

	No. of proposals	2015/16	2016/17	2017/18	2018/19	Total
		£ thousands				
Efficiency	108	25,570	5,921	3,572	5,012	40,075
Growth Avoidance	6	2,333	2,333	2,683	2,799	10,148
Income Generation	20	2,527	626	713	928	4,794
Invest to Save	2	550	-	-	-	550
Cut in Service	59	8,522	1,779	1,735	962	12,998
<b>Total</b>	<b>195</b>	<b>39,502</b>	<b>10,659</b>	<b>8,703</b>	<b>9,701</b>	<b>68,565</b>

Further information on each of these proposals can be found on the council's website [www.wolverhampton.gov.uk/budgetsavings](http://www.wolverhampton.gov.uk/budgetsavings)

After taking account of the savings proposals that have been identified, which amount to £68.6 million over the four year period to 2018/19, the budget *deficit* still stands at £14.8 million in 2016/17 rising to £46 million by 2018/19. Further action is therefore required to identify further significant savings before the 2016/17 budget is set by *Full Council* in March 2016, so that available general balances are not depleted by the end of that year. To tackle this, the council has agreed that £20 million of additional savings should be identified and reported to Cabinet in June 2015 leaving £26 million to be identified over the period 2017/18 to 2018/19.

### Managing risks

The council uses a Red, Amber, Green (RAG) system to analyse risk:

- Red status identifies problems that need serious attention and immediate action

- Amber status signifies that there are potential problems that must be managed closely and not allowed to become issues
- Green status means that everything is on track and there are no issues.

*The overall risk associated with the Financial Plan is **Red**, due to significant unknowns such as Government funding and demand for services.*

## 6. Capital Investment Strategy

The council's Capital Investment Strategy for the period 2014/15 to 2018/19 was approved by *Full Council* on 4 March 2015. When developing the *Capital Programme*, close attention is paid to the direct impact *capital expenditure* can have on revenue budgets, for example, the cost of borrowing in the form of interest charges.

Table 3 below shows a summary of the council's latest *capital programme*:

**Table 3: Capital programme and funding 2014/15 to 2019/20**

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£ thousands					
<b>Expenditure</b>						
General Services	91,621	78,032	39,093	9,305	2,036	1,100
Housing Revenue	73,035	62,501	29,057	30,326	34,170	35,374
Total Exp.	164,656	140,533	68,150	39,631	36,206	36,474
<b>Financing</b>						
External Funds	(85,309)	(34,377)	(34,614)	(27,171)	(30,437)	(22,681)
Internal Funds	(79,347)	(106,156)	(33,536)	(12,460)	(5,769)	(13,793)
Total Financing	(164,656)	(140,533)	(68,150)	(39,631)	(36,206)	(36,474)

### Capital Investment

Despite the financial constraints, the council remains committed to an ongoing programme of capital investment to support the economic growth of the city and employment opportunities for the city's residents.

This is demonstrated by the investment in i10: a new £11 million office and commercial building which is part of the Interchange scheme, and scheduled to open in early 2016. Another example is the successful i54 Enterprise Zone scheme which, to date, has attracted inward investment of around £600 million from Jaguar Land Rover, Moog, Eurofins and International Security Printers Ltd.

The Black Country Local Enterprise Partnership has also agreed an expansion to the Growth Deal with central government which will see over £130 million invested in the area from 2016 to 2021. In addition to the benefits that this will bring to the wider Black Country partnership, investment that will have a direct impact upon Wolverhampton include:



**Investing in our city's culture**  
Wolverhampton Grand Theatre is having a major refurbishment.

Image:  
Alexandra Burke in  
The Bodyguard



Jaguar Land Rover's new Engine Manufacturing Centre at the i54 Business Park

**Wolverhampton Interchange:**

A fully integrated transport hub, providing an attractive and effective gateway for the Black Country and improved links to Birmingham and the proposed high speed railway (HS2) which will initially link the cities of London and Birmingham, followed by further extension to north west England and Yorkshire.

**Bilston Urban Village:**

The Regeneration of Bilston town centre including infrastructure, services and remediation work to bring major new residential and employment opportunities.

**City Centre Cultural and Business Events:**

A major refurbishment and extension of the Wolverhampton Civic Halls and Grand Theatre to meet demand and stimulate further economic development and investment in the city centre.

**Wolverhampton City College:**

Strategic development to support at least 3,000 learners and 50 businesses.

**Wolverhampton Science Park:** Expanding the facilities and extending the work of the Black Country Growth Factory and Caparo Innovation Centre.

Plans to invest around £26 million to support Primary Schools expansion will complement the £216 million invested to date in the Building Schools for the Future programme to help develop a world class educational environment for our young people. The council will also continue to invest in developing new council housing in Bilston to respond to the city's housing needs and to work with partners to unlock further investment in a range of new homes across the city.

**Managing risks**

Using the council's Red, Amber, Green (RAG) system, the overall level of risk associated with the Capital Programme has been assessed as Amber.



## 7. Treasury Management Strategy

The council's *Treasury Management* Strategy was approved by *Full Council* on 4 March 2015. It has four elements:

- The **Treasury Management Strategy Statement** sets out how the council's treasury service supports capital investment decisions and day-to-day cash management.
- The '**prudential indicators**' and '**treasury management indicators**' which control the extent of the council's financial activities.
- The **annual investment strategy** which sets out the council's criteria for choosing investments and limiting its exposure to loss.
- The **Minimum Revenue Provision (MRP)** policy, which sets out how the council will pay for capital assets through revenue each year.

## Borrowing and Investments

The level of council borrowing is in line with *capital expenditure* plans. However, both its investment and borrowing activities are heavily influenced by the current climate of low interest rates.

The council continues to follow a strategy of keeping cash balances to a minimum and avoiding external borrowing unless absolutely necessary.

This has resulted in significant revenue budget savings, while also serving to protect the council from the risk of exposure to money markets, which remain relatively fragile.

Investing in our children's education at Spring Vale Primary School, Wolverhampton



## 8. Housing Budget

The council owns approximately 23,000 houses. Day-to-day management and maintenance is carried out for the council by its *arm's-length management organisation*, Wolverhampton Homes, four tenant management organisations and estate management boards. The council also provides a number of specialist housing services.

The council takes a long-term view of housing, forecasting capital, management and maintenance spending requirements and available resources over the next 30 years.

### Housing - the 30 Year Business Plan

The *Housing Budget* is expected to have sufficient resources to fund the £2.0 billion of capital works required, as well as meeting management and maintenance obligations over the next 30 years.

The council has assumed that rents will rise in line with government policy over the course of the 30 year life of the business plan. The current business plan, which was approved by council on 28 January 2015 meets the requirement to bring the council's existing houses to the Decent Homes standard and maintain them at the standard. It also includes budget for a significant new build programme.

The 2015/16 *Housing Budget* includes an annual rent increase of 3.11%, and service charge increases that vary from nil to a maximum of 16.1% on communal cleaning in certain areas. It also includes a total management and maintenance budget of £47.9 million.

**Table 4: Housing Budget (30 Year Business Plan)**

	2015/20	2020/25	2025/30	2030/35	2035/40	2040/45
	£ thousands					
<b>Expenditure</b>						
Mngt. & Maint. (net of retained surpluses)	243,254	268,636	306,724	348,897	396,932	441,635
Depreciation & Prov. for Redem. of Debt	205,050	257,045	308,477	355,185	397,308	446,678
Net Financing Costs	72,538	61,527	46,468	47,374	55,920	73,417
<b>Total Exp.</b>	<b>520,842</b>	<b>587,208</b>	<b>661,669</b>	<b>751,456</b>	<b>850,160</b>	<b>961,730</b>
<b>Income</b>						
Dwelling Rents	(490,933)	(556,034)	(629,071)	(716,952)	(813,461)	(922,398)
Other Rents	(3,762)	(4,370)	(5,087)	(5,921)	(6,893)	(8,024)
Service Charges	(26,147)	(26,804)	(27,511)	(28,583)	(29,806)	(31,308)
<b>Total Income</b>	<b>(520,842)</b>	<b>(587,208)</b>	<b>(661,669)</b>	<b>(751,456)</b>	<b>(850,160)</b>	<b>(961,730)</b>
<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The *Housing Capital Account* includes long-term *capital expenditure* plans and financing arrangements for investing in the council's housing stock. This table shows that the council has sufficient resources to fund its capital spending requirements over the duration of the business plan.



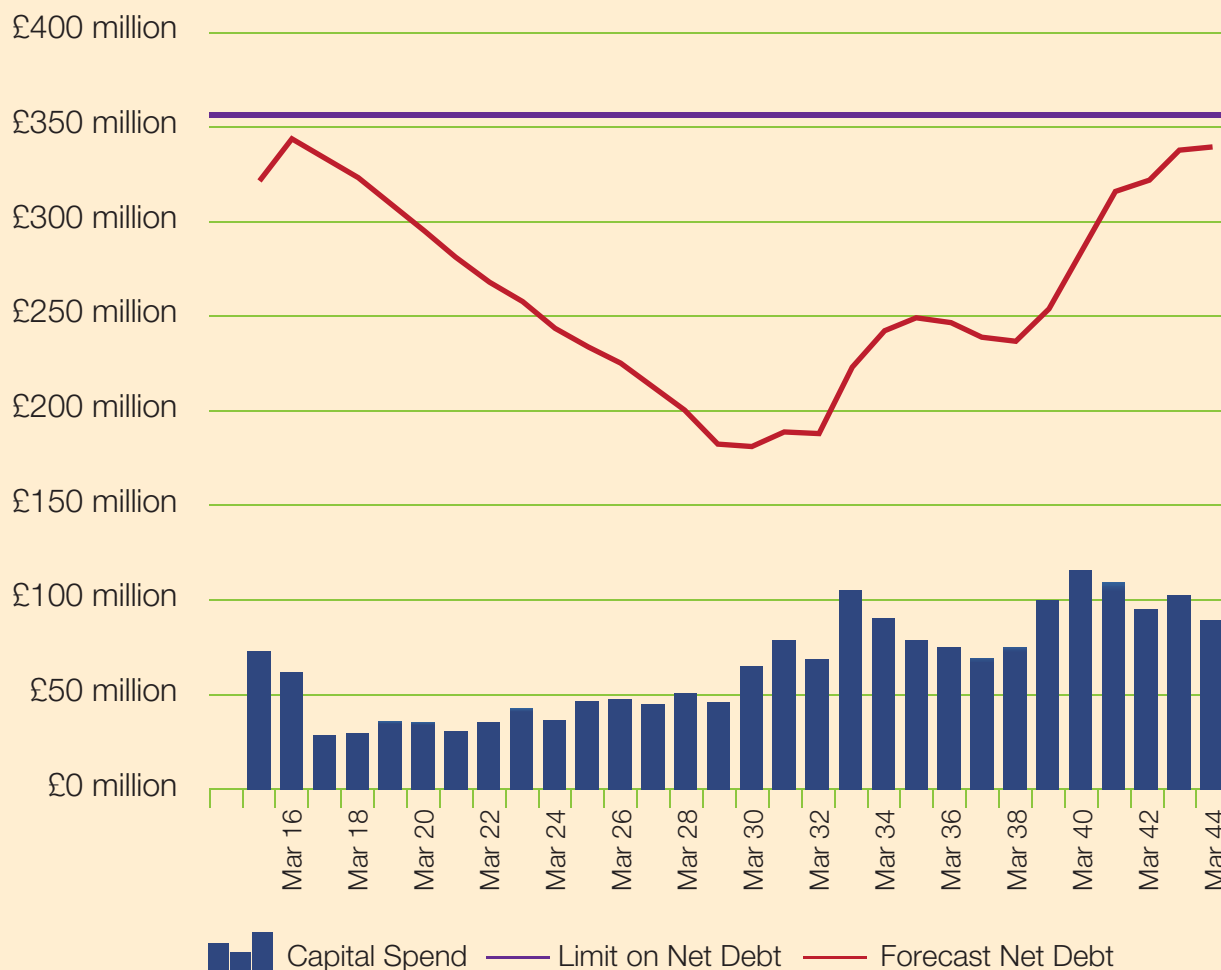
(Clockwise from left) Image 1 - Investment in 500 new homes at Bilston Urban Village. Image 2 and 3 - New affordable homes built at Thompson Avenue, in partnership with Kier Partnership Homes.

