



# Cabinet

## 14 September 2016

**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 Milkinderpal Jaspal  
Cllr Andrew Johnson  
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

Copies of other agendas and reports are available from:

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**Tel** 01902 555043

Please take note of the protocol for filming, recording, and use of social media in meetings, copies of which are displayed in the meeting room.

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

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# 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 - 20 July 2016** (Pages 5 - 16)  
[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            **Adoption of the Wolverhampton City Centre area action plan** (Pages 17 - 22)  
[To recommend the area action plan to full Council for adoption]

### DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 6            **Outcome of the Local Government Association Finance Peer Review - June 2016** (Pages 23 - 42)  
[To approve the draft action plan arising from the recommendations within the Local Government Association Finance Peer Review final report]
- 7            **Children and Young People's participation strategy** (Pages 43 - 48)  
[To approve the participation strategy and endorse the Council's commitment to children and young people having influence over decisions and actions on services that affect them]
- 8            **Director of Public Health annual report 2015/16** (Pages 49 - 52)  
[To endorse the publication of the annual report]
- 9            **Safer Wolverhampton Partnership annual report** (Pages 53 - 82)  
[To endorse the annual report and support identified areas for future development]
- 10          **Exclusion of press and public**  
[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below.]

## Part 2 - exempt items, closed to press and public

### DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

<i>Item No.</i>	<i>Title</i>	<i>Grounds for Exemption</i>
11	<b>WV Living detailed business plan phase 1</b> (Pages 83 - 142)  [To approve Phase 1 of the WV Living (the Council's Housing Company) detailed business plan to commence trading and delivering new housing for sale and market rent]	Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)

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# Meeting of the Cabinet

Minutes - 20 July 2016

Agenda Item No: 3

## Attendance

### Members of the Cabinet

Cllr Roger Lawrence (Chair)  
Cllr Peter Bilson (Vice-Chair)  
Cllr Claire Darke  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Milkinderpal Jaspal  
Cllr Andrew Johnson  
Cllr Sandra Samuels

### Employees

Dereck Francis	Democratic Support Officer
Kevin O'Keefe	Director of Governance
Linda Sanders	Strategic Director - People
Mark Taylor	Director of Finance

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

- | <i>Item No.</i> | <i>Title</i>  |
|-----------------|---|
| 1               | <b>Apologies for absence</b><br>Apologies for absence were submitted on behalf of Cllrs John Reynolds and Paul Sweet.   |
| 2               | <b>Chairs announcement</b><br>Cllr Roger Lawrence announced that following the ending of an embargo by the Big Lottery on publicising the outcome of applications for funding under the HeadStart Phase three project, the report at agenda item 18 (HeadStart phase three) would now be considered in the open session of the meeting. |
| 3               | <b>Declaration of interests</b><br>No declarations of interests were made.  |
| 4               | <b>Minutes of the previous meeting - 29 June 2016</b><br>Resolved:<br>That the minutes of the previous meeting held on 29 June 2016 be approved as a correct record.  |
| 5               | <b>Matters arising</b><br>There were no matters arising from the minutes of the previous meeting.   |

**6 Treasury Management Annual report 2015/16 and activity monitoring quarter one 2016/17**

Cllr Andrew Johnson presented the report which set out the results of treasury management activities carried out in 2015/16, together with performance against the Prudential Indicators previously approved by Council. The report also provided monitoring and progress information on treasury management activity for the first quarter of 2016/17, in line with the Prudential Indicators approved by Council in March 2016.

Resolved:

1. That Council be recommended to approve the amendment to paragraph 1.4 of the Annual Investment Strategy by lowering the minimum sovereign rating from AA+ to AA with regard to the Council's investment lending list.
2. That Council be recommended to note:
  - a. That the Council operated within the approved Prudential and Treasury Management Indicators, and also within the requirements set out in the Council's approved Treasury Management Policy Statement during 2015/16.
  - b. That revenue savings of £7.6 million for the General Fund (including a special dividend from Birmingham Airport of £3.6 million) and £1.5 million for the Housing Revenue Account were generated from treasury management activities in 2015/16.
  - c. Revenue savings of £886,000 for the General Fund and £254,000 for the Housing Revenue Account are forecast from treasury management activities in 2016/17.
  - d. The capital programme figures included in the report assumes that the updated requests for capital resources being reported to Cabinet (Resources) Panel on 19 July 2016 and Council on 20 July 2016 are approved. If this were not to be the case revised figures would be provided to Full Council on 21 September 2016.
- 3 That it be noted that it is proposed that a total of £1.5 million of the treasury underspend in 2015/16 will be transferred into the Treasury Management Equalisation Reserve, this is subject to approval by Cabinet in the Reserves, Provisions and Balances 2015/16 report also being considered at this meeting.

**7 Revenue budget outturn 2015/16**

Cllr Andrew Johnson presented the report on the positive revenue budget outturn position for the General Fund during 2015/16 compared with approved budgets and targets.

Resolved:

1. That it be noted that the revenue outturn position for 2015/16 for the General Fund; a net underspend of £9.4 million (-4.20%) was achieved against the net budget requirement of £224.9 million, after meeting the cost of redundancy and pension strain totalling £7.8 million.

2. That it be noted that the positive General Fund outturn position for 2015/16 has arisen largely as a result of:
  - i. The receipt of a £3.6 million special dividend from Birmingham Airport in March 2016;
  - ii. A £3.4 million underspend within the Children & Young People service arising as a result of the success of the early intervention programme which has delivered a reduction in costs due to investment in additional social workers at the at the top end of expectations, in addition to,
  - iii. The prudent approach to spending adopted by all budget managers to generate budget reductions during 2015/16, which reflects our ethos whereby every budget manager ensures that they spend money wisely - making every pound go further.
3. That it be noted that whilst the positive General Fund outturn position during 2015/16, and the resulting adjustments to reserves, would help to support the Council's short term financial position, enabling one-off investment to support transformation of the Council, it does not address the challenging financial position that the Council finds itself in over the medium term; namely identifying an additional £54.6 million of budget reduction and income generation proposals over the three year period to 2019/20. Cabinet would be presented with a report at this meeting detailing the progress towards identifying £22.2 million of budget reduction and income regeneration proposals for 2017/18.
4. That it be noted that a comprehensive review of all services would be undertaken following the positive 2015/16 General Fund outturn position to identify any new budget reduction or income generation opportunities; Cabinet would be provided with an update on progress in the October 2016 budget report.
5. That the General Fund outturn position takes into account a number of proposed transfers to and from reserves and provisions for which approval is sought in the Reserves, Provisions and Balances 2015/16 report to be presented at this meeting.
6. That it be noted that schools under the control of the City of Wolverhampton Council drew down £1.3 million net of their reserves during 2015/16, taking the total accumulated reserves to £12.9 million at 31 March 2016.
7. That it be noted that the Housing Revenue Account revenue outturn position for the year was a surplus before allocations of £19.6 million, compared to a budgeted surplus of £15.7 million.
8. That it be noted that the draft financial statements of Yoo Recruit Limited would be subject to external audit.
9. That it be noted that as a result of recruitment through Yoo Recruit Limited, the Council has been able to avoid fees which would have otherwise have been incurred, including approximately £225,000 in relation to the permanent recruitment of individuals who had been previously employed on a temporary basis through the agency.

10. That it be noted that the Collection Fund outturned with a £3.6 million deficit during 2015/16; this resulted in an overall deficit of £9.9 million to be carried forward. In 2014/15, as a result of the adverse outturn against the Collection Fund, primarily owing to the impact of appeals against Business Rates, over which the Council has no control, Cabinet approved the establishment of a Business Rates Equalisation reserve to equalise the impact of appeals on the Council. In the Reserves, Provisions and Balances report to be presented to Cabinet at this meeting, approval is sought to bolster that reserve in 2015/16 to support the Council over the medium term.
11. That it be noted that 75 non-domestic rates accounts totalling £231,206.03 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
12. That it be noted that 997 council tax accounts totalling £46,119.18 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
13. That it be noted that 151 sundry debt accounts totalling £81,797.80 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
14. That it be noted that three housing benefit debt accounts totalling £2,451.98 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
15. That it be noted that 1,281 net debt write-offs totalling £825,014.32 for Wolverhampton Homes have been incurred during 2015/16 and have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
16. That the net surplus after taxation of £230,000 of Yoo Recruit Limited be retained by the company to enable further business development.

## 8 **Reserves, provisions and balances 2015/16**

Cllr Andrew Johnson outlined the salient points of the report on the Council's resources currently held as specific reserves, provisions and general balances as at 31 March 2016, taking account of the outturn position for 2015/16.

Resolved:

1. That the transfers (to)/from specific reserves, provisions and general balances as detailed in tables 2, 3 and 4 of the report be approved.
2. That expenditure from provisions for their purposes as set out in Appendix B to the report, up to the value held in each provision as at 31 March 2016 be approved.
3. That the continuation of delegation of authority to the Cabinet Member for Resources, in consultation with the Director of Finance, to allocate funds from the Budget Contingency Reserve, the Regeneration Reserve, the Efficiency Reserve, the Transformation Reserve, the Development Reserve, the Regional Work Reserve, the Enterprise Zone Business Rates Reserve, the



Business Rates Equalisation Reserve, the Treasury Management Equalisation Reserve and the Budget Strategy Reserve during 2016/17 be approved.

4. That the continuation of delegation of authority to the Cabinet Member for Resources, in consultation with the Managing Director, to allocate funds from the Combined Authority Reserve during 2016/17 be approved.
5. The level of the Council's specific reserves, provisions and general balances as at 31 March 2016 and the purposes for which they are being held, as detailed in Appendices A and B to the report be noted.
6. That it be noted that the relevance and adequacy of specific reserves and general balances would be reviewed as required by the Constitution during the 2017/18 budget setting process.
7. That it be noted that the allocation of funding from all specific reserves would be reported to Cabinet (Resources) Panel in the scheduled quarterly budget monitoring reports.
8. That it be noted that the Confident Capable Council Scrutiny Panel would scrutinise the use of reserves as part of the budget setting process as in previous years.
9. That it be noted that the Director of Finance considers that the overall level of all reserves, provisions and balances is sufficient to meet the likely level of obligations to be met from reserves, provisions and general balances in the short term.
10. That it be noted that the positive General Fund outturn position during 2015/16, and the resulting adjustments to reserves, would help to support the Council's short term financial position, enabling one-off investment to support transformation of the Council. However, it does not address the challenging financial position that the Council finds itself in over the medium term; namely identifying an additional £54.6 million of budget reduction and income generation proposals over the three year period to 2019/20. Cabinet would be presented with a report at this meeting detailing the progress towards identifying £22.2 million of budget reduction and income regeneration proposals for 2017/18.
11. That it be noted that the figures quoted in the report are still subject to statutory audit by Grant Thornton UK LLP as part of the 2015/16 accounts closedown process.

- 9      **Draft budget strategy and medium term financial strategy 2017/18 - 2019/20**  
Cllr Andrew Johnson presented the report which provided an update on progress towards identifying additional budget reduction and income generation targets in order to address the projected £22.2 million budget deficit for 2017/18.

The report was the first of the financial year on the budget and Medium Term Financial Strategy (MTFS) and provided an update on some key factors, the timetable for the budget process and the risks in relation to them.

Resolved:

1. That the budget reduction and income generation targets amounting to £21.9 million in 2017/18, be further developed, including the necessary equalities analyses, for inclusion in the Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20, to be reported to Cabinet in October 2016 for approval to proceed to the formal consultation and scrutiny stages of the budget process.
2. That the commencement of initial consultation and/or stakeholder engagement relating to individual budget reduction and income generation opportunities, where this is necessary in order that they can be fully developed ahead of the Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20 being reported to Cabinet in October 2016 be approved.
3. That a high level strategy to address the projected budget deficit over the medium term; namely identifying £32.4 million of budget reduction and income generation proposals in 2018/19 and 2019/20; allocating the People Directorate with a target of identifying a further £18.0 million of budget reduction and income generation proposals by 2019/20, with the remaining £14.4 million to be identified by the rest of the Council. The outcome being that the People Directorate and the rest of the Council share the £54.6 million projected deficit in equal proportions overall be approved.
4. That work starts immediately to identify additional budget reduction and income generation targets to address the projected budget deficit in 2018/19, in order to ensure that a balanced budget can be set.
5. That the prudent postponement of the previously approved 'Reduce the Number of Councillors' budget reduction totalling £90,000 from the Medium Term Financial Strategy in 2018/19, until the outcome of the Boundary Commission work is known be approved. Current indications are that this work would not be complete by 2018/19.
6. That it be noted that the updated projected deficit assumes the achievement of budget reduction proposals amounting to £37.4 million over the four year period to 2019/20. Having identified budget reductions in excess of £175.0 million over the last six financial years, the extent of the financial challenge over the medium term continues to represent the most significant that the Council has ever faced.
7. That it be noted that the due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
8. That it be noted that the while significant progress is being made towards identifying the projected budget deficit for 2017/18; work continues to identify possibilities to deliver the remaining £0.3 million of budget reduction and income generation targets for 2017/18.
9. That it be noted that the over the forthcoming months, Service Directors, Heads of Service and relevant Budget Managers would be participating in 'Review, Challenge and Progress' meetings. The aims of the meetings are to review and challenge the current budget provision for each service, to

consider commercialisation opportunities and to consider how the service can achieve even better value for money and efficiencies. As a result of conducting the 'Review, Challenge and Progress' meetings, it is anticipated that ideas for generating budget reduction and income generation targets in the short and medium term would be discussed and further developed with support from Strategic Finance. In addition to this, the Council seeks to maximise benefits available from income generation, digital transformation, demand management and outcome based service planning workstreams that are currently on-going, however it is important to note that it is likely that there would still have to be further cuts to services. An update on progress would be presented to Cabinet in October 2016.

10. That it be noted that the General Fund revenue outturn position for 2015/16 was a net underspend of £9.4 million (-4.20%) against the net budget requirement of £224.9 million, as reported to Cabinet at this meeting in the Revenue Budget Outturn 2015/16 report.
11. That it be noted that the positive General Fund outturn position for 2015/16 would help to support the Council's short term financial position, enabling one-off investment to support transformation of the Council, however, it is important to note that it does not address the challenging financial position that the Council finds itself in over the medium term; as detailed in this report.
12. That it be noted that the an element of the underspend arising within the 2015/16 General Fund outturn is already factored into the Council's Medium Term Financial Strategy (MTFS), including the early achievement of approved budget reductions.
13. That it be noted that the Council's General Fund Balance remains at £10.0 million; the minimum balance as determined in the Council's approved Reserves and Balances Policy. Emphasis therefore continues to be placed on identifying budget reductions and income generation proposals to meet the projected budget deficit over the medium term.
14. That it be noted that there is an element of uncertainty surrounding the potential impact that the European Union referendum result will have on Local Government. In the event that the challenge increases in 2017/18, it would be necessary to identify more budget reduction and income generation proposals to ensure that the minimum of £10.0 million in the General Fund Balance is maintained for 2017/18.
15. That it be noted that the Draft Budget and Medium Term Financial Strategy 2017/18 – 2019/20, including the risk register, would be updated during the 2017/18 budget setting process to incorporate an update to assumptions and projections arising as a result of emerging information. At the time of writing, there continued to be an element of uncertainty regarding Public Health and Better Care Funding information for future years and the potential transfer of responsibilities that the Government have alluded to. Updates would be reported to Cabinet in the forthcoming months.
16. That it be noted that the Local Government Association recently conducted a Finance Peer Review at the Council. The initial feedback that was received from the team was very positive, and recognised that there has been

significant progress, developments and improvements at the Council, which has resulted in a good grasp of the current budgetary position and future financial challenge. They recommended that it may be timely to revisit and review some of the assumptions built into the Medium Term Financial Strategy, and to also review the assessment of budget risks. An action plan is currently being developed, and would be reported to Cabinet and Confidential Capable Council Scrutiny Panel over the forthcoming months.

17. That it be noted that the 2017/18 budget timetable would, as in previous years, include an updated report presented to Cabinet in October 2016 detailing budget reduction and income generation proposals that will be subject to formal budget consultation and scrutiny during October 2016 - January 2017. Further to this, an update on all budget assumptions and the Provisional Local Government Settlement would be presented to Cabinet by January 2017, with the final budget report due to be approved by Full Council in March 2017.

10 **Wolverhampton Youth Justice plan**

Cllr Val Gibson presented for approval the Youth Justice Plan Refresh 2016/17. The plan related to the work of the Youth Offending Team (YOT) partnership under the oversight of the YOT Management Board and the Safer Wolverhampton Partnership. The plan set out how Youth Justice Services were provided and resourced in Wolverhampton which had a strong track record of delivery and improvement against government targets.

Resolved:

That the adoption of the Youth Justice Plan 2016/17 be formally approved and adopted.

11 **Wolverhampton Anti-social Behaviour team - Anti-social Behaviour policy**

Cllr Peter Bilson presented for approval an updated Anti-Social Behaviour (ASB) policy. The policy provided guidance for frontline officers, residents, businesses and members of the public on how Wolverhampton ASB Team responded to complaints of ASB. The policy also outlined the commitment of partners' duties in relation to the Equality Act 2010 (with regard to ASB and hate crime) which aimed to eliminate unlawful discrimination, advance equality of opportunity and foster good relations.

Resolved:

That the Wolverhampton Anti-social (ASB) Behaviour Team's ASB Policy (titled Statement of Policy and Procedures of Anti-social Behaviour) be endorsed.

12 **Joint All Age Carer strategy 2016-2020**

Cllr Sandra Samuels presented for approval the new Joint All Age Carer Strategy and Implementation Plan for the period 2016 – 2020. The new joint strategy would ensure that the Council develops systems and processes to meet the needs of unpaid carers of all ages, and that the Council fully complied with its legal obligations in a clear and transparent way.

Cllr Val Gibson informed Cabinet that the Wolverhampton Clinical Commissioning Governing Body had approved the Strategy and implementation plan at its meeting on 12 July 2016.

Resolved:

1. That the Joint All Age Carer Strategy 2016 – 2020 and Implementation Plan be approved.
2. That it be noted that the Joint All Age Carer Strategy and Implementation Plan would be presented to the Wolverhampton Clinical Commissioning Governing Body on 12 July 2016 for approval.

**13 Joint commissioning of Independent Living service**

Cllr Sandra Samuels presented the report on a proposal to jointly commission, with the Wolverhampton Clinical Commissioning Group, the delivery of an integrated community equipment service across health and social care.

Resolved:

That the joint commissioning to facilitate the delivery of a joint equipment service with the Wolverhampton Clinical Commissioning Group (CCG) across health and social care be approved.

**14 Wolverhampton's tenant management organisation updated modular management agreements**

Cllr Peter Bilson requested delegated authority to approve the final versions of new updated modular management agreements and their associated schedules for each of the four tenant management organisations (New Park Village, Springfield Horseshoe, Bushbury Hill and Dovecotes TMOs) who managed Council housing on behalf of the Council under the Right to Management Regulations.

Resolved:

1. That authority be delegated to the Cabinet Member for Housing and City Assets and the Strategic Director for Housing to approve the final versions of the updated modular management agreements and their associated schedules and to instruct the Council's Authorised Officer to seal the documents on behalf of the Council.
2. That the progress being made in updating the management agreements for each of the tenant management organisations be noted.