**Table 5: Housing Capital Account (30 Year Business Plan)**

	2015/20	2020/25	2025/30	2030/35	2035/40	2040/45
	£ thousands					
<b>Expenditure</b>						
Capital Exp	191,428	194,035	255,949	423,108	435,863	482,317
Total Exp	191,428	194,035	255,949	423,108	435,863	482,317
<b>Financing</b>						
Major Repairs Grants, Cont. and Receipts	(113,040) (5,772)	(107,027) -	(105,506) -	(103,907) -	(102,228) -	(100,680) -
Borrowing	(72,616)	(87,008)	(150,443)	(319,201)	(333,635)	(381,637)
Total Fin.	(191,428)	(194,035)	(255,949)	(423,108)	(435,863)	(482,317)
<b>Balance</b>	-	-	-	-	-	-

The diagram on the following page shows the relationship between the council's capital spending plans for the next thirty years and borrowing levels.

**Chart 6: Forecast Capital Expenditure Forecast and Debt Curve 2014/15 to 2043/44**



**Managing risks**

Due to the size and nature of activities associated with the council's *housing budget* there are inherent risks.

The council adopts a proactive approach to managing and mitigating these risks as far as possible. The budgets are actively managed to ensure income and expenditure plans are closely monitored and remedial action is taken where necessary.

The *Housing Budget* is also exposed to interest rate movements, as interest costs account for approximately one-tenth of the total *revenue expenditure*. The council manages and monitors this risk on a daily basis.

A further significant risk relating to the Business Plan is the high level of *capital expenditure* that it assumes. Relatively small variations in estimates and assumptions could have a significant impact. As it is, the council receives regular comprehensive updates on forecast *capital expenditure* requirements from Wolverhampton Homes.





We remain committed to investing in the future

## 9. Strategy Summary

In summary, the Financial Plan not only reflects the council's corporate priorities, but also plays a critical role in shaping the council's vision, providing a framework within which decisions about future services can be made. The Financial Plan details strategies in place to plan for the medium term:

- **Revenue Budget Strategy**

The Revenue Budget Strategy sets out the council's *revenue expenditure* and the level of available resources. The latest version of the general services revenue budget and medium term financial strategy projects that the budget *deficit* over the five year period to 2018/19 has risen to £134 million, following further projected reductions in central government funding and increased demand for certain services. After taking account of the savings proposals that have been identified to date, which amount to £88 million, the budget *deficit* stands at £14.8 million in 2016/17 rising to just over £46 million by 2018/19.

- **Capital Investment Strategy**

The Capital Investment Strategy sets out the plans to invest over £300 million in the city over the next five years together with the funding to support that investment. Despite the financial challenge and constraints, the council is committed to investing in the future.

- **Treasury Management Strategy**

The *Treasury Management* Strategy sets out how the council's treasury service supports capital investment decisions and day to day cash management, in order to minimise the impact on revenue budget.

- **Housing 30-Year Business Plan**

The Housing Business Plan sets out what the council thinks it will need to spend on council housing over the next 30 years, and how it plans to pay for those.



## 10. Technical terms explained

Though we have tried to make the language in this document as clear as possible, there are occasions where we have had to use technical terms. Where a word or phrase appears in *blue italics* you will find a technical definition below. We have explained these in the body of the text where we were able to, but we hope you will find this list useful.



Black Country Touring. Promotion in Mander Centre for Portas Pilot.

### **Arm's Length**

#### **Management Organisation**

Often called an ALMO, this is an organisation which is controlled by a parent body such as the council, but which is in charge of its own day-to-day operations. Wolverhampton Homes is a good example.

### **Balances and Reserves**

An amount of money that the council has chosen to set aside in order to meet future spending needs.

### **Budget**

A budget is a plan of approved spending during a financial year.

### **Business Rates**

Businesses across the country have to pay business rates. The Government decides how much they should pay and local authorities collect the money.

Councils keep approximately 50% of the business rates' growth raised in their own area with the balance being paid over to Government.

### **Cabinet**

The Cabinet is chaired by the Leader of the Council and comprises nine other Councillors from the political party in power. Decisions about the day to day running of council services are taken by the Cabinet.

### **Capital Expenditure**

Expenditure on the purchase of property, plant and equipment, or expenditure which adds to, and not merely maintains, the value of an existing asset.

### **Capital Grant**

A contribution, usually by Central Government, towards the cost of Capital Expenditure.

### **Capital Programme**

The plan of approved capital expenditure.

### **Council Tax**

A tax paid by residents to the council, based on the value of their property, to be spent on local services.

### **Council Tax Benefit**

Council Tax Benefit is help to pay Council Tax for both tenants and owner occupiers on a low income.

**Deficit**

This occurs when spending exceeds income.

**Equality Analysis**

An equality analysis is a way of finding out whether a policy, service or strategy will have an adverse impact on any particular group or sector of the community.

**Financial Year**

This runs from 1 April to 31 March.

**Full Council**

All 60 elected Councillors in Wolverhampton meet regularly (every 6 weeks) as the Full Council, to make decisions on major issues affecting the city.

**General Services Budget**

The cost of all services of the council except for Housing. The net cost of General Services is met by Council Tax, Government Grants and Business Rates.

**Government Grants**

Assistance by Government and inter-governmental agencies and similar bodies, in the form of cash or transfers of assets to an authority, in return for past or future compliance with certain conditions relating to the activities of the council.

**Housing Budget**

A ring-fenced account detailing the day to day income and expenditure arising from the provision of council housing.

**Housing Capital Account**

A ring-fenced account detailing the council's investment which adds value to council housing and the associated capital funding streams.

**Minimum Revenue Provision (MRP)**

A minimum amount set by law, which the council must charge to the General Services revenue account, to set aside to repay borrowing.

**Prudential Indicators**

Indicators that the council uses to identify whether capital investment and debt/treasury management plans are affordable and sustainable.

**Revenue Expenditure**

Expenditure on the day-to-day running costs of services, for example employees, premises.

**Ring-fenced Budget/Grant**

Certain budgets or grants must be maintained separately outside of the General Services account.

**Stakeholder**

A person, group or organisation that has an interest or concern in the council or the community it serves.

**Treasury Management**

Management of the council's investments and borrowings.

The café at Wolverhampton Art Gallery



Reports referred to in this plan can be found at <http://wolverhampton.moderngov.co.uk>

**Capital Programme 2014/15 to 2018/19 quarter three review and 2015/16 to 2019/20 budget strategy  
Treasury Management Strategy 2015/16**

**Budget 2015/16 and Medium Term Financial Strategy 2015/16 to 2018/19**

**Council Tax Formal Resolutions**

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

[documents/s8648/Council%20040315%20MTFS%20Treasury%20Capital%20CouncilTax%202.pdf](http://wolverhampton.moderngov.co.uk/documents/s8648/Council%20040315%20MTFS%20Treasury%20Capital%20CouncilTax%202.pdf)

**Housing Revenue Account business plan (including 2014/15 budget, rents and service charges)**

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

[documents/s7460/HRA%20business%20plan%20201516%20report%20to%20council.pdf](http://wolverhampton.moderngov.co.uk/documents/s7460/HRA%20business%20plan%20201516%20report%20to%20council.pdf)

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Wolverhampton WV1 1SH

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Published June 2015



# Cabinet

23 June 2015

<b>Report title</b>	Organisational Development Strategy	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	Cabinet	23 June 2015
	Scrutiny Board	30 June 2015

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## Recommendation(s) for action or decision:

Cabinet is recommended to:

1. Approve the Organisational Development Strategy, subject to minor amendments by Scrutiny Board.
2. Delegate approval of amendments post Scrutiny Board to the Cabinet Member for Governance.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek approval for the council's Organisational Development Strategy.

## **2.0 Background**

- 2.1 As part of the Future People objective of the council's corporate plan priority of a 'Confident Capable Council' the Organisational Development (OD) Strategy sets out for the first time our approach to ensuring we have the right people, with the right skills doing the right things for the City of Wolverhampton.

## **3.0 Our Approach**

- 3.1 The OD strategy has been developed in consultation with directorates, using evidence on our workforce and key issues which are not only affecting our workforce today, but may impact on the council going forward.
- 3.2 The OD strategy proposes four key priorities for the year ahead, in order support the delivery of the Corporate Plan. They are:
- i. Leadership & management
  - ii. Employee engagement
  - iii. Future skills – the directorate specific initiatives required to support workforce planning for the future
  - iv. Equality and diversity
- 3.3 The OD strategy is underpinned by more detailed delivery plans which form the work plan for the OD team within the Transformation service area. Resources will be reconfigured in order to support the delivery of the plan within the service area.
- 3.4 The OD strategy will be subject to an annual review, and regular update reports on progress will be sent to SEB on a minimum of a quarterly basis.

## **4.0 Financial implications**

- 4.1 The Organisational Development Strategy is part of the Future People work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.
- 4.2 The OD strategy will be delivered within existing resources and provides a framework against which our reducing resources can be prioritised to ensure maximum impact on the delivery of our strategic objectives. [GE/27052015/S]

## **5.0 Legal implications**

5.1 There are no legal implications arising from this report. [RB/2205/2015/N]

## **6.0 Equalities implications**

6.1 The fourth strand of the OD strategy is solely focused with equalities and diversity, and brings together a number of key issues and areas for focus which have previously been discussed and agreed by the Councillor Equalities Advisory Group.

## **7.0 Environmental implications**

7.1 There are no environmental implications arising from this report.

## **8.0 Human resources implications**

8.1 To deliver the OD strategy, there is a detailed work plan which underpins it primarily drive by the Transformation Team. However the HR operational work plan is also in synergy with the OD strategy.

## **9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications.

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# City of Wolverhampton Council's Organisational Development Strategy 2015-16

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Working as one to  
serve our city



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## 1

## Introduction

## Our Purpose and Vision

We are passionate about delivering great services and making life better for everyone in Wolverhampton. This is summed up in our mission statement:

## Working as **one** to serve our city

The vision for Wolverhampton is to be a city where the local economy is strong and sustainable, where our communities achieve their full potential, our people live longer and are supported in times of need, but in order to achieve these we need a stronger council that is ready and able to deliver change. This is set out in our Corporate Plan.

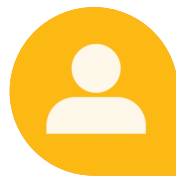
In order to deliver the Corporate Plan, we need to have a workforce that has the right skills and understands how what they do makes a difference. This is part of being a 'Confident Capable Council' – our key priority underpinning the delivery of a stronger economy and stronger communities.