**15 School place planning**

Cllr Claire Darke presented for approval the Primary School Organisation Strategy 2016-2018 and the Secondary Sufficiency Strategy 2016–2018.

The Primary School Organisation Strategy outlined strategic policy with regard to primary school organisation and provided a framework to guide the future development of primary school provision in the City. The Sufficiency Strategy detailed the Council's secondary school organisation policy decisions and offered a framework to guide the future development of the secondary school estate in the City.

Resolved:

1. That the Primary School Organisation Strategy 2016-2018 be approved
2. That the Secondary Sufficiency Strategy 2016-2018 be approved.
3. That the outcome of consultation on the Primary School Organisation Strategy 2016-2018 be noted.
4. That the outcome of consultation on the Secondary Sufficiency Strategy 2016-2018 be noted.
5. That the impact of the demographic uplift on demand for schools in the City be noted.
6. That the need to identify and develop appropriate solutions to meet anticipated demand for primary and secondary educational provision in the future be noted.

16

**City Centre highways enhancement works - 2016/17**

Cllr Steve Evans requested approval to City Centre highways enhancement works that lead on and complement the major investment that had already taken place in the City Centre.

Resolved:

That the City Centre highway enhancement works proposed to take place in 2016/17 be approved.

17

**New Cross residents parking scheme**

Cllr Steve Evans presented the report on a proposed approach to the implementation of a Residents/Business and Pay and Display (P&D) Parking Scheme in areas where parking for residents is being severely affected by parking associated with the New Cross Hospital site. Consultations would take place on the proposals with the affected residents and businesses by letter and questionnaire.

Cllr Milkinder Jaspal paid tribute to Bob Willis, Head of Highways Network who had been working on the proposals. He urged residents and business to participate in the consultations.

Resolved:

1. That the phased implementation of a residents/business parking and Pay and Display scheme be supported.
2. That it be endorsed that residents and businesses should be charged £20 for permits and the associated charges to cover some of the costs of the scheme.
3. That the proposed Pay and Display scheme and the associated charges be endorsed.
4. That consultation with affected residents and businesses by letter and questionnaire be approved.

5. That subject to the required overall support for the scheme following the consultation the intention to advertise the necessary Traffic Regulations Orders and implement subject to there being no unresolved objections be noted.

18 **HeadStart phase three**

Cllr Val Gibson reported that the Big Lottery had awarded the Council grant funding of £8.8 million for its phase three HeadStart programme. The HeadStart Phase 3 proposals would specifically target groups of young people for whom the evidence suggested are at risk of developing common mental health issues either through low protective factors or high risk factors. Cabinet approval was requested to delegate authority to enter into contractual arrangements with Big Lottery; to approve the implementation plan and budget for HeadStart Phase 3; and to award contracts for the undertaking of the projects to be funded by the Big Lottery Fund as part of the HeadStart Programme.

Cllr Roger Lawrence placed on record his thanks to all the officers who were working on this incredibly important initiative.

Resolved:

1. That the successful application for HeadStart Phase 3 project funding which results in Big Lottery grant funding of £8.8 million over the next five years be noted.
2. That expenditure of £8.8 million from Big Lottery Fund for the HeadStart programme be approved.

19 **Exclusion of press and public**

Resolved:

That in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item(s) of business as they involve the likely disclosure of exempt information falling within the paragraph 3 of Schedule 12A of the Act.

## **Part 2 - exempt items, closed to press and public**

20 **Local Housing Company**

Cllr Peter Bilson presented the report which sought approval to create a Council-owned housing company to undertake commercial home building, initially on sites to be purchased from the Council.

Resolved:

1. That the formation and structure of the City of Wolverhampton Housing Company, being the Council's local housing company as a private limited liability company as described in the report ("the Company") be approved. Cabinet on 3 February 2016 approved in principle, the development of a wholly owned housing company to assist in the delivery of the Council's housing development and regeneration objectives.

2. That the trading name of the Company be WV Living and the Company begin trading as soon as possible subject to the detailed business plan being approved by Cabinet at its meeting on 14 September 2016 and to it continuing to be viable.
3. That it be approved that the proposed Board of Directors for the Company would be the following:
  - a. Strategic Director of Place
  - b. Strategic Director Housing (as Director and Company Secretary).
  - c. Chief Accountant
4. That the progress on the outline business plan be approved and it be noted that the development of a financial model to support the detailed business plan from within existing and previously approved financial resources would be brought forward as part of a final report for consideration to Cabinet on 14 September 2016 including a financial analysis, risk plan, and loan agreement;
5. That authority be delegated to the Cabinet Members for City Housing and City Assets and Resources in conjunction with the Managing Director and the Director of Finance (Section 151 Officer) to approve through an Individual Executive Decision Notice for the following matters:
  - a. The future appointment of board members of the Company;
  - b. Membership and terms of reference, including delegations, of the Business Plan Monitoring Group;
  - c. Approval of the Company's remuneration and expenses policy;
  - d. The approval of various minor transactions between the Council and the Company in accordance with the Council's Constitution and the Business Plan.
6. That it be noted that a further report would be presented to Cabinet at its meeting on 14 September 2016 to approve the detailed business plan.
7. That it be noted that the detailed business plan Cabinet would be requested to approve at its meeting on 14 September 2016 would include the financing and lending terms for the Housing Company loan funding from the Council and the delegation to approve various minor transactions between the Council and the Company
8. That it be noted that the Company would report quarterly to Cabinet in the first 12 months of operation.
9. That it be noted that the Company would report every six months to Cabinet thereafter.





# Cabinet Meeting

## 14 September 2016

<b>Report title</b>	Adoption of the Wolverhampton City Centre Area Action Plan	
<b>Decision designation</b>	RED	
<b>Cabinet member with lead responsibility</b>	Councillor John Reynolds City Economy	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	St Peter's, Graiseley, Blakenhall, Heath Town, Ettingshall	
<b>Accountable director</b>	Keren Jones, City Economy	
<b>Originating service</b>	Planning	
<b>Accountable employee(s)</b>	Simon Latham Tel Email	Planning Officer 01902 555639 simon.latham@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Planning for Growth Board Strategic Executive Board	10 August 2016 23 August 2016

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

The Cabinet is recommended to:

1. Recommend that the Wolverhampton City Centre Area Action Plan is adopted by Council on 21 September 2016.

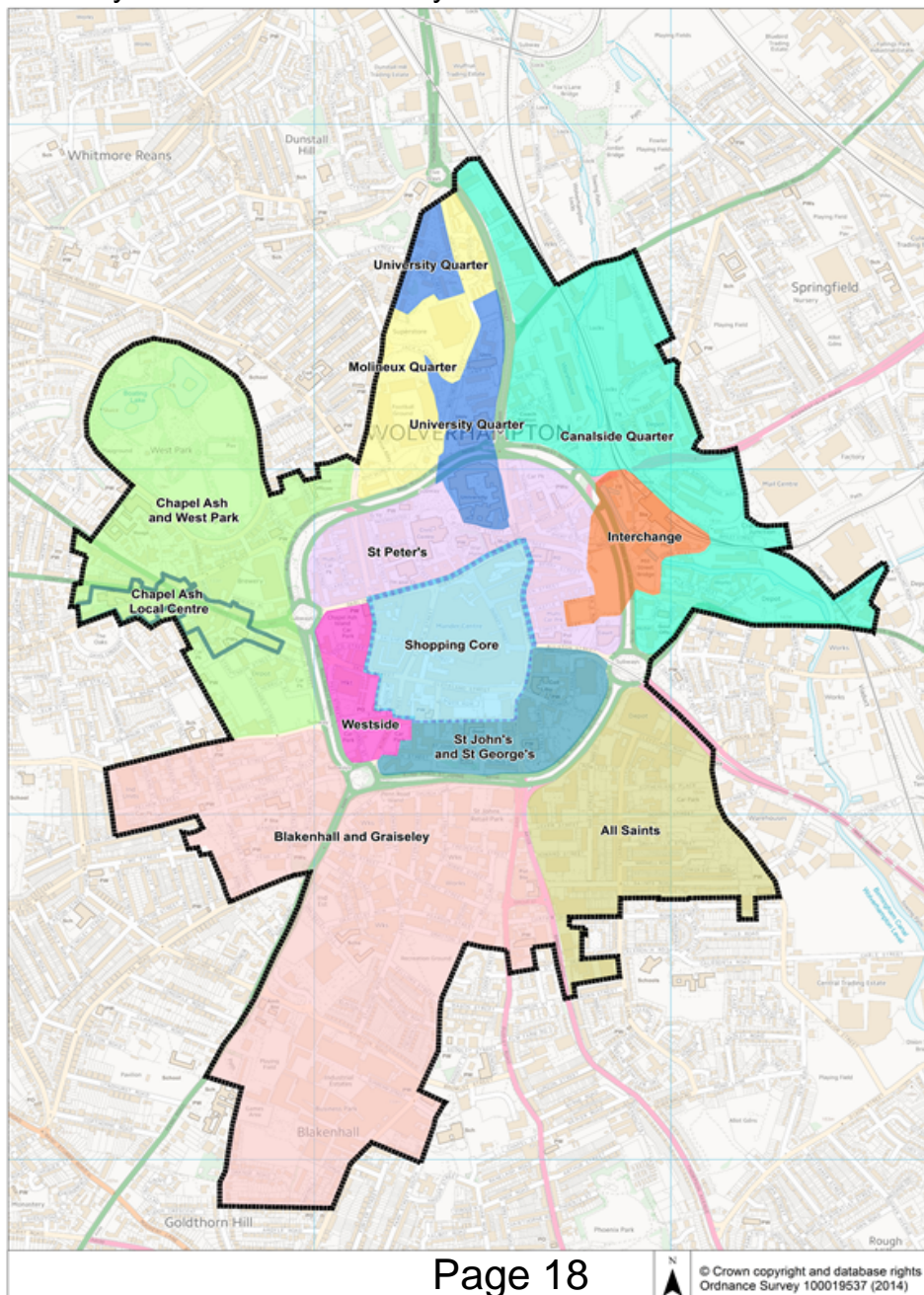
## 1.0 Purpose

- 1.1 To update Cabinet on the final stages of production of the Wolverhampton City Centre Area Action Plan (AAP) and to recommend that the Council adopts the AAP to be used for determining planning applications in the AAP area following a six week legal challenge period.