A transformation programme has been established to ensure that the City of Wolverhampton is a 'Confident Capable Council' and one of the key areas of work as part of this is 'Future People'. The Future People programme brings together a number of projects, initiatives and actions across the city to ensure that we have a workforce ready and able to meet the challenges ahead.

## Our priorities



*A stronger  
economy*



*Stronger  
communities*



*A confident  
capable council*

## 2

## Organisational development at the City of Wolverhampton Council

Organisational Development (OD) is a planned approach to improve organisational performance through aligning strategy, people and processes.

This strategy is aimed at promoting a corporate approach to the management of our people and supporting a culture shift which enables the organisation to become 'confident and capable'.

In order to be effective, Organisational Development needs to be planned and implemented at three levels:

- Organisational
- Team
- Individual

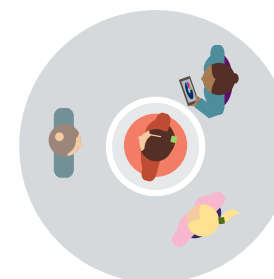
This strategy provides a framework to address issues such as structures, systems, skills, behaviour, attitudes, culture and leadership, primarily through our people. It sets out our approach to make the City of Wolverhampton a good place to work.

Organisational Development needs to be planned and implemented at three levels:

### ORGANISATIONAL



### TEAM



### INDIVIDUAL



## 3

## Strategic context

The environment in which the council works is constantly changing, meaning the organisation needs a flexible and agile workforce ready to take on the challenges ahead.

Since 2010 in response to the economic downturn, the Government's priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government of an unprecedented scale. Over the last five years, the value of general grants awarded to the City of Wolverhampton Council by central government has reduced by over 50% in real terms leaving the council with over £148 million less to spend in 2015/16 than in 2010/11.

This means we need to develop more **commercial** and **entrepreneurial** skills within our workforce, and it becomes even more important that we work as one council, to eliminate any inefficiency or duplication of effort. This will mean we have to work in a **matrix** way, utilising **project and programme management** skills to work across services. We need to be better at commissioning and procuring services, alongside **robust financial management** to enable us to meet the budget challenge.

Devolution is a key topic for local government, and particularly pertinent to Wolverhampton. We are the lead authority for developing a Combined Authority for the West Midlands region.

We are also a member of the 'Key Cities' group, asking Government to devolve more fiscal powers to Key Cities in order to spark economic growth. This means **influencing** and **collaboration** skills amongst our leaders and managers is key, to ensure that Wolverhampton is effective in working in partnership.

Jaguar Land Rover's new Engine Manufacturing Centre at the i54 Business Park



# 4

## Our priorities for 2015-16

For 2015-16, our priorities are:

1. Leadership and Management
2. Employee engagement, including a new induction approach
3. Future workforce



*People*



*Place*



*Corporate*

4. Equality and Diversity





# 5

## Our strategy



### Leadership and management

We will support and develop our leaders to manage effectively in order to deliver our corporate plan

### Employee engagement

We will develop a culture in which employees feel motivated to serve our city as one council

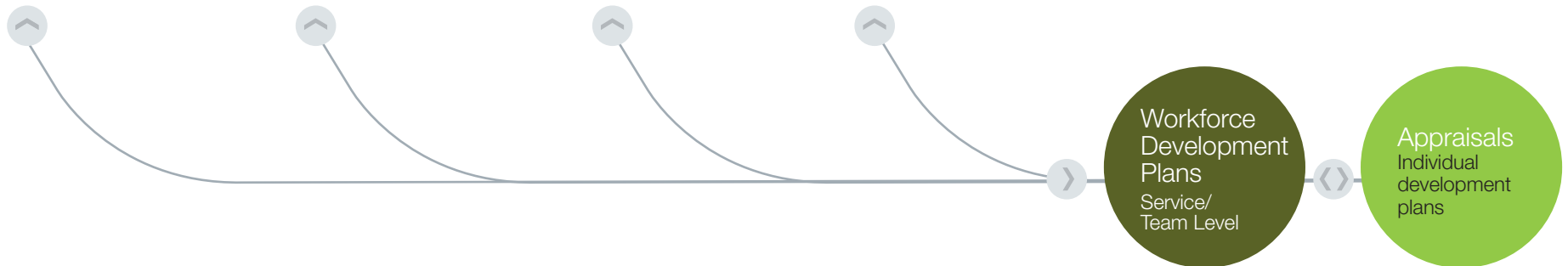
### Future skills

We will ensure that there is a robust workforce planning in place to ensure we have the right people with the right skills. This is broken down by:

People | Place | Corporate

### Equality and diversity

We are committed to equality and diversity in our workforce

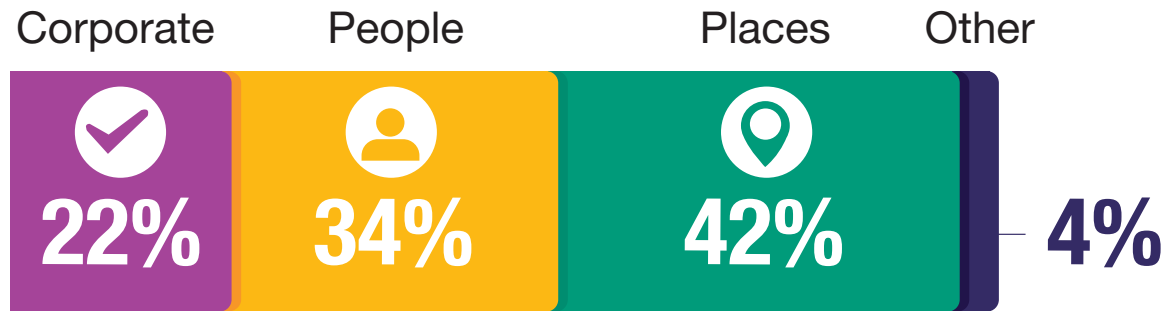




# 6

## Our current workforce

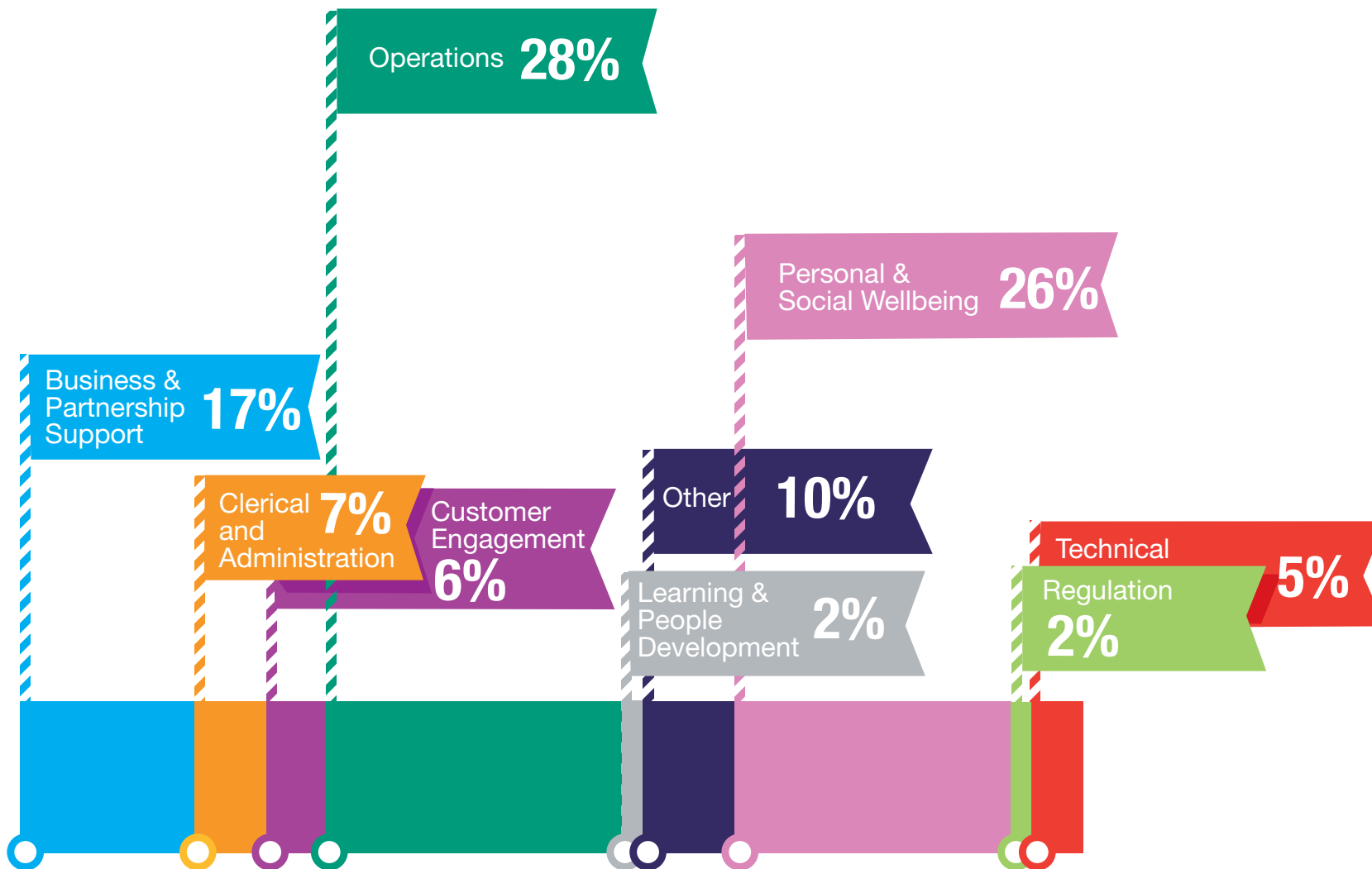
Directorates



As at March 2015

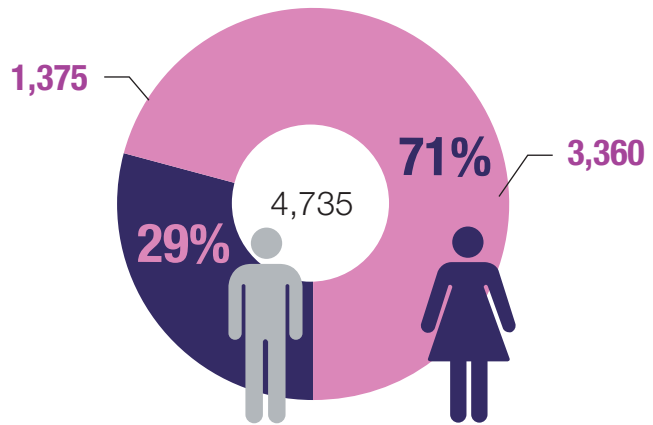
Roles

Page 117

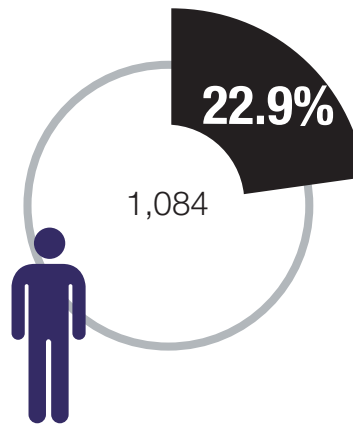


As at March 2015

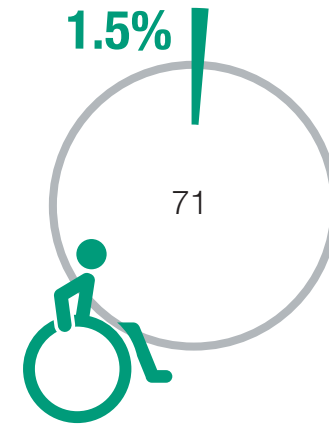
Employee headcount



Black and Minority Ethnic



Disability



As at March 2015

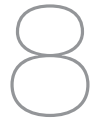
## 7

## Our behaviours

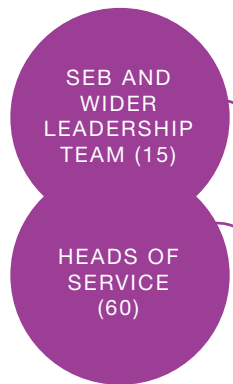
**PRIDE: our core behaviours***Working as one to serve our city*