## 2.0 Background

- 2.1 The Wolverhampton City Centre AAP will form part of the adopted Local Plan for Wolverhampton and will be used to determine planning applications in the AAP area (see Plan 1). The AAP was approved for publication by Cabinet on 10 December 2014 and an Individual Executive Decision Notice on 9 June 2015, and was subject to six weeks public consultation from 9 June to 21 July 2015.

Plan 1 – City Centre AAP Boundary and Character Areas



- 2.2 At the publication stage comments were invited on the soundness of the AAP before submission to the Secretary of State for independent examination. On 23 September 2015 the Council approved submission of the publication AAP and minor modifications recommended following consultation. The AAP was submitted on 29 September 2015 for public examination by an independent Planning Inspector.
- 2.3 As part of the examination the Inspector raised a number of written questions, undertook public hearings on 25 January 2016 and required the Council to consult on a number of “main” modifications. The Council produced a schedule of “additional” modifications (minor changes to correct, for example, typographic errors) which also formed part of the public consultation. On 23 March 2016 Cabinet approved the main and additional modifications for consultation between 24 March and 10 May 2016.
- 2.4 Following the consultation, the Inspector published his report on 11 July 2016 accompanied by a final schedule of main modifications required to meet statutory requirements. The report concluded that the publication AAP is sound, subject to these main modifications, and provides an appropriate basis for the planning of the area. The Inspector found that the Council has sufficient evidence to support the AAP and can demonstrate that the proposals within it have a reasonable chance of being delivered over the Plan period.
- 2.5 Most of the main modifications were proposed by the Council in response to points at issue during the course of the examination. The Inspector has recommended their inclusion after consideration of representations from third parties on these issues. They do not alter the thrust of the Council’s overall strategy. The main modifications can be summarised as:
- Ensuring the retail policies and associated allocations are clear;
  - Redrafting Policy CC9 (relating to the Historic Environment) to accord with the National Planning Policy Framework.
- 2.6 The publication AAP, Inspector’s Report and schedule of main modifications are available to view at:

<http://wolverhampton.moderngov.co.uk/mgConsultationDisplay.aspx?ID=52>

### **3.0 Next Steps**

- 3.1 Council approval is required for the adoption of the AAP (including main and additional modifications). It is recommended, subject to Cabinet endorsement, to seek Council approval at their meeting on 21 September 2016. Following Council approval the legal adoption procedures can take place, including a six week legal challenge period.

#### **4.0 Financial implications**

- 4.1 The costs of adopting the AAP are being met from the approved Local Plan budget for 2016/17 supplemented by Neighbourhood Plan Grant. [MF/18082016/L]

#### **5. Legal implications**

- 5.1 Section 15 of the Planning and Compulsory Purchase Act 2004 requires Local Planning Authorities to prepare, publish and maintain a Local Development Scheme (LDS) including Local Development Documents. The AAP will become a Local Development Document which forms part of the Local Plan for Wolverhampton.
- 5.2 The procedure to be followed to prepare the AAP is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012 (SI 2012/767) which came into force on 6 April 2012 and revoked the 2004 Regulations (SI 2004/2204). The Regulations (Regulation 38) provide a 'saving provision' to ensure work done by the Local Planning Authority under the 2004 Regulations are treated as 'done' under the corresponding provision of the 2012 Regulations.
- 5.3 There is a six week legal challenge period following adoption of the AAP.  
[LD/18082016/A]

#### **6.0 Equalities implications**

- 6.1 A screening of the AAP has been carried out for equalities implications. This concluded that a full equalities assessment was not required.
- 6.2 Representations to the AAP consultation did raise issues around accessibility but these were in connection with the detailed implementation of proposals rather than the overall strategy. The main modifications to the publication AAP do not have any specific implications for equality.

#### **7.0 Environmental implications**

- 7.1 A Sustainability Appraisal (SA) has been carried out throughout the plan preparation process, and this includes for the Publication Plan and Main Modifications. SA is a process for evaluating the environmental consequences of proposed policies and proposals to ensure sustainability issues are fully integrated and addressed at the earliest appropriate stage. The overall aim of the SA process is to inform and influence the development of the AAP and maximise its sustainability value.

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

- 8.1 The report has no human resources implications.

## **9.0 Corporate landlord implications**

- 9.1 The policies and proposals in the AAP will apply to any Council land and property in the AAP area which is subject to a development proposal. Liaison with corporate landlord has been and will continue to take place on an on-going basis.

## **10.0 Schedule of background papers**

Report to Cabinet 10 December 2014: City Centre Area Action Plan (AAP) – Draft Plan Consultation Stage

Individual Executive Decision Notice 9 June 2015: City Centre Area Action Plan (AAP) – Publication Plan Consultation Stage

Wolverhampton City Centre Area Action Plan 2015-2026 - Publication Plan for Consultation June-July 2015

Report to Cabinet 16 September 2015: City Centre Area Action Plan – Submission

Report to Full Council 23 September 2015: City Centre Area Action Plan – Submission

Report to Cabinet 23 March 2016: Consultation on Modifications to the Wolverhampton City Centre Area Action Plan

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# Cabinet Meeting

## 14 September 2016

<b>Report title</b>	Outcome of the Local Government Association Finance Peer 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>	No		
<b>Wards affected</b>	All		
<b>Accountable director</b>	Mark Taylor, Director of Finance		
<b>Originating service</b>	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	26 July 2016	
	Confident, Capable Council Scrutiny Panel	14 September 2016	

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

Cabinet is recommended to:

1. Approve the draft action plan arising from the recommendations within the Local Government Association Finance Peer Review final report.

### Recommendations for noting:

Cabinet is asked to note:

1. The outcome and issues raised in the Local Government Association Finance Peer Review final report.
2. The workshop with Grant Thornton planned for 9 September to provide an external challenge to the Council's action plan. Any revisions to the action plan will be updated verbally.
3. This report will also be considered by the Confident, Capable Council Scrutiny Panel on 14 September 2016.

## 1.0 Purpose

- 1.1 The purpose of this report is to inform Cabinet of the outcome of the recent Local Government Association (LGA) Finance Peer Review and to consider the recommendations and action plan arising from it.

## 2.0 Background

- 2.1 One of the key challenges facing Councils at present is how to continue to provide and improve services for residents while maintaining a balanced budget. In the current financial climate Councils are increasingly looking for good practice and support to help them manage their overall finances. As part of the process of ensuring we are providing the best service, the City of Wolverhampton Council invited the LGA to carry out a Finance Peer Review which took place on 7, 8 and 9 June 2016.
- 2.2 As part of the process the Peer Team spoke to more than 40 people, including a range of Council staff together with Councillors and external stakeholders. They gathered information and views from more than 20 meetings and additional research and reading, collectively spending more than 150 hours to determine their findings.

Their final report is now complete and is attached as Appendix 1.

## 3.0 Outcome of the Review

- 3.1 The overall conclusion of the Peer Team was that:

*‘The Council has made major progress in its aim to achieve financial stability. There is strong leadership, prudent financial management and clear evidence of innovation. It is now timely to reflect on and refine the Financial Strategy so it further enables and supports the delivery of the ambitions of the City’.*

- 3.2 The overall messages and observations of the Peer Team were:

- There has been significant progress, developments and improvements resulting in a good grasp of the current budgetary position and understanding of the future financial challenge.
- There is visible and well respected leadership –both political and managerial –that provides a clear and consistent message about the scale of the challenge and the imperatives of responding to it.
- The finance function is well regarded and respected by Councillors and managers, and clearly plays an enabling role that supports transformation and the delivery of financial savings across directorates.
- The key governance, processes and systems -including digital capability -that support and enable financial planning, monitoring and management are in place or are being developed.
- The components of the financial strategy –including commercialisation and demand management –are consistent with practice in the sector.



- It is now timely to reflect on the strategy, approach and pace in light of the current position and future aspirations.
- The challenge remains significant and there is no room for complacency. The fundamental requirement to deliver on existing proposals whilst formulating new ones remains.

3.3 The following are the Peer Team's key recommendations to the Council:

- Review and refresh the strategic narrative for addressing the budget deficit so there is further clarity on aspirations, ethos and work streams.
- Revisit and review some of the assumptions and approaches in the financial strategy so that they better reflect and support the future ambitions of the Council.
- Review the Medium Term Financial Strategy risk on the Strategic Risk Register.
- Continue the work on developing the alignment, linkage and interdependency of the financial strategy and information with other plans and processes.
- Make the approach to capital programming more robust.
- Further consider the balance, emphasis and pace between the different components of the financial strategy going forward.

These have been addressed in a draft action plan shown in Appendix 2.

- 3.4 Grant Thornton (the Council's external auditor) has offered to carry out a free half day workshop for officers to discuss the outcomes of the final LGA report, provide external challenge to the action plan and consider how the recommendations can be progressed. This is due to take place on 9 September.
- 3.5 This report will also be considered by Confident, Capable Council Scrutiny Panel on 14 September 2016.

#### **4.0 Financial implications**

- 4.1 The LGA Finance Peer Review identified that the Council has made major progress in its aim to achieve financial stability. Recommendations arising as a result of the review will enable the Council to further improve upon its financial strategy.
- 4.2 Updates on the actions arising as a result of those recommendations will be presented to Councillors in the Medium Term Financial Strategy.  
[MH/23082016/B]

#### **5.0 Legal implications**

- 5.1 There are no direct legal implications arising from this report.  
[TS/12082016/A]

## **6.0 Equalities implications**

6.1 There are no direct equalities implications arising from this report.

## **7.0 Environmental implications**

7.1 There are no direct environmental implications arising from this report.

## **8.0 Human resources implications**

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

## **9.0 Corporate landlord implications**

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

## **10.0 Schedule of background papers**

21 March 2016 Arrangements for Local Government Association Finance Peer Review (Leader's meeting).

10 May 2016 Local Government Finance Peer Review (SEB).

23 May 2016 Arrangements for Local Government Association Finance Peer Review (Leader's meeting).

Feedback presentation from the Peer Team 9 June 2016.

Final Feedback Report - Finance Peer Review City of Wolverhampton Council 7-9 June 2016.



# Finance Peer Review

## **City of Wolverhampton Council**

7th-9th June 2016

Feedback Report

## 1. Executive Summary

It is clear there has been a period of significant and rapid improvement that has helped to put the Council on a better financial footing. A strong and sustained focus on prudent financial management and a track record of delivering savings (£175 million of budget reductions over the past six years) means the Council now has a good grasp of its current budgetary position. An understanding of the future financial challenge has informed a medium term financial strategy and plan that is not simply about managing the decline in funding, but intended to enable investment to realise the longer term vision for the economic growth of the City. The challenge now is to deliver that vision.

The Council benefits from strong, visible and well respected leadership - both political and managerial - that continues to provide a clear and consistent message about the scale of the financial challenge and the imperatives of responding to it. This has helped create a good awareness across the organisation of the projected budget deficit (a revised figure of £54.6 million over the next three years to 2019/20) and an acceptance there will need to be further cuts, transformation and innovation to address that projected deficit. It has promoted a culture of challenge where managers are encouraged to question every pound the Council spends, and think creatively and confidently about alternative approaches.

The finance function is well regarded and respected by councillors and managers. Senior budget managers within service directorates in particular spoke well of the support they receive from Finance. It clearly plays an enabling role that supports service transformation and the delivery of budget reductions across the organisation. Service Directors, budget managers and councillors all spoke highly of the professional and collaborative approach taken by finance officers. The model of embedding finance business partners into directorates is facilitating a culture of mutual understanding and challenge that is enabling the co-production and shared ownership of proposals that deliver savings, efficiencies or income generation.

The key governance, processes and systems - including digital capability - that support, underpin and enable effective financial planning, monitoring and management appear to be in place, or are being further developed and improved. There are relevant opportunities for political challenge throughout the process for budget setting and in-year monitoring, and political oversight of major reviews and projects. There is a clear desire to improve the quality and timeliness of information that inform decisions and to further develop the use of business intelligence, and better integrate financial monitoring information with non-finance performance data and outcomes assessment.

Given both the current position and its future aspirations, it is timely for the Council to take stock and reflect on its overall financial strategy. The approach taken over the last few years – rightly built on cautiousness and focussed on budget reductions – was necessary and has served the Council well. Inevitably the approach will need to evolve and develop to better enable and support the delivery of the wider strategic ambitions set out in Vision 2030 and the Corporate Plan. Attitudes to risk and reserves, and assumptions regarding underspends, income and borrowing will need to be reviewed as the strategy becomes predicated more on commercialisation, digital transformation and demand management. A clearer strategic narrative about commercialisation, digital transformation and demand management being the

ways in which the medium term plan will address the current projected budget deficit may be needed.

Those components look to be consistent with practice and approaches in other councils. As the Council develops the detail of its proposals further it will need to consider and articulate the relative balance between them, ensuring there are realistic expectations about the pace at which savings or income can be achieved. In doing this it will be important for the Council to continue to draw on the learning and challenge from the sector and external expertise – something it has demonstrated a willingness to do through both peer review/challenge and consultancy support.

The Council is confident about its ability to respond to the on-going financial challenge. But there is absolutely no room for complacency. The Council itself has recognised the critical requirement to deliver both on existing proposals whilst formulating new, robust and realistic ideas to deliver the additional medium term savings required. Work is underway on these ideas, but the challenge remains acute, and significant further savings proposals and income generation ideas are required. The commitment, focus and momentum established to date needs to be maintained.

## **2. Key recommendations**

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council:

- 1. Review and refresh the strategic narrative for addressing the projected budget deficit so there is further clarity on aspirations, ethos and work streams.** The overall strategic aim of managing the financial position while continuing to invest and grow the local economy is logical as a longer term strategy, but there needs to be a clearer articulation of how the medium term plan (including commercialisation, demand management, digital transformation and outcome based service planning) will address the current projected budget deficit.
- 2. Revisit and review some of the assumptions and approaches in the financial strategy so that they better reflect and support the future ambitions of the Council.** It is timely to take stock and review whether assumptions and modelling can be more ambitious and optimistic - particularly regarding business rate tax base, interest on new borrowing, staff increments, reserves strategy, capital programme and approach to under-spends.
- 3. Review the Medium Term Financial Strategy risk on the Strategic Risk Register.** Currently this appears to be articulated on the basis of the main risk of the council being unable to agree its medium term financial strategy. The Council may wish to amend the wording so it focusses less on a risk on non-agreement, and more on the risks of delivering the strategy through the various programme, projects, assumptions and projections.

- 4. Continue the work on developing the alignment, linkage and interdependency of the financial strategy and information with other plans and processes**, including:
  - Linking the assets, workforce, external funding and financial strategies.
  - Integrating financial monitoring information with non-finance performance data and outcomes measurement.
- 5. Make the approach to capital programming more robust.** More accurate profiling is likely to be required in the future to ensure reliable budgeting and a good basis on which to base decisions about the financial impact and implications of the capital programme, as well as deliver the required outcomes from the capital investment.
- 6. Further consider the balance, emphasis and pace between the different components of the financial strategy going forward.** The Council should ensure it does not overestimate the potential of commercialisation and income generation, or underestimate the potential of digital transformation, and be realistic on the timeframe for reducing demand on Council services.

### **3. Summary of the Peer Review approach**

#### **The peer team**

Peer reviews are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the Council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the Council. The peers who delivered the peer challenge at the City of Wolverhampton Council were:

- Alan Gay – Deputy Chief Executive, Leeds City Council
- Cllr Theo Blackwell (Labour) – Cabinet Member for Finance, Technology and Growth, London Borough of Camden
- Dave Jennings – Financial Services Manager, Redcar & Cleveland Council
- Julie Parker – Independent Consultant
- Paul Clarke – Programme Manager, Local Government Association (LGA)

#### **Scope and focus**

The peer team considered the following five questions which form the core components looked at by all Finance Peer Reviews. These are the areas we believe are critical to councils' financial performance and improvement:

1. Financial leadership: Does the authority have plans for its long-term financial sustainability which are owned by its councillors and officer leaders?
2. Financial strategy, planning and forecasting: Does the authority understand its short and long-term financial prospects?

3. Decision-making: Are key decisions taken in the understanding of the financial implications, risks and options?
4. Financial outcomes: Are financial results (including those of the Council's capital investments and transformation projects) monitored and acted upon so as to realise the authority's intentions?
5. Partnership & innovation: Is finance at the cutting edge of what the authority is working to achieve, working with partners and seeking innovative approaches?

### **The purpose of peer review**

It is important to stress that this was not an inspection. Peer reviews and challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The process is not designed to provide a technical assessment or due diligence on financial matters. Neither is it intended to provide prescriptive recommendations. The peer review process intends to provide feedback, observations and insights from experienced practitioners that will help validate, reality check and further develop the Council's current plans, proposals and evolving thinking about the future.

### **The peer review process**

The peer team prepared for the peer review by considering a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent two and a half days onsite at the Council, during which they:

- Spoke to more than 40 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 20 meetings and additional research and reading.
- Collectively spent more than 150 hours to determine their findings – the equivalent of one person spending nearly 4 weeks in City of Wolverhampton Council.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (7<sup>th</sup>-9<sup>th</sup> June 2016). In presenting feedback to the Council, they have done so as fellow local government officers and members, not as professional consultants, auditors or inspectors.

By its nature, the peer review is a snapshot in time. We appreciate that some of the feedback may be about areas the Council is already addressing and progressing.

## 4. Feedback

### 4.1 Financial leadership: Does the authority have plans for its long-term financial sustainability which are owned by its councillors and officer leaders?

Political leaders and senior managers have clearly provided robust and respected leadership focussed on prudent financial management, delivery of savings, and rapid improvement that has helped put the Council on a more resilient financial footing. They spoke confidently about the scale of the financial challenge which the Council is facing and the imperatives of responding to it, and displayed a strong corporate ownership of the medium to long term strategy being developed. This, underpinned by good levels of financial literacy, is creating a sound awareness across the organisation of the projected medium term budget deficit, and a consistent understanding and acceptance amongst officers and councillors that there will need to be further cuts, transformation and innovation to address the £54.6 million projected gap over the next three years to 2019/20 (as reported to Cabinet in February 2016, and Council in March 2016).

Regular communications have helped enable a deep understanding of the scale of the challenge. Consistent messaging through a range of channels (including briefings from Leader, Managing Director and Director of Finance) has helped create a strong sense of collective responsibility amongst Service Directors and budget holders. Finance is seen as everybody's business. There is evidently a culture of challenge where managers are encouraged and empowered to question every pound the Council spends, and think creatively, confidently and innovatively about alternative approaches and different ways of working including invest to save opportunities.