## How we will behave

<b>P</b>	<b>Put customers first - <i>be customer focused</i></b>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
<b>R</b>	<b>Raise the profile of the City - <i>be positive</i></b>	We are confident advocates for the city and the council. We are positive about what we do and work actively with our partners to build confidence.
<b>I</b>	<b>Inspire trust and confidence - <i>be open</i></b>	We value each other's contribution, empathise with colleagues, are self-aware and remain open in difficult situations. We are flexible and open-minded in our approach. We listen and respond to new ideas.
<b>D</b>	<b>Demonstrate a can-do and tenacious attitude - <i>be a change agent</i></b>	We take the initiative, take ownership of problems and see them through, challenging where appropriate and acknowledge uncertainties. Importantly, we will be evidence-led in our decision-making.
<b>E</b>	<b>Encourage teamwork - <i>be a team player</i></b>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

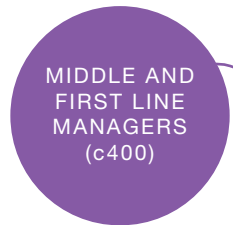


# Learning and development



**LEADERSHIP DEVELOPMENT PROGRAMME**

<b>Psychometric assessments</b>	<b>Master Classes</b> Internal/External facilitated such as: Leadership styles Influencing and collaboration Media training	<b>Coaching/mentoring</b>
<b>360 feedback</b>		<b>External development opportunities</b>
<b>Leadership briefings</b>		<b>Action Learning Sets</b>



**MANAGEMENT DEVELOPMENT PROGRAMME**

<b>Accredited management modules</b>	<b>Essential courses</b> Delivering an appraisal Managing sickness absence Dealing with grievances Managing capability Managing disciplinary cases	<b>Talent management</b> e.g. Graduate development managing for social care etc
<b>360 feedback</b>		<b>Coaching/Mentoring (Internal/WME)</b>



**ESSENTIAL TRAINING**

Equalities	Health and safety	Dementia Awareness
Protecting information	Customer service	Corporate parenting, safeguarding, CSE & Prevent
Role based professional development		

**Induction - values, behaviours, responsibilities, how we communicate**

**Key skills for managers**

Working as one council, and with partners to develop

**briefings e-learning face to face**

for example:

- Project management
- Financial management
- Managing risk
- Managing an agile workforce
- Political awareness
- Partnership working

**Key skills for all**

**briefings e-learning face to face**

for example:

- Technical skills such as ICT skills
- System skills such as Agresso
- Personal skills such as time management and mindfulness
- Developing knowledge on topics such as demand management and commercial skills

Employee volunteering scheme

Figures as at March 2015

# 1 Leadership and Management

## In 2015-16 we will

## Accountable Officer

<p>Develop and implement a Leadership Development Programme for senior leaders in the organisation, including:</p> <ul style="list-style-type: none"> <li>• Commissioning a series of masterclasses on leadership behaviours and 'wicked issues' including using internal expertise and city partners where possible</li> <li>• Setting up an executive coaching and mentoring scheme for our top 75 managers</li> <li>• Setting up an Action Learning Set approach for leaders, ensuring at least one learning set is established</li> <li>• Implementing a 360 feedback process for our top 75 managers</li> </ul>	Head of Transformation
Implement of a management development programme including a manager's toolkit	Head of Transformation
Develop an approach to talent management in the organisation, including participation in the national graduate development programme and local 'grow your own' initiatives	Head of Transformation
Ensure bi-monthly leadership briefings with regular opportunities for people at all levels in the organisation to present	Head of Corporate Communications
Explore links with other leadership initiatives in other local public sector organisations to support integrated working	Head of Transformation

## Why is this important?

In order to deliver our corporate plan in a complex and challenging environment, excellent leadership and management is required.



## How will we monitor our progress?

% managers who feel well communicated with

% of managers undertaking 360 feedback

Conduct a survey of managers to capture their views and opinions.



## 2 Employee engagement

### In 2015-16 we will

### Accountable Officer

Implement an all employee induction programme, to include a face to face welcome session	Head of Transformation
Implement the internal communications strategy, including regular 'Core Briefs', service based employee sessions and team meetings	Head of Corporate Communications
Continue the 'Bright Ideas Portal' – the employee suggestion scheme	Head of Transformation
Develop and implement a pay and rewards plan, to include an employee benefits scheme	Head of Transformation
Implement an employee recognition scheme including the 'Star Awards', employee of the month and a 'top job blog'	Head of Transformation
Deliver a workplace health approach as part of Obesity Challenge Strategy, including adoption of a workplace health charter	Head of Healthier Place
Develop the council's on-line and digital platforms for employees, including a council LinkedIn page and use of technology in the learning and development offer	Head of Transformation
Provide opportunities for employee volunteering in the city, that support the city's ambitions	Head of Economic Inclusion
Review and improve the organisation's consultation model with the trade unions	OD Strategy & Policy Manager
Further embed the council's behaviour framework in to the council's way of working	Head of Transformation

### Why is this important?

This priority is focussed with creating an environment where employees are motivated to serve our city as one council.



### How will we monitor our progress?

- Increase employee satisfaction
- Increase % of employees who are aware of the corporate plan
- Reduce sickness absence
- Turnover/retention rates
- Increase involvement in corporate initiatives e.g. Bright Ideas Portal.

### 3a Future Skills – Corporate

#### In 2015-16 we will

#### Accountable Officer

Improve the availability and analysis of workforce data to inform our planning	OD Strategy & Policy Manager
Deliver a new appraisal scheme, and a mechanism for capturing organisational training requirements coming from these discussions	Workforce Development Manager
Implement an apprenticeship offer including adult and 16-18 opportunities	Workforce Development Manager
Provide a rounded learning and development offer for employees, including maintenance of the Learning Hub and face to face sessions. Specific priorities for 2015-16 will include: <ul style="list-style-type: none"> <li>• Project management – improve the effective management of projects and programmes</li> <li>• Business intelligence – improve the analysis of data in order to increase our evidence base</li> </ul>	Workforce Development Manager
Develop and review our HR policy framework to support the development of a more flexible and agile workforce, linked to our Future Space programme of transformation	OD Strategy & Policy Manager
Ensure development pathways for key job roles are in place	Workforce Development Manager
Develop a workforce planning approach, restructuring and recruitment framework based on role profiles	Head of Transformation
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Explore viability of a corporate external accreditation scheme such as Investors in People	Head of Transformation
Support the transfer of knowledge after conferences and events through standard briefing templates and upload to a searchable Policy Portal	Head of Transformation

#### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through a number of corporate initiatives to develop skills. We also will understand the skills required to support corporate services going forward.



#### How will we monitor our progress?

Reduce expenditure on agency workers

100% of employees completed mandatory courses.

## 3b Future Skills – People

### In 2015-16 we will

### Accountable Officer

Improve front line social work practice in children's social care, through targeted training programme to improve recording, care plans, assessment and risk management	Workforce Development Manager
Recruit and retain excellent Newly Qualified Social Workers, experienced social workers and social work managers	Heads of Service
Transform adults and children's services through ensuring CPD plans are in place for all practitioners and service managers supporting business objectives and contributing to succession planning and talent management	Heads of Service/ Senior managers
Submit an application to the 'Think Ahead' programme to support developing mental health social workers	Service Director, Disability & Mental Health
Ensure that employment initiative programmes provide opportunities for care leavers	Workforce Development Manager
Provide role appropriate training to all employees on the Care Act	Service Director, Older People
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Ensure development pathways for key job roles are in place	Workforce Development Manager
Develop a 'Corporate Parenting' e-learning course for all employees	Service Director Children & Young People

### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through specific initiatives to resolve workforce skill and planning issues for the People directorate.



### How will we monitor our progress?

% increase in permanent social work professionals with matched decrease on the reliance of agency workers

Performance management targets achieved through improved service and appraisal outcomes for practitioners.

Performance management targets achieved through improved service and appraisal outcomes for managers

% of apprenticeships for care leavers

Improve response to and outcomes from Social Work Health Check.

### 3c Future Skills – Place

#### In 2015-16 we will

#### Accountable Officer

Provide support to our employees so that they can act as ambassadors for the city of Wolverhampton	Head of Transformation
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Ensure development pathways for key job roles are in place	Workforce Development Manager
Deliver key worklessness initiatives in the city around <ul style="list-style-type: none"> <li>• Work placements and Volunteering</li> <li>• Traineeships and Internships</li> <li>• Apprenticeships</li> </ul> Including creating a 'Placement Hub' centralised opportunity system, developing employer relationships to support growth in opportunities for employees and developing education and employer links to prepare young people for the world of work	Education Business Relationships Manager

#### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through specific initiatives to resolve workforce skill and planning issues for the Place directorate.



#### How will we monitor our progress?

Performance management targets achieved through improved service and appraisal outcomes for officers

Performance management targets achieved through improved service and appraisal outcomes for managers.

## 4 Equality and Diversity

### In 2015-16 we will

### Accountable Officer

Maintain pay equality and conduct equal pay audits	OD Strategy & Policy Manager
Conduct a data drive to ensure we have accurate and up to date information on protected characteristics and our workforce/applicants	OD Strategy & Policy Manager
Use intelligence to develop support and interventions for specific groups, working with national bodies such as Stonewall as appropriate	OD Strategy & Policy Manager
Participate in events such as International Day against Homophobia, Biphobia and Transphobia	Head of Transformation
Investigate the overrepresentation of certain protected characteristics in the disciplinary and grievance process including setting up employee reference groups, reviewing allegations and dip sampling cases	OD Strategy & Policy Manager
Investigate why the council is more successful at recruiting and employing a higher % of BME employees in casual and temporary posts in comparison to permanent roles	OD Strategy & Policy Manager
Continue to monitor leavers information including an anonymous exit survey	OD Strategy & Policy Manager
Improve employee awareness of equalities issues, and confidence in talking about them	Head of Transformation

### Why is this important?

The council is committed to equality and diversity, and ensuring that our workforce is representative of the communities that it serves.



### How will we monitor our progress?

Workforce representative of our community

Increase % of underrepresented groups in management positions

Satisfaction of our employees by protected characteristic.

**wolverhampton.gov.uk** 01902 551155

 WolverhamptonToday  @WolvesCouncil  WolverhamptonToday

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



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# Cabinet

## 23 June 2015

<b>Report title</b>	A marketing strategy for the city council	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation	
<b>Accountable employee(s)</b>	Ian Fegan Tel Email	Head of Communications 01902 554286 ian.fegan@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board Scrutiny Board Strategic Executive Board Executive Team	13 November 2014 26 November 2014 19 May 2015 3 June 2015

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### Recommendation(s) for action or decision:

Cabinet is recommended to:

- Review and approve the proposed marketing strategy for the City Council

## 1.0 Purpose

- 1.1 The purpose of this report is for Cabinet to review and endorse a new marketing strategy for the city council which sets out the key elements of our customer-focused transformation.