The process of formulating, developing and implementing proposals for savings and investment involves, and benefits from, the engagement of Portfolio Holders and Service Directors. Whilst the initial lead is taken by the finance team in terms of setting out the indicative savings challenge and target, it is clear the process that follows is one based on mutual respect and understanding between corporate centre and service. The model of embedding finance business partners into directorates is enabling the co-production and shared ownership of proposals that deliver savings, efficiencies or income generation in the context of the Council's overall strategic ambitions. The strategic finance team are seen as enablers and budget managers feel well supported, enabled and empowered to respond to the targets suggested, as well as to challenge and amend their size, scope, and timing if required.

The strategic narrative for addressing the projected budget deficit may need further clarity. Our observation was that there is potentially some dissonance between the Council's longer term aspirations and the shorter term financial plan required. We appreciate the current strategic narrative and its proposition that improvement in educational attainment and skills, and the creation of more employment opportunities will, over time, have the potential to address the projected budget deficit by reducing reliance and demand on Council services and resources. However, that is likely to occur over a much longer timeframe than the more immediate budget challenge which has been identified.



The overall strategic aim of managing the financial position while continuing to invest and grow the local economy makes sense. But the ethos articulated in the supporting narrative might be better focussed on the components of the strategy to find the savings required – i.e. demand management, commercialisation (and income optimisation), service transformation, outcome-based service planning and digital transformation. The causal link between some of these strands and reducing the projected medium term budget deficit is likely to be more immediate, more readily identifiable by staff and other stakeholders as components of the financial strategy, and have a closer affiliation to the transformation programme.

#### **4.2 Financial strategy, planning and forecasting: Does the authority understand its short and long-term financial prospects?**

There has clearly been significant progress in achieving short term financial stability at the City of Wolverhampton. The Council is continuing to deliver vital services and invest in priorities, and was able to set a balanced budget for 2016/17 without the need to call on general reserves. There is an appreciation of the fundamental and critical requirement to deliver on the 2016/17 budget whilst starting to develop new robust and realistic savings and/or income generation proposals for 2017/18 and beyond. The Council has itself identified the extent of the financial challenge over the medium term as representing the most significant the Council has ever faced.

The current projected challenge over the medium term totalling £54.6 million assumes all previously approved budget reductions (totalling £37.4 million) will be delivered on time. Any slippage obviously adds to that figure. That makes for a significant challenge which the Council does not underestimate. The importance of maintaining the focus and momentum established to date cannot be overstated. Work is ongoing, and we noted the recent Cabinet Budget Development session that started to consider future proposals, key risks, assumptions and next steps, and the intention to present a budget report to Cabinet in July. We understand the Council has agreed in principle to pursue the offer from Government of a four-year settlement which obviously has the potential to add a further element of certainty to longer term forecasting and planning.

The focus over the last few years has understandably been on the short term savings challenge and financial prospects. Cautiousness and a focus on budget reductions was necessary and has served the Council well to date. It is now timely and prudent to revisit and review some of the current assumptions and approaches to ensure the medium term financial strategy better aligns to, supports and matches the levels of ambition and future strategic priorities of the Council set out in the Vision 2030 and Corporate Plan. For example:

- The assumptions regarding business rates suggest little growth in the tax base, yet there is a clear strategic ambition to invest in and grow the local economy which, if successful, would presumably increase the tax base. So there may be potential for more ambitious profiling that assumes an increased tax base. This does however need to be considered against the backdrop of the impact of business rates appeals on the tax base.

- Assumed levels of interest for borrowing may be overly prudent. They have been built in on the basis of interest rates for borrowing over 25 years that also appear slightly higher than currently available in the market. In reality borrowing is likely to be done on a shorter term, at lower rates, than the assumptions built in the Medium Term Financial Plan.
- Budgetary inflation has been built in to cover staff increments. But it is likely that in an authority the size of Wolverhampton staff turnover and new appointments lower down the pay scale/grade will balance any increased cost of increments.
- The level of reserves available, given the Council's size, suggests there may be an opportunity to consider whether some of those reserves could be used to support change and transformation, in the form of 'invest to save'. Having utilised net underspends against the Revenue Budget to contribute to reserves over the past two years, current levels appear prudent (total earmarked reserves reported as £59.0 million, plus general fund balance of £10 million, as of 31<sup>st</sup> March 2016). Notwithstanding the commitment already made to draw on them in future (£4.2 million in 2016/17 and £3.5 million in 2017/18) there may now be an opportunity to make more use of reserves in a phased way to offset budget reduction requirements and fund new ways of working over the next few years – ensuring timeframes for transformation remain realistic.
- The current approach regarding underspends. There appears to be a focus on in-year budget management to achieve underspends where possible. Having a focus on 'making every pound go further' and making savings is obviously positive, and indeed we understand that many underspends to date are a result of the early realisation of planned savings. Nonetheless there is a potential danger that achieving underspends becomes an expectation and assumption. This can of course result in difficulties in understanding the true cost of providing services, and over time it may become more challenging to make decisions about service or staffing reductions, particularly if it appears they may not all be needed due to underspends regularly occurring in service budgets becoming the norm.

#### **4.3 Decision-making: Are key decisions taken in the understanding of the financial implications, risks and options?**

We did not have an opportunity to observe decision-making in practice, or carry out a detailed examination of terms of reference, procedure rules, processes and systems. But from what we read and heard the arrangements in place appear to be sound and include the facets one would expect to see – such as regular and timely opportunities for councillor engagement and political challenge, e.g. through regular monitoring of the Revenue Budget by Cabinet (Resources) Panel, and involvement of Scrutiny Panels and the Scrutiny Board in examining savings proposals.

The Audit & Risk Committee has begun to increase its focus on the Council's risk management arrangements and considers the Strategic Risk Register at every meeting, calling in certain risks for more detailed review (e.g. school improvement, Looked after

Children). These processes are also subject to both internal and external audit consideration and evaluation. There is councillor oversight of major reviews and projects – e.g. the libraries review and housing company project – all of which require robust business cases and consideration of risk and longer term financial implications. All reports to councillors include the consideration of financial implications that have to be signed off by the finance team before they progress.

There is a recognition that further work is needed to more systematically link the asset, workforce, external funding and financial strategies and this is being progressed. Given the increased focus on commercialisation and the creation of sustainable income streams, particularly from assets, it will be important that the asset management plan and financial strategy are closely aligned. Similarly, managers will need the skills and support to pursue opportunities to think and operate more commercially if the financial strategy is to be successful. We know that there is work underway to consider the workforce skills needed in the future, and encourage this work to continue at pace.

The Council has clearly made a commitment from the start to have an honest conversation with its public about scale of cuts and tough choices. Whilst this attracted some negative media coverage at the time (caused partly by the way different iterations of the medium term deficit projections were communicated and reported), it now potentially means higher levels of awareness, trust and understanding amongst residents and partners about the financial challenge and the Council's response to it. Going forward, it will be important to ensure there is a clear narrative and explanation about why there are cuts, reductions and changes to some services at a time of significant capital investment in others. The improved outcomes and benefits of investment should be the focus of any communication, rather than a focus on justifying the expenditure.

The Council remains committed to engaging and consulting residents and stakeholders about the financial challenge. The budget development process for 2016/17 for example, included community engagement undertaken via a detailed annual public consultation exercise which included both quantitative and qualitative methodologies such as an online survey and stakeholder meetings. This helped to ascertain views on the 43 proposals for savings, redesign and income generation that were considered by Cabinet and informed the Final Budget presented. As the Council's Digital Transformation Programme (DTP) progresses there is potential to consider more digital means by which engagement and consultation can occur.

The Strategic Risk Register currently lists the Medium Term Financial Strategy (MTFS) as one of three red rated risks. Given the scale of the financial challenge this is unsurprising. However, the wording in the Register might be perceived as identifying some concerns about agreeing the MTFS (i.e. 'if the council is unable to agree and operate within its MTFS....'). However, the risk is more about the deliverability of the programmes, projects and initiatives that will deliver the savings and income required to enable future financial viability and sustainability, as well as some of the unknowns regarding Government policy and unforeseen events. Indeed, the MTFS 2016/17-2019/20 report to Cabinet on 24<sup>th</sup> February 2016 helpfully breaks down the different elements of the risk and reinforces this. The

Council might therefore wish to consider amending the wording in the Strategic Risk Register to better reflect the true risk.

There may also be a need to further consider the risk appetite given that an increasing focus of the financial strategy is on approaches (demand management and income generation) that are based on prediction rather than a comprehensive evidence of impact or fully proven business case as regards return on investment. On occasion a 'leap of faith' may be required and inevitably there may be failures as well as successes.

#### **4.4 Financial outcomes: Are financial results (including those of the Council's capital investments and transformation projects) monitored and acted upon so as to realise the authority's intentions?**

There is a regime of monitoring that enables both officers and councillors to regularly consider and challenge financial performance and outcomes. The independent review of the medium term planning and budget process undertaken in 2014 suggested that reports were generally well constructed, but made some recommendations for further improvement to the monitoring arrangements – such as in-year monitoring reports possibly including a future trends paragraph which might alert councillors to anything material which might affect future plans. There are examples of this now happening (e.g. Looked after Children reports) and there is also more use being made of reporting dashboards to further enhance monitoring. We noted that key councillors and finance officers have oversight of the high risk expenditure areas such as Adult Social Care and Children's Services – e.g. the Director of Finance chairs the monthly Adult Social Care Board with senior managers.

The recent introduction of Agresso (enterprise resource planning system) has been generally welcomed and is helping to provide budget holders with timely information, and increased assurance and confidence. There is recognition that the system, and its ability to deliver real time information, is a vast improvement from what was available to managers previously. However, as with all new systems, there is a recognition by the Council that there is more to do in terms of maximising the use and benefits of the system. Developments are planned and in train.