## 2.0 Background

- 2.1 Being a Confident, Capable Council means that the City of Wolverhampton Council will have the right people, with the right skills, doing the right things at the right time in the right way. A new marketing strategy for the council will support this.

## 3.0 Progress and discussion

- 3.1 The draft City of Wolverhampton Council marketing strategy sets out how the organisation will identify, anticipate and satisfy customer requirements efficiently and effectively. This will be delivered as an integral part of the Council's C3 transformation programme. It advocates seizing upon Wolverhampton's unique position as the only City in the Black Country and one of the top 20 biggest cities in the UK. It has an ambition to deliver three overarching aims:

- Greater pride in the City
- Excellent services
- Satisfied customers/service users.

- 3.2 Each of these is supported by a number of key objectives, underpinned by key work streams. The objectives include:

- Services built around the needs of users which deliver value for money
- Excellent customer service, embedded into the DNA of our employees
- A further consolidation of 'digital by design' to create easily accessible services tailored to meet the demand of an increasingly on-line and digitally connected society
- Increasing pride in the City and promoting it as a great place to live, visit and do business
- Revitalising the City Council's branding, seizing upon the unique selling proposition as the City at the heart of the Black Country
- Building strong, strategic alliances – combining city-wide and regional resources – to create a joined-up and powerful 'Marketing Wolverhampton' approach.

- 3.3 The proposed marketing strategy for the City of Wolverhampton Council is attached at **appendix one**.

## 4.0 Financial implications

4.1 The Marketing Strategy is part of the Future Customer work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.

4.2 The implementation of the marketing strategy will be funded from existing budgets held across the Council.  
[GE/27052015/G]

#### **5.0 Legal implications**

5.1 There are no direct legal implications to this report.

#### **6.0 Equalities implications**

6.1 There are no equalities implications arising from this report.  
[TS/27052015/N]

#### **7.0 Environmental implications**

7.1 There are no equalities implications arising from this report.

#### **8.0 Human resources implications**

8.1 There are no equalities implications arising from this report.

#### **9.0 Corporate landlord implications**

9.1 There are no equalities implications arising from this report.

#### **10.0 Schedule of background papers**

10.1 Not applicable

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# A marketing strategy for the City of Wolverhampton Council

[wolverhampton.gov.uk](http://wolverhampton.gov.uk)



# Marketing defined...

*Marketing is the management process  
which identifies, anticipates and  
satisfies customer requirements  
efficiently and effectively...*

Chartered Institute of Marketing

# What we want to achieve...



**Underpinned by:**



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# How we'll do it...

Strategic aim	Objective	Outcome
Excellent services	Services built around the needs of users which deliver value for money	Satisfied users and residents
Excellent services	'Digital by design' : accessible services tailored to meet on-line consumer demand	Satisfied customers, value for money
Customer satisfaction	Excellent customer service, embedded into the DNA of our employees	Satisfaction from call to resolution
Pride in our City	Pride in our City, promoting it as a great place to live, visit and do business	More jobs, growth and prosperity
Pride in our City	A unique-selling proposition, revitalising our brand as the City at the Black Country's heart	Increased regional and national profile
Pride in our City	Build strong, strategic alliances, pooling City-wide and regional resources for 'Marketing Wolverhampton'	Greater regional and national competitiveness

Page 036

Objective	Outcome
Services built around the needs of users which deliver value for money	Satisfied users and residents

**Delivered by:**

- A commitment to an easily accessible, high quality, single point of contact for all enquiries so that customers don't get passed from pillar-to-post
- A new customer relationship management (CRM) system for the City Council for all customer contact. Improved customer insight will help us to tailor and design services around customer need

Page 137 On-line 'MyCouncil' individual user accounts to request services, report issues and check on the progress of transactions - just like we do with an Amazon order

- Simple, secure on-line payment service so that you can do what you need to do on-the-go

Objective	Outcome
Excellent customer service, embedded into the DNA of our employees	Satisfaction from call to resolution

**Delivered by:**

- Corporate, customer service standards to define what customers can expect, build their trust and confidence and to remind managers and employees of their obligations. Delivering excellent customer service also supports our Corporate Plan objective of being a **Confident, Capable Council**.

138 Mystery shopper/customer reviews. We'll build a network of community and stakeholder volunteers and ask them to measure us against the standards we ourselves have set

- Customer service surveys – using our new digital CRM system, telephone ring-backs, integrated email surveys and our citizens' e-panel to check you received a good service from initial contact through to outcome.

Objective	Outcome
<p>‘Digital by design’ : accessible services tailored to meet on-line consumer demand</p>	<p>Satisfied customers, value for money</p>

**Delivered by:**

- A channel shift strategy which maps out ‘old-fashioned’ customer service experiences and moves us to new, simple digital, cost-effective approaches. Money saved will be re-invested to improve services
- Mobile digital working for our employees so that they can process information quicker and improve customer service
- Improving digital accessibility through live web chat, Apps, Skype and other cost effective methods that are more convenient to individuals
- Improve two-way, direct digital engagement and communication by growing our social media and email reach and integrating this with our new CRM system.



Page 13



Objective	Outcome
Pride in our City, promoting it as a great place to live, visit and do business	More jobs, growth and prosperity

**Delivered by:**

- A **#proudfwolvo** campaign involving local people, key public, private sector and media partners across the City
- Our cleaner, greener, better environmental campaign aimed at encouraging local communities and groups to support us in making neighbourhoods better places to live
- The City Board’s annual conference programme: Business Week, Working Well Week and Visitor Week
- A new, joined-up **#whatsonwolves** digital marketing campaign integrating content, Apps, social media and email marketing to promote city events and key customer information such as where to park, eat and stay
- New digital ‘City of Wolverhampton’ branded welcome signage at boundary points of entry into the City

**wolverhampton.gov.uk**

Objective	Outcome
A unique-selling proposition, revitalising our brand as the City at the Black Country's heart	Increased regional and national profile

**Delivered by:**

- A new visual identity and corporate branding focusing on the 'City of Wolverhampton' for normal business, whilst maintaining a strong connection to tradition for councillors and the mayoralty

# Objective

# Outcome

Build strong, strategic alliances, pooling City-wide and regional resources for 'Marketing Wolverhampton'

Greater regional and national competitiveness



## Delivered by:

- The City Board's annual conference programme: 'Business Week' aimed at increasing investment and jobs, 'Working Well Week' to tackle inequality and social inclusion and Visitor Week to build pride in place
- Playing an active part as the 19<sup>th</sup> biggest city in the UK in the Key Cities Group to lobby Government for a better deal and raise the City's profile
- Work with partners to improve the city marketing 'offer'

[wolverhampton.gov.uk](http://wolverhampton.gov.uk)



# Cabinet

## 23 June 2015

<b>Report title</b>	Refreshed visual identity	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Corporate Communication	
<b>Accountable employee(s)</b>	Ian Fegan Tel Email	Head of Corporate Communication 01902 554240 ian.fegan@wolverhampton.gov.uk
<b>Report to be considered by</b>	Scrutiny Board, Strategic Executive Board Executive Team	14 Jan 2015 19 May 2015 3 June 2015

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### Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Review and approve the proposed revised visual identity.
2. Approve that the new visual identity is implemented as 'business as usual', on a replacement basis.

## 1. Introduction

- 1.1 How the council presents itself in its publications, signage, staff uniforms and vehicle livery plays an important part in shaping the perceptions of local residents, the business community, partner organisations and Government. To an extent, the council's reputation depends on these perceptions – not least because first impressions count.
- 1.2 A clear and consistent corporate identity helps the public identify the services provided by the council and acts as an assurance of quality and dependability. It also shows that the organisation is confident in what it does and is proud to be accountable for the services it provides for the city. The more the council uses the new corporate identity, closely connected to the C3 transformation push to deliver excellent, value for money services, the harder it will work for us to raise awareness and improve customer satisfaction. Using our corporate identity properly is an essential part of a **Confident, Capable Council**.
- 1.3 The existing Wolverhampton City Council corporate identity has been in use for a decade. When it was initially developed, it was absolutely fit for purpose and entirely appropriate for the time/environment of the day.
- 1.4 However, as with all of our business practices over time, there are opportunities to review what we do and make recommendations which improve and evolve the organisation to reflect the current environment. The Corporate Communications team has been asked by the Managing Director – as part of the C3 programme and in light of wider environmental developments – to review the existing visual identity and make recommendations for improvement.

## 2. Revised corporate identity

- 2.1 As requested by the Managing Director, a key recommendation is that the council should move away from its existing 'Wolverhampton City Council' word-mark and use instead **'City of Wolverhampton'**.
- 2.2 This more clearly expresses the Council's status as Wolverhampton's civic and community leader. This will support the Council's marketing efforts to enhance pride in the City and help position Wolverhampton moving forward as the City at the heart of the Black Country and one of the top 20 largest cities in the country.
- 3.3 The typeface used in the word-mark will be a key feature of the Council's overall corporate identity and expressive of its character. Many organisations selecting a new typeface see themselves as making a simple choice between 'modern' and 'classic' approaches. The recommended typeface – which is unique in the region – successfully combines tradition with contemporary energy.
- 3.4 To ensure continuity whilst keeping costs to an absolute minimum, the proposal would be to:
  - develop a distinct visual identity for the Mayor's office which uses the coat of arms and the word-mark 'Mayor of Wolverhampton' (**see appendix one**)

- use the new 'City of Wolverhampton' word-mark with the existing, easily recognisable city coat of arms for use when communicating with key regional, national and international stakeholders (**see appendix two**)
- use the 'City of Wolverhampton Council' word-mark in single-colour for everyday use by Council officers to keep costs to an absolute minimum (**see appendix three**).

3.5 These three designs are based on a coherent core identity. The appendices below show the visual identity used in the context of corporate stationery.

3.6 The introduction of a new electronic template for letters will mean pre-printed letterheads will no longer need to be produced saving approximately £3,000 per annum. There is also an efficiency saving each year based on officer time saved with this more streamlined approach to printing. This is estimated to be in the region of £10,000 per annum.

3.7 This approach also supports the City Council's wider push towards 'channel shift' and 'digital by design' by highlighting the various digital and more cost-effective channels for getting in touch with the Council.

3.8 If approved, the recommended corporate identity can be rolled out – on a replacement basis – across all signage, equipment, buildings and materials which require Council branding.

3.9 A draft corporate identity manual has been developed to set out rules governing use. This guidance also incorporates the use of sub-brands such as YOO recruit and Making it Happen to ensure a 'one council' approach to corporate identity.

3.10 The corporate communications team is also undertaking a visual identity audit to establish replacement timescales and costs for items/equipment (listed in 3.8 above) where the council's visual identity is currently used.

#### **4.0 Financial implications**

4.1 The revised visual identity is part of the Future Practice work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.

4.2 All of the design concepts and associated design work has been undertaken in-house. The proposed plan would be to roll out the new corporate identity on a replacement basis. There may be a requirement to change the corporate identity on some items at an earlier stage, but it is anticipated that any costs associated with this can be contained within existing revenue budget provision.

[GE/27052015/W]

**5.0 Legal implications**

5.1 There are no immediate legal implications arising from this report.  
[TS/27052015/R]

**6.0 Equalities implications**

6.1 There are no immediate legal implications arising from this report.

**7.0 Environmental implications**

7.1 There are no environmental implications arising from this report.

**8.0 Human resources implications**

8.1 There are no human resources implications arising from this report.

**9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications arising from this report.

**10.0 Schedule of background papers**

10.1 There are no background papers to this report.



Appendix one: Revised corporate identity for the Mayoralty

Page 147

23rd June 2015

Susan Williams  
33 Ringwood Road  
Wolverhampton  
WV10 6TJ

Dear Susan,

Fusce ex tellus, dapibus at hendrerit eu, sodales a nisi. Proin in massa velit. Donec velit lectus, sagittis ut nisl nec, tempor porta lectus. Aliquam diam nibh, luctus et blandit in, laoreet vitae ipsum. Suspendisse dui lorem, malesuada ut odio et, tempus lobortis velit. Fusce leo augue, congue non accumsan id, interdum id dui. Fusce semper nulla et nunc ornare, vitae bibendum eros dignissim. Nullam faucibus purus a ipsum efficitur pulvinar. Suspendisse scelerisque nulla in sodales feugiat. Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia Curae; Nullam eu ipsum id nulla luctus posuere nec sed risus. Phasellus vestibulum nec dolor at scelerisque.

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Yours sincerely,

**Councillor Ian Brookfield  
Mayor**

Direct: 01902 754030  
Email: [ian.brookfield@wolverhampton.gov.uk](mailto:ian.brookfield@wolverhampton.gov.uk)

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

[wolverhampton.gov.uk](http://wolverhampton.gov.uk)  
@WolvesMayor  
WolverhamptonMayor



with compliments

**MAYOR OF  
WOLVERHAMPTON**


[wolverhampton.gov.uk](http://wolverhampton.gov.uk) @WolvesMayor WolverhamptonMayor



**MAYOR OF  
WOLVERHAMPTON**

**Councillor  
Ian Brookfield**  
The Mayor of Wolverhampton

01902 754030  
ian.brookfield@wolverhampton.gov.uk  
wolverhampton.gov.uk



## Appendix two - Revised corporate identity for communication with key regional, national and international stakeholders

23rd June 2015

  
CITY OF  
WOLVERHAMPTON

Rt Hon Greg Clark MP  
Dept for Communities and  
Local Government  
2 Marsham Street  
London  
SW1P 4DF

Dear Secretary of State,


Fusce ex tellus, dapibus at hendrerit eu, sodales a nisi. Proin in massa velit. Donec velit lectus, sagittis ut nisl nec, tempor porta lectus. Aliquam diam nibh, luctus et blandit in, laoreet vitae ipsum. Suspendisse dui lorem, malesuada ut odio et, tempus lobortis velit. Fusce leo augue, congue non accumsan id, interdum id dui. Fusce semper nulla et nunc ornare, vitae bibendum eros dignissim. Nullam faucibus purus a ipsum efficitur pulvinar. Suspendisse scelerisque nulla in sodales feugiat. Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia Curae; Nullam eu ipsum id nulla luctus posuere nec sed risus. Phasellus vestibulum nec dolor at scelerisque.

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Yours sincerely,

**Councillor Roger Lawrence**  
Leader of the Council

Direct: 01902 554968  
Email: roger.lawrence@wolverhampton.gov.uk


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 @WolvesCouncil  
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CITY OF  
WOLVERHAMPTON

**Councillor  
Roger Lawrence**  
Leader of the Council

 01902 550352  
 roger.lawrence@  
wolverhampton.gov.uk  
 wolverhampton.gov.uk

Appendix three - revised corporate identity for day-to-day officer use

Page 149

23rd June 2015

CITY OF  
WOLVERHAMPTON  
COUNCIL

Susan Williams  
33 Ringwood Road  
Wolverhampton  
WV10 6TJ

Dear Susan,

Fusce ex tellus, dapibus at hendrerit eu, sodales a nisi. Proin in massa velit. Donec velit lectus, sagittis ut nisl nec, tempor porta lectus. Aliquam diam nibh, luctus et blandit in, laoreet vitae ipsum. Suspendisse dui lorem, malesuada ut odio et, tempus lobortis velit. Fusce leo augue, congue non accumsan id, interdum id dui. Fusce semper nulla et nunc ornare, vitae bibendum eros dignissim. Nullam faucibus purus a ipsum efficitur pulvinar. Suspendisse scelerisque nulla in sodales feugiat. Vestibulum ante ipsum primis in faucibus orci luctus et ultrices posuere cubilia Curae; Nullam eu ipsum id nulla luctus posuere nec sed risus. Phasellus vestibulum nec dolor at scelerisque.

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Yours sincerely,

**David Evans**  
Environmental Health Officer

Direct: 01902 556809  
Email: david.evans@wolverhampton.gov.uk

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

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CITY OF  
WOLVERHAMPTON  
COUNCIL

**David Evans**  
Environmental Health Officer

01902 556809  
david.evans@  
wolverhampton.gov.uk  
wolverhampton.gov.uk

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# Cabinet Meeting

## 23 June 2015

<b>Report title</b>	Channel Shift Scrutiny Review	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Key decision</b>	No	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Review Chair</b>	Cllr Jonathan Yardley	
<b>Review Members</b>	Cllr Harbans Singh Bagri Cllr Ian Brookfield Cllr Paula Brookfield Cllr Barry Findlay Cllr Julie Hodgkiss	Cllr Keith Inston Cllr Mrs Christine Mills Cllr Peter O'Neill Cllr Paul Singh Cllr Andrew Wynne
<b>Link Officers</b>	Sue Handy Tel Email	Head of Customer Services 01902 55 <a href="mailto:sue.handy@wolverhampton.gov.uk">sue.handy@wolverhampton.gov.uk</a>
	Paul O'Rourke Tel Email	Channel Shift Manager 01902 55 <a href="mailto:paul.o'rourke@wolverhampton.gov.uk">paul.o'rourke@wolverhampton.gov.uk</a>
<b>Scrutiny Review Officer</b>	Laura Gilyead Tel Email	Graduate Management Trainee 01902 553219 <a href="mailto:Laura.gilyead@wolverhampton.gov.uk">Laura.gilyead@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board Executive Team	5 May 2015 1 June 2015

---

### Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Receive the report of the review group (Appendix 1) and consider the following recommendations:

- R1 To introduce a risk register for the channel shift, identifying potential risks at each stage and ensuring these are included in the procurement new systems. This could be incorporated into the Corporate Risk Register and should include but not be restricted to:
1. The risks involved with a system being heavily reliant on technology and electricity supply.
  2. Sensitivity monitoring within an Integrated Customer View.
  3. The risks involved in passing responsibility of safeguarding information to an outside provider. This includes other organisations using the same cloud space and the security level of personal information.
- R2 To develop a channel shift communication plan which focuses on employees and external customers outlining the changes being made and the timescales involved, how it will affect them and the help available and how they can get involved and give feedback.
- R3 To endorse the implementation of the “my account” feature integrated into the customer view of the CRM system to allow residents to easily see the transactions they have previously made and customise the services that they view. This could include information about the customers ward councillors, local provisions e.g. refuse collection and road works, and local events taking place.
- R4 To ensure that all systems procured in the channel shift are future-proof. This includes ensuring the ContactPortal is updated regularly and system suppliers can be changed should the leading supplier of a service change whilst not requiring anything extra from the customer.
- R5 To endorse the role of the Customer Services team on the Civic Centre concourse in guiding customers through the digital channels on tablets and PCs.
- R6 To ensure customer satisfaction is monitored regularly and changes are made based on the feedback received.
- R7 To illustrate the positive work of the Channel Shift and Customer Services teams by ensuring all compliments received are publicised.
- R8 To use SMS messaging as a form of contact with customers in confirmation of services booked and reminders of booked appointments or forthcoming renewals. This should be included in the procurement of a CRM Solution.
2. Approve the executive response to the review recommendations (Appendix 2)
  3. Refer the Cabinet response to Scrutiny Board for it to track and monitor the implementation of the agreed recommendations.

## **1.0 Purpose**

1.1 The report presents the findings and recommendations of the Channel Shift Scrutiny Review. Cabinet is requested to receive the report and agree the executive response.

## **2.0 Background**

2.1 The review group met on four occasions to hear evidence about the changes taking place at the Council in relation to channel shift. This included the services that would be procured and how residents will be informed of the changes.

2.2 The key questions of the review were:

- What services can Wolverhampton City Council provide digitally that will retain a high level of customer service, whilst also improving value for money?
- What training is required for the workforce to be confident to deliver a digital service?
- How can Wolverhampton City Council encourage users to choose digital methods of communication?
- How will Wolverhampton City Council ensure that the channel shift strategy is adopted by the whole organisation?
- How can the benefits of channel shift be realised, tracked and monitored?
- What work can be done with external stakeholders to develop channel shift within the authority?
- What will channel shift look like in the future, and which technologies should be embraced and used for the long term?
- What work have other authorities undertaken with regards to channel shift, and what challenges did they face, and what benefits did they gain?
- How will hard to reach customers be addressed?

2.3 The review group worked with Sue Handy, Head of Customer Services, Paul O'Rourke, Channel Shift Manager and Saty Sandhu, Operations Manager.

## **3.0 Current position**

3.1 The review group considered the draft report on 16 April 2015. The draft report was agreed subject to amendments being incorporated.

3.2 The scrutiny review report and executive response are appended to this report.

## **4.0 Financial implications**

4.1 The recommendations will be met from within existing resources.  
[MF/22052015/H]

## **5.0 Legal implications**

5.1 There are no direct legal implications associated with the recommendations.  
[RB/21052015/I]

## **6.0 Equalities implications**

6.1 Although there may be equalities implications arising from the implementation of the individual recommendations relating to channel shift, there are no direct equalities implications arising from this report.



**7.0 Environmental implications**

7.1 There are no environmental implications.

**8.0 Human resources implications**

8.1 There are no human resources implications.

**9.0 Corporate landlord implications**

9.1 There are no corporate landlord issues.

**10.0 Risk Implications**

10.1 The report recommends the creation of a risk register so that risk implications for channel shift are understood and appropriate mitigations implemented.

**11.0 Schedule of background papers**

None



# Channel Shift Scrutiny Review Report

March 2015

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## 1.0 Preface

Wolverhampton's residents and businesses quite rightly demand high levels of customer service. The aim of the review was to consider the new channels available to customers and ensure that none of them are left behind as well as to ensure that the customer service Wolverhampton City Council delivers is the best class possible available in this regard.

Value for money is always at the heart of anything Wolverhampton City Council does and channel shift is no exception. The Scrutiny Review ensured the Council would deliver more for less by making efficiencies across the various communication channels the City uses, so that we can save local taxpayers' money, while not compromising on the service they deserve.

Channel shift recognises the importance in providing a good quality service to customers allowing them access through appropriate channels. The Council should deliver the best service to all residents from those who do not use a computer to those who are media savvy. Channel shift is also key in saving the Council money by shifting to low-costing forms of communication using the technologies available including social media.

On behalf of the group, I would like to thank all the individuals and service groups who contributed so openly to this review. These valuable contributions have helped Councillors to make recommendations to help take forward the Council's approach to channel shift.