Similarly, there is a recognition that more can be done to link financial monitoring information with non-finance performance and outcomes so that the wider impact of financial decisions (both budget reductions and additional investment) can better be monitored, challenged and considered – particularly in terms of the impact on delivering the wider strategic ambitions and priorities of the Council, and helping to reduce overall demand and reliance on Council services and resources. Again work is in progress to further develop processes and practice and we encourage that to continue at pace.

Some of the monitoring and outturn information suggested to the peer team that the current approach to capital programming and delivery needs further work in the context of significant underspends. Information presented suggests that in 2014/15 the planned capital budget was only 71% spent, and the 2015/16 quarter 3 position was 43% spent indicating another significant underspend. Whilst it is difficult to profile capital spend, as finances get tighter there is a need to ensure accurate and reliable budgeting – both

revenue and capital – so that there is a rationale for priorities and decisions. There is also the risk that revenue streams that rely on initial capital investment will be delayed, albeit this does not seem to have happened on an unplanned basis to date.

#### **4.5 Partnership & innovation: Is finance at the cutting edge of what the authority is working to achieve, working with partners and seeking innovative approaches?**

It is clear the Council is open to pursuing innovative and new ways of working. There are a number of examples that demonstrate a willingness to invest to save, generate income through more commercial approaches and ventures, and prudentially borrow, as a means by which to strengthen the budgetary position of the council and/or deliver improved outcomes in a more cost effective way. The i10 office and retail block, for example, is already virtually fully let and set to realise a revenue stream. The YOO recruitment agency, launched in 2014, has provided savings of more than £200,000 as well as generating net profit. A business case to create a wholly owned housing company has recently been developed.

It is notable that ventures are developed with the involvement and support of the finance team, but are also clearly designed with the delivery of wider strategic outcomes in mind. They are not driven solely by the need to make savings or generate income. For example, WV Active - designed to keep leisure centres in house but run on a more commercial footing - was viewed not only as a way to reduce council subsidy and generate income but to improve facilities and ensure they play a part in enabling local people to lead healthier lifestyles.

Whilst there are clearly some impressive projects and early successes, and the Council is clearly developing a proven ability and confidence to operate more commercially, it should also take care not to become over-reliant on commercialisation and income generation. It is unlikely to be the 'silver bullet' that alone will solve the budget challenge. There will need to be an appropriate balance and emphasis on other elements of the financial strategy too.

For instance, the potential of digital transformation and channel shift - demonstrated by the recent launch of the Digital Transformation Programme - along with the refit and refurbishment of the Civic Centre have potential to generate future savings as well as better outcomes. Service re-design, outcome focussed business planning and a continued focus on securing value for money also remain important facets of the strategy. As the detail of proposals is developed further the relative balance between all of these strands will need considering, ensuring there are realistic expectations about the pace at which savings or income can be achieved.

Whilst some of the service redesign being progressed involves partner organisations, and there are clearly some shared strategic aspirations – particularly in terms of economic growth and social and health care - we were struck by how little mention there was during our discussions with officers and councillors about a specific dialogue or collaboration with partners on the wider budget challenge and financial outlook for the City. It prompted us to pose the question of whether there is a need to begin to consider a financial strategy for the city, not just the council.

The Council has shown a commitment to learn from others, and regularly opens itself up to challenge with a view to test and stretch thinking further through peer review, challenge and

external consultancy support. The independent review of the medium term planning and budget process commissioned in 2014 has informed practice improvements, whilst a series of peer challenges – including an LGA Corporate Peer Challenge in 2014 and a regional Adult Social Care Peer Challenge in 2016 have provided validation and assurance, as well as identify areas for further development and improvement. Most recently an LGA Libraries peer challenge was commissioned to help inform thinking about the £500,000 budget reduction target, and this Finance Peer Review was requested to help strengthen financial planning and management further. All of this is to be commended and we encourage the Council to continue to draw on the learning and challenge from the sector and external expertise.

## **5. Next steps**

We appreciate the Council will want to reflect on these findings and suggestions with the senior managerial and political leadership in order to determine how the organisation wishes to take things forward.

As part of the peer review/challenge process, there is an offer of further activity to support this. The Local Government Association (LGA) is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Helen Murray, Principal Adviser is the main contact between your authority and the LGA. Her contact details are: Tel. 07884 312235 and Email. [helen.murray@local.gov.uk](mailto:helen.murray@local.gov.uk)

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform ongoing consideration.

**LGA Finance Peer Review June 2016  
Action Plan**

Ref	Recommendations	Detail	Actions	Timescale	Responsibility
1	<b>Review and refresh the strategic narrative for addressing the budget deficit so there is further clarity on aspirations, ethos and work streams.</b>	The overall strategic aim of managing the financial position while continuing to invest and grow the local economy is logical as a longer term strategy, but there needs to be a clearer articulation of how the medium term plan (including commercialisation, demand management, outcome based service planning) will address the current budget deficit.	A budget development day was held on 6 June which addressed these issues with Councillors. The Financial Plan is to be revised and will address these issues and will be submitted to Cabinet in October 2016.	October 2016	Strategic Finance/ Claire Nye
2	<b>Revisit and review some of the assumptions and approaches in the financial strategy so that they better reflect and support the future ambitions of the Council.</b>	It is timely to take stock and review whether assumptions and modelling can be more ambitious and optimistic - particularly regarding business rate tax base, interest on new borrowing, staff increments, reserves strategy, capital programme and approach to under-spends.	Strategic Finance to review this in detail over Summer and report to Cabinet in October. Improved management information via the Dashboard will help to understand why underspends occur as well as their impact.	October 2016	Strategic Finance/ Claire Nye

Ref	Recommendations	Detail	Actions	Timescale	Responsibility
3	<b>Review the Medium Term Financial Strategy risk on the Strategic Risk Register.</b>	Currently this appears to be articulated on the basis of the main risk of the council being unable to agree it's medium term financial strategy. The Council may wish to amend the wording so it focusses less on a risk on non-agreement, and more on the risks of delivering the strategy through the various programme, projects, assumptions and projections.	Strategic Finance will address this with Councillor Johnson via the next review of the refresh of the risk register. The review of the risk register is an on-going process but formally it will be updated and reported to SEB and the Audit and Risk Committee at end of Sept/ beginning of October.	October 2016	Strategic Finance/ Claire Nye
4	<b>Continue the work on developing the alignment, linkage and interdependency of the financial strategy and information with other plans and processes.</b>	<ul style="list-style-type: none"> <li>Linking the assets, workforce, external funding and financial strategies.</li> <li>Integrating financial monitoring information with non-finance performance data and outcomes measurement.</li> </ul>	<p>The on-going outcome based planning project will address these issues (stage 1 complete by September).</p> <p>The Dashboard will bring information from different sources together to address this.</p>	September 2016	Strategic Finance/ Claire Nye
5	<b>Make the approach to capital programming more robust.</b>	More accurate profiling is likely to be required in the future to ensure reliable budgeting and a good basis on which to base decisions about the financial impact and implications of the capital programme, as well as deliver the required outcomes from the capital investment.	Continuing work with Verto and the Dashboard will address this. Leadership teams to address Capital Monitoring and raise the profile and importance.	On-going	Strategic Finance/ Claire Nye



Ref	Recommendations	Detail	Actions	Timescale	Responsibility
6	<b>Further consider the balance, emphasis and pace between the different components of the financial strategy going forward.</b>	The Council should ensure it does not overestimate the potential of commercialisation and income generation, or underestimate the potential of digital transformation, and be realistic on the timeframe for reducing demand on Council services.	This will be addressed through the income generation project led by Grant Thornton. The demand management project will also deal with this recommendation.	December 2016	Strategic Finance/ Claire Nye

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# Cabinet Meeting

## 14 September 2016

<b>Report title</b>	Children and Young People's Participation Strategy	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Val Gibson Children and Young People	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Emma Bennett	
<b>Originating service</b>	Children and Young People	
<b>Accountable employee(s)</b>	Alice Vickers Tel Email	Corporate Parenting Officer 01902 553005 Alice.Vickers@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	People Leadership Team Strategic Executive Board Corporate Parenting Board	20 June 2016 28 June 2016 21 July 2016

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

The Cabinet is recommended to:

1. Approve the three year Children and Young People's Participation Strategy
2. Endorse the Council's commitment to children and young people having influence over decisions and actions on services that affect them.

## **1.0 Purpose**

- 1.1 This report sets out the City of Wolverhampton Council commitment to the importance of effective participation of children and young people in the services that affect them.

## **2.0 Background**

- 2.1 United Nations Convention on the Rights of the Child contains 52 standards that set out the Rights of a Child. Most countries including the United Kingdom have signed up to the convention. Many countries use the standards wholly or in part to promote children and young people's involvement. The standards of most relevance to the participation of service users are:

Article 12: Children and young people have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account.

Article 13: Children and young people have the right to get and to share information, as long as the information is not damaging to them or others.

Article 17: Children and young people have the right to receive, seek and give information.

Article 23: Disabled children and young people have the right to active participation in their community.

Article 2: Requires all of the rights in the convention on the Rights of the Child to be implemented for every child, without discrimination.

- 2.2 The City of Wolverhampton Council has a long and impressive history of effective participation of children and young people with the Youth Council (Youth Service) and Children in Care Council (Looked After Children). Both the forums and children and young people's participation is supported by 1.5 Participation Officers based in the COPE team.
- 2.3 The Participation Strategy was developed and designed using workshops with members of the Children in Care Council and the Youth Council during 2015/16. These workshops focused on what good participation means to young people and how they wanted to be engaged in service development and decisions.
- 2.4 The participation workshop group also explored the different forums for young people and how they could share the outcomes of consultation with young people ie: School Councils and vulnerable young peoples' groups. These links have now been strengthened with representation from school councils, Be Safe and voluntary groups sitting on the Youth Council from November 2015.