*Councillor Jonathan Yardley, Chair of the Scrutiny Review*

## 2.0 Summary of Report

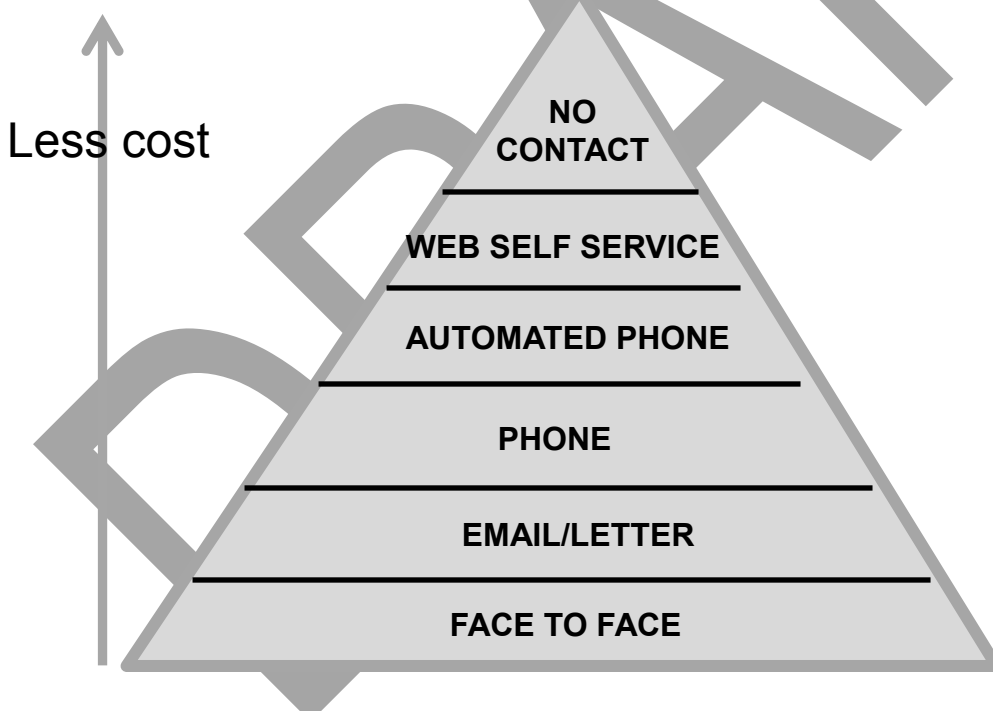
- 2.1 The review group met on four occasions to hear evidence about the changes taking place at the Council in relation to channel shift. This included the services that would be procured and how residents will be informed of the changes.
- 2.2 A summary of witness evidence is given in section four of this report in relation to plans and timescales of channels to be shifted, the procurement of new systems and how residents will be consulted throughout the channel shift.
- 2.3 This report highlights the need for change in customer interaction and the importance to the Council's performance and budget.
- 2.4 Insight is provided into new systems required by the Council to ensure an effective channel shift, to safeguard the Council's information and data sources and to make use of technologies available.
- 2.5 This report details the methods of communication which customers are already using which are provided by the Council, including social media. It outlines the effectiveness of these methods and how demographic data can help in considering the most appropriate channels for residents.
- 2.6 Recommendations are made to:
- include a risk register throughout the channel shift,
  - ensure the systems procured are future-proof,
  - improve and retain communication with internal and external customers,
  - endorse the "My Account" feature integrated into the customer view of the CRM system to allow residents to easily see the transactions they have previously made and customise the services that they view,
  - use SMS messaging as an integrated form of contact with customers,
  - endorse the use of tablets and PCs in guiding customers onto digital channels,
  - publicise the compliments received to Customer Services.

## 3.0 Introduction

- 3.1 Channel Shift is the drive to deliver services through the most appropriate, efficient, convenient and cost-effective means. Delivering citizen services across a range of channels offers real savings in cost and efficiency. For example, it is estimated that a face-to-face transaction costs local government approximately £8.00, the same interaction by telephone around £3.00 and via web visit just 30 pence. There will always be instances where face-to-face is the preferred and necessary mode of operation, however many citizens are used to the 24/7 culture offered by call centres and the internet and embrace the flexibility this offers.
- 3.2 Developing the Council's approach and execution of channel shift is a core business aim of the Confident, Capable Council corporate priority. This commitment is based on the belief that to be sustainable in the long term, digital self-service options need to be the contact channels for a citizen or business accessing services but still retaining some element of face-to-face and telephone contact as an appropriate source of contact.

- 3.3 As technology advances, the Council has a duty to offer services which optimise efficiency and provide value for money using optimal technology and appropriate social media. With £123 million of savings to identify over the Medium Term Financial Strategy, this advancement will allow the Council to meet the increase in demand for services.
- 3.4 Simultaneously, the Corporate Communications team underwent a restructure which resulted in the division of skillsets between a leaner Corporate Communications team and a newly formed Channel Shift team which was sited within Customer Services in July 2014. The Channel Shift team comprises of Web Development Officers, Digital Media Advisors and a production unit which supports the creation and distribution of various digital and print media.
- 3.5 For Wolverhampton City Council, Channel Shift is the migration of customer contact from more expensive channels to less expensive channels, as illustrated in figure 1. For example, engaging residents to carry out transactions or submit requests through the corporate website rather than contacting City Direct or visiting the Council face-to-face at the Civic Centre.

**Figure 1**



- 3.6 The review explored the potential savings of channel shift, how it was embedded throughout the Council and how changes were communicated with stakeholders.

## 4.0 Findings

### 4.1 Digital by Design

There are two commonly described methods that underpin a channel shift strategy; digital by default and digital by design.

Digital by default is where customers are moved to digital channels by force. The business process is redesigned with the primary purpose being to remove any other channels for customers to contact or place a service request. All new processes are automatically made to be digital with no other channels offered for customer contact.

Digital by design is where the end-to-end business process is reviewed in detail and areas deemed suitable for channel shift are identified. Digital options can be made available to customers at salient stages of the enquiry or transaction process or the entire process can be transformed to digital. This method places emphasis on due diligence and consideration of the demographic, processes involved and intervention required by the customer and the back office.

It was proposed that Wolverhampton City Council adopted the 'digital by design' method. This method is business intelligent and tells us where real savings can be made and provides us with greater return on investment. The Institute of Customer Service leans towards this method which relies on customer insight to provide an open and inclusive service offering, ensuring customers engage with the business. By definition, customers are encouraged into using digital transactions which are ever evolving.

The review group endorsed this approach as it ensures that the needs of a wide variety of customers are met.

### 4.2 Customer Services Review

The Customer Services Review, carried out by the Council's contact centre (City Direct) through PA Consultants, was presented to Cabinet on 23 April 2014.

The findings of the review were as follows:

- *Management*: the management team have made great strides in stabilising and improving the operation, although there are capability and capacity gaps that must be addressed to better align with best practice principles.
- *Customer Alignment*: The principles and aims of the strategy are right and logical, however there is no clear operating model for customer services and the roadmap towards optimisation needs further development.
- *Process*: City Direct successfully fronts key customer-facing services in line with defined processes, however the scope of delivery is shallow, hand-offs remain and insight and performance management needs enhancement.
- *People*: There is awareness of the importance of staff engagement, communication and training; however the structure of City Direct does not fully facilitate effective resource management or advisor development.

- *Information:* There are multiple information sources and systems used by Customer Service Officer's to resolve interactions that do not support timely resolution at the first point of contact, or facilitate an effective hand-off to the back office.
- *Facilities:* Progress with the Civic Centre has been made and there are plans to further enhance the environment – however plans must be revised to remain in-line with the future requirements of customer services.
- *Technology:* Current technologies are not fit for purpose; however plans are in place to enhance enabling systems and implementation must align with the requirements of City Direct and the optimisation roadmap.

The report included proposals for optimisation of the contact centre and the projected benefits and implementation costs. The review group is pleased with progress but would recommend that Cabinet maintain receipt of regular briefs on future progress.

#### 4.3 PA Consultants

The expectations of customers and financial pressures that council's experience during channel shift were explained to the review group. Together, with City Direct, PA Consultants would be looking to enhance the channels and make the best use of resources available. It was explained that customers don't care about 'channels' any more than they care about internal organisational structures. They want to interact with the Council in the most convenient way for them.

PA Consultants approached the channel shift through:

- migrating services to the customer front line
- enabling through the implementation of key technologies
- encouraging customers to help themselves

The plan for the work of PA Consultants was estimated to take 16 weeks.

At the time of the evidence gathering session, work had already begun on:

- the engagement process
- assessing the baseline position of City Direct
- assessing the capacity and capability of the internal team

The review group was interested in the prospective use of SMS messaging and the costs that would be incurred to the Council and to residents. They gave examples of sending SMS messages as reminders of impending renewals, to distribute key information and as receipts of services booked.

The group also enquired into the amount of hardware that would be required for customer interaction. They were concerned about the reliance on technology and electricity supply. The risks involved would be investigated and a technology supplier would be procured to put solutions in place.

#### 4.4 Customer Relationship Management (CRM) Solution

Many public and private sector organisations have transformed to digital channels to improve customer service. The Council plan to take advantage of the technology



available. Cloud digital platforms with integrated Customer Engagement Management (CEM) and CRM solutions are increasingly becoming the default option.

The following were presented to the review group as the services the Council required in a CRM solution:

- *My Account*
  - Personalised 'My Account' and authenticated citizen portal to initiate council services, track progress and to view all interactions with the council irrespective of the access channel used.
- *Knowledge Base*
  - Citizen and employee searchable Knowledge Base providing intelligent 'Frequently Asked Question' articles and Amazon like 'related items' to support self-service and self-resolution.
- *Multi-Channel Access*
  - Ability to engage with citizens through their contact channel of choice but able to move seamlessly to cost effective digital channels without degrading the service or citizen experience.
- *Web chat*
  - Mediated support for citizens using the digital channels to ensure completion of the transaction.
- *Case Management*
  - Recording, monitoring and management of all citizen interactions with the Council with a complete audit trail of who did what and when.
- *Configurable Workflows*
  - Automation of tasks and processes in response to citizen interactions.
- *Integrations*
  - Mapping integration for the recording of geographic information.
  - Standard links for allowing the sharing and transfer of information between the Council's Line of Business applications.
  - Telephony integration to find and display citizen information and the recording of conversations.
  - Social media integration to proactively identify and respond to hot topics in the local community.
  - Mobile App integration to simplify the interactions with citizens.
- *Analytics*
  - Reporting and management information on performance but also providing insight into service usage for the shaping of future service provision.
- *Cloud Services*
  - Cloud based hosting using a subscription based licencing model and requiring no investment in a hardware infrastructure.
- *Security and Availability*
  - Citizen information held securely and resiliently but accessible by any device, anytime, anywhere, by authorised individuals; high availability of services is critical to encourage adoption.

The review group was concerned about sensitivity monitoring and anonymity of a safeguarding issue within an Integrated Customer View – a model of sharing information across departments and back office systems to create a single view of the customer. This

issue was to be included when considering the system so that appropriate access would be given and nothing protected would be available to other employees, beyond those who needed access to the file.

A cloud platform would involve passing responsibility of safeguarding of information to an outside provider. This caused the review group concern, however the cloud offers resilience and disaster recovery. Internal hardware would incur costs larger than those of using the cloud with minimal return. A contract would be drawn up including 100% availability except for agreed downtime for maintenance works. The cloud system had matured over the last few years and is now at the security level necessary for the Council's use.

#### 4.5 Social Media

Social networks are active media channels and require engaging content to be successful. Users are not merely passive consumers of information – they expect to interact with the organisations that supply it. A key characteristic of these sites is that they often facilitate instant communication with and between individuals and organisations.

Effective use of social media can improve trust and confidence between an organisation and its customers and demonstrate that the organisation is dealing with the things that matter to them.

Social media is a much cheaper medium compared to more conventional media types. It can also be much more targeted and its impact/outcomes are much easier to evaluate.

The council currently uses social media to:

- inform about council services and initiatives and clarify misinformation
- respond to service issues to deal with what matters
- engage stakeholders as part of consultation programmes
- encourage participation in activities, initiatives and campaigns

In particular, the City Council has developed a strong presence on a number of key social media platforms:

- Facebook: 35,181 followers on Wolverhampton Today
- Twitter: 9,045 followers
- YouTube: 118,935 video views
- Flickr: 1,027 photographs posted

The Communications team and Customer Services team worked closely together and social media would be integrated into the CRM system.

The review group was impressed with the work that has already been done in this area however they recommended that the Council should not stop advertising services on social media for those not using social media as family and friends would be able to pass on advertising. For example, an older person who does not use social media may have a relative who does use social media who can inform them of the services being advertised.

#### 4.6 **Citizens Consultation**

Recent years have seen a reduction in the quantities of printed marketing collateral being produced for marketing and communication purposes. This is to reduce cost and also because more targeted and effective engagement methods exist.

Wolverhampton City Council actively promotes the use of digital channels in its campaigns and projects. This is as a direct result of changes in which citizens now choose to receive their information and also in part due to a reduction in marketing and promotional budgets.

The Communications Team has recently procured social media management software that will allow for all Council social media channels to be monitored, analysed and better managed. This technology will allow the Council to maximise its relationships and conversations with our audiences, creating an explosion of trackable online engagement and public dialogue.

Social media and new technology can be used as a pre-prepared 'human sensor network' that the Council can use as a temperature check to become aware of local issues which could be a source of complaint or praise. It can also be used as part of an integrated, digital campaign to consult, survey and engage wider audiences.

It is clear that not all citizens have access to, or are confident in using new technology. All Council communications take this into consideration and channels are selected based on demographic data obtained from the Mosaic profiling system which enables us to target people using the most appropriate channels for them.

The review group was pleased with the progress made in this area of work.

#### 4.7 **ContactPortal System Administration – Net Calls automated telephone system**

The ContactPortal is a product which uses telephony speech processing, so that a telephone user says the name of the person or department they wish to speak to, the system understands and 'puts them through'. It is an intelligent call routing by spoken voice using true natural language.

This system would initially be used internally by the Council. Councillors were encouraged to test out the system.

The review group enquired about how the system would be updated as employees left, joined or moved desks within the Council. They were reassured that employees could easily update their telephone number via Agresso.

#### 4.8 The review group was made aware of work being done to integrate communication alarms and telecare and would welcome the input of the Channel Shift team where appropriate.

## 5.0 Recommendations

Based on the evidence received, the review group make the following recommendations to ensure residents are involved in the channel shift and risks around safeguarding information are kept to a minimum.

- R1 To introduce a risk register for the channel shift, identifying potential risks at each stage and ensuring these are included in the procurement new systems. This could be incorporated into the Corporate Risk Register and should include but not be restricted to:
1. The risks involved with a system being heavily reliant on technology and electricity supply.
  2. Sensitivity monitoring within an Integrated Customer View.
  3. The risks involved in passing responsibility of safeguarding information to an outside provider. This includes other organisations using the same cloud space and the security level of personal information.
- R2 To develop a channel shift communication plan which focuses on employees and external customers outlining the changes being made and the timescales involved, how it will affect them and the help available and how they can get involved and give feedback.
- R3 To endorse the implementation of the “my account” feature integrated into the customer view of the CRM system to allow residents to easily see the transactions they have previously made and customise the services that they view. This could include information about the customers ward councillors, local provisions e.g. refuse collection and road works, and local events taking place.
- R4 To ensure that all systems procured in the channel shift are future-proof. This includes ensuring the ContactPortal is updated regularly and system suppliers can be changed should the leading supplier of a service change whilst not requiring anything extra from the customer.
- R5 To endorse the role of the Customer Services team on the Civic Centre concourse in guiding customers through the digital channels on tablets and PCs.
- R6 To ensure customer satisfaction is monitored regularly and changes are made based on the feedback received.
- R7 To illustrate the positive work of the Channel Shift and Customer Services teams by ensuring all compliments received are publicised.
- R8 To use SMS messaging as a form of contact with customers in confirmation of services booked and reminders of booked appointments or forthcoming renewals. This should be included in the procurement of a CRM Solution.

## 6.0 Appendices

### Contributors to the review

#### *Membership:*

Councillor Jonathan Yardley (chair)  
Councillor Harbans Bagri  
Councillor Ian Brookfield  
Councillor Paula Brookfield  
Councillor Barry Findlay  
Councillor Julie Hodgkiss  
Councillor Keith Inston  
Councillor Christine Mills  
Councillor Peter O'Neill  
Councillor Zahid Shah  
Councillor Paul Singh  
Councillor Andrew Wynne

#### *Witnesses:*

Tim Clark	Senior Communications Advisor
Ian Fegan	Head of Communications
Sue Handy	Head of Customer Service
Andy Hoare	Head of Service – ICT
Derek Nott	PA Consultants
Paul O'Rourke	Channel Shift Manager
Saty Sandhu	Operations Manager

#### *Scrutiny Link Officers:*

Sue Handy, Head of Customer Service  
Paul O'Rourke, Channel Shift Manager

#### *Scrutiny Officer:*

Laura Gilyead

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**Executive Response: Channel Shift Scrutiny Review**

**Appendix 2**

<b>Recommendation 1</b>		
To introduce a risk register for the channel shift, identifying potential risks at each stage and ensuring these are included in the procurement new systems. This could be incorporated into the Corporate Risk Register and should include but not be restricted to: <ol style="list-style-type: none"> <li>1. The risks involved with a system being heavily reliant on technology and electricity supply.</li> <li>2. Sensitivity monitoring within an Integrated Customer View.</li> <li>3. The risks involved in passing responsibility of safeguarding information to an outside provider. This includes other organisations using the same cloud space and the security level of personal information.</li> </ol>		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
Accept. The Customer Service Transformation board and its relevant sub-groups are the key forums to establish and monitor the risk register. All Council representatives will be fully briefed on the outcome of the Scrutiny Review to ensure that they understand how their work plan feeds into the corporate risk register.	A risk register is in place using the project management solution VERTO. This is specifically being used for migration of services into the Customer Service department but will now also extend to optimisation of the department through channel shift initiatives.	Head of Customer Service Channel Shift Manager (Corporate)

<b>Recommendation 2</b>		
To develop a channel shift communication plan which focuses on employees and external customers outlining the changes being made and the timescales involved, how it will affect them and the help available and how they can get involved and give feedback.		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
Accept. The Customer Service Strategy shall underpin the requirement for strong internal communication across all directorates with tools in place to monitor and evaluate staff engagement and understanding.	A channel shift e-learning programme is to be made available on The Learning Hub with face to face sessions to be arranged for workforce without PC access such as street cleaners or catering staff. Currently it is expected to be ready for roll out in July 2015.  The corporate communications team attend weekly channel shift team meetings to stay fully abreast of updates relating to upcoming initiatives or trends noted in customer behaviour. This is with the view to the communications team broadcasting salient successes, issues or products to employees through various channels – City People, core brief etc	Channel Shift Manager (Corporate)



**Recommendation 3**  
 To endorse the implementation of the “my account” feature integrated into the customer view of the CRM system to allow residents to easily see the transactions they have previously made and customise the services that they view. This could include information about the customers ward councillors, local provisions e.g. refuse collection and road works, and local events taking place.

Comment	Timescale/progress so far	Officer Responsible
Accept. This work shall begin in August within the gift of the existing CRM and website platforms. Any development will be advertised fully to council staff, Councillors and the public. During the design stages, customer/user testing will inform layout, usability and subsequent promotional activity. The new CRM/digital platform will be built around the citizen account function.	The tip permit process has launched online on the Council website with council tax bills being viewable shortly also through the existing ‘My Account’ function.  Bulky collections and pest control are priorities areas to migrate onto ‘My Account’ but are dependant on the acquisition and implementation of a new integrated payment solution.  The CRM RFI (request for information) has been issued to suppliers with the view to the Council having selected a supplier by August 2015.	Head of Customer Service (Corporate)

**Recommendation 4**  
 To ensure that all systems procured in the channel shift are future-proof. This includes ensuring the ContactPortal is updated regularly and system suppliers can be changed should the leading supplier of a service change whilst not requiring anything extra from the customer.

Comment	Timescale/progress so far	Officer Responsible
Accept. This CRM procurement process will cater for this recommendation.	As above, the RFI for the new CRM solution is currently out to suppliers.	Head of ICT (Corporate)

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<b>Recommendation 5</b>		
To endorse the role of the Customer Services team on the Civic Centre concourse in guiding customers through the digital channels on tablets and PCs.		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
Accept. The 'Floor walkers' will become more critical following the implementation of the redesign plans for the Civic Centre Ground Floor in the FutureSpace programme.	There are currently 4 PCs on the Ground Floor, two of which are locked down to specific web content. Floor Walkers are also provided with tablets in order that they can demonstrate to customers where information may be located online readily.  Specialised web training has been developed and is to be rolled out to frontline staff in June/July to assist them in the language they use to explain/guide customers through web content etc.	Operations Manager, Customer Service (Corporate)

<b>Recommendation 6</b>		
To ensure customer satisfaction is monitored regularly and changes are made based on the feedback received.		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
Accept. This now forms part of Customer Services KPIs reported to the Policy team.	Three questions have been agreed to ask customers across phone/face to face (receptions) and web. Customer satisfaction will be collected monthly but reported annually on this inaugural year of reporting.	Head of Customer Service (Corporate)

<b>Recommendation 7</b>		
To illustrate the positive work of the Channel Shift and Customer Services teams by ensuring all compliments received are publicised.		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
<p>Accept. All customer feedback should be welcomed, recorded and evaluated in accordance with corporate timescales.</p>	<p>The Corporate Complaints team within Customer Service have rebranded to be the 'Customer Feedback' team from March 2015. The web content, print media and telephone system have been updated to reflect this change. This is with the view to encouraging more compliments to be submitted . Equally colleagues have been encouraged to pass on compliments for corporate logging through City People, Core Brief etc.</p> <p>Within Customer Service compliments are also logged in our newsletter and on our success board.</p> <p>The corporate communication team is copied into any compliments specifically received from the Public in order that they can arrange any appropriate publicity on relevant channels.</p>	<p>Complaints Manager, Customer Services (Corporate)</p>

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<b>Recommendation 8</b>		
To use SMS messaging as a form of contact with customers in confirmation of services booked and reminders of booked appointments or forthcoming renewals. This should be included in the procurement of a CRM Solution.		
<b>Comment</b>	<b>Timescale/progress so far</b>	<b>Officer Responsible</b>
<p>Accept. SMS technology is recognised to be a preferable means of confirmation/reminders for 'top tasks' completed by customers.</p> <p>Councillor Johnson, Cabinet Member for Resources, is keen on the use of text messaging to confirm appointments.</p>	<p>The existing Essendex supplier has been utilised to issue confirmation and reminder SMS messages for the tip permits online process. It is also to be used from May 2015 by the Blue Badge team to provide customers with status updates/requests for information, evidence etc.</p> <p>The new CRM system will further automate the use of SMS technology and this is reflected in the RFI issued to prospective suppliers.</p>	<p>Channel Shift Manager (Corporate)</p>