## **3.0 Progress, options, discussion, etc.**

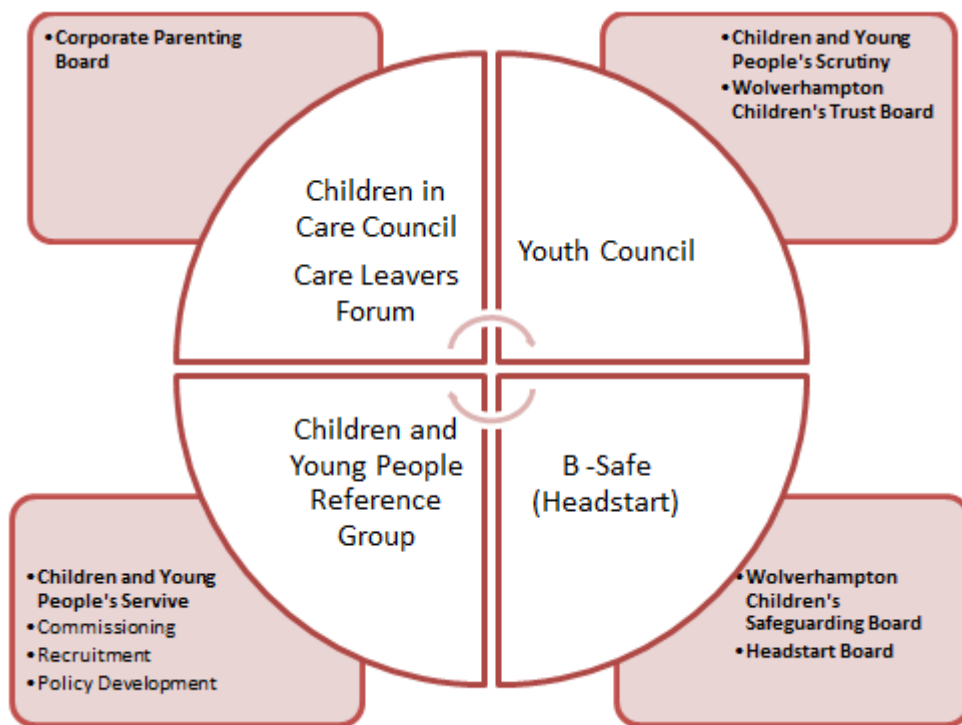
- 3.1 The Participation Strategy sets out clear standards of participation for children and young people to ensure that it is not tokenistic and remains relevant.

These standards are:

- The right to participate or not. If they choose to participate, they have the right to understand their responsibilities.

- Participation should be delivered within Wolverhampton's equality and diversity duty.
- There should be clear evidence of commitment to participation from members of the Children and Young People's Trust Board, Safeguarding Children Board, Council Leaders, City of Wolverhampton Council staff and other relevant organisations.
- Services should agree to the Hear by Right quality standards and codes of conduct for working with children and young people. For example: set out how confidentially and child protection issues will be handled.
- Participation should be embedded in strategic planning, delivery, commissioning, communication, business improvement activities, and recruitment.
- Opportunities and support should be provided so all staff and volunteers can develop the skills and attitudes to work effectively with children and young people.
- Children and young people's involvement should be valued. They should be treated honestly. This means that their expectations are managed and they are helped to understand any practical, legal or political boundaries of their involvement.
- Children and young people's contributions (appropriate to their age and maturity), should be taken seriously and acted upon. There should be regular feedback from children and young people to confirm that this happens.
- Feedback to children and young people on the impact of their involvement should be timely and clear.
- Children and young people should have equal opportunity to get involved. They should not be discriminated against, or prevented from participating effectively, on grounds of race, religion, culture, sexuality, disability, age, ethnic origin, language, where they live, or the location of services.
- Services should proactively target those facing the greatest barriers to getting involved. For example, younger children, children and young people from minority ethnic backgrounds, those living in disadvantaged neighbourhoods, children missing school, young people in the youth justice system, refugees, traveller children, disabled and other children with special needs. Services should make sure that children are aware of opportunities to have their say, and encourage them to use them.
- Children and young people are encouraged and supported to develop skills that enable them to contribute effectively, and to realise the benefits of doing so.
- Relevant information should be made available to children and young people. It should be at the right time, in the right format, no jargon, culturally appropriate and accessible. Policies and standards for participation should be provided, evaluated and continuously improved.
- Services should say from the beginning how they will know if they are doing a good job of listening to children and young people.
- Children and young people should be involved in reviewing lessons learned.
- The participation strategy should be considered in partnership contracts and service level agreements with providers, whenever possible.

3.2 Each of the participation groups and forums has direct lines of governance as outlined in the diagram below. This ensures that members and officers are able to support children and young people in having their opinions heard at a corporate and strategic level.



3.3 Once agreement has been granted in adopting the principles laid down in the Participation Strategy, information leaflets will be disseminated to internal and external partners for colleagues to be clear of their role in ensuring the voice of children and young people is represented in their service developments.

3.4 In addition, there will be a programme of awareness raising for children and young people in the understanding of their role, and the opportunities available to them in engaging in formal participation and consultative groups; through schools, community groups, the voluntary sector and specialist service provisions.

#### **4.0 Financial implications**

4.1 There are no direct financial implications arising from this report. Any costs associated with the implementation of the Strategy will be funded from existing budgets.  
[AS/08062016/P]

#### **5.0 Legal implications**

5.1 There are no specific legal implications.  
[ TS/06072016/P]

#### **6.0 Equalities implications**

6.1 An equalities analysis is being undertaken, in partnership with the Equalities and Diversities Team. As the work that underpins this strategy is to overcome any inequality,

the analysis is aspirational and will need to be used to evaluate the effectiveness of the strategy.

## **7.0 Environmental implications**

7.1 There are no environmental implications

## **8.0 Human resources implications**

8.1 There are no human resource implications

## **9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications

## **10.0 Schedule of background papers**

10.1 Children and Young Peoples Participation Strategy 2016 -2019

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# Cabinet Meeting

## 14 September 2016

<b>Report title</b>	Director of Public Health Annual Report 2015/16	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Public Health and Wellbeing	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Linda Sanders, People Directorate	
<b>Originating service</b>	Public Health	
<b>Accountable employee(s)</b>	Ros Jervis	Service Director for Public Health and Wellbeing
	Tel	01902 551372
	Email	Ros.Jervis@wolverhampton.gov.uk
<b>Report has been considered by</b>	Public Health Senior Management Team	30 June 2016
	People Leadership Team	4 July 2016
	Strategic Executive Board	23 August 2016

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### Recommendation for action or decision:

That Cabinet is recommended to:

1. Endorse the publication of the Director of Public Health Annual Report for 2015/16.

## **1.0 Purpose**

- 1.1 The Health and Social Care Act 2012 states that 'the Director of Public Health for a local authority must prepare an annual report on the health of the people in the area of the local authority.....the local authority must publish the report'.<sup>1</sup>
- 1.2 The purpose of this report is to present the Director of Public Health Annual Report for 2015/16 which illustrates Public Health related changes in the Wolverhampton population and place over the last 150 years.

## **2.0 Background**

- 2.1 The year 2016 marks to the 150<sup>th</sup> anniversary of a statutorily recognised Public Health service in Wolverhampton. In 1866, Dr Vincent Jackson, a surgeon and councillor, was appointed as the first Medical Officer for Health in Wolverhampton Borough Council.
- 2.2 It was deemed opportune for the Director of Public Health this year to reflect on the Public Health achievements within the local population over the last 150 years.

## **3.0 Director of Public Health Annual Report 2015/16**

- 3.1 The Director of Public Health Annual Report 2015/16 aims to illustrate the public health related changes to the population of Wolverhampton, focusing on the people and the place.
- 3.2 This historical overview of changes to the health of the local population provides an opportunity to celebrate the advances in health and social care over the past 150 years, influenced, initially, by the Medical Officers of Health. The 1974 health reforms saw the move of the main public health functions into the NHS and the role of the Director of Public Health emerged to continue population level improvements in health.
- 3.3 The passing of the Health and Social Care Act 2012, returned the responsibility for public health to local government, from the NHS in April 2013. This fourth Director of Public Health Annual Report since the return to local government highlights the significant historical journey of the local Public Health service. It will serve as a reminder of the advances made in local health and social care over the past 150 years, as well as a baseline at this point in our history, for the advancements yet to come for future generations.
- 3.4 The published document will be available to the public from the week commencing 26 September 2016.

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<sup>1</sup> *Health and Social Care Act 2012 (c7) Part 1 – The health service in England* pg 60. The Stationery Office: London  
[http://www.legislation.gov.uk/ukpga/2012/7/pdfs/ukpga\\_20120007\\_en.pdf](http://www.legislation.gov.uk/ukpga/2012/7/pdfs/ukpga_20120007_en.pdf) [accessed 4th August 2015]

#### **4.0 Financial implications**

- 4.1 Funding for Public Health is provided to the Council by the Department of Health in the form of a ring-fenced grant. The final grant allocation for 2015/16 was £20.2 million which includes an in-year cut in funding of £1.3 million from the Department of Health. There are no direct financial implications related to the publication of the Director of Public Health Annual Report. [GS/02092016/J]

#### **5.0 Legal implications**

- 5.1 There are no legal implications related to this report.  
[TS/31082016/H]

#### **6.0 Equalities implications**

- 6.1 This report does highlight historical and current health inequalities that are known and addressed through services commissioned by Public Health.

#### **7.0 Environmental implications**

- 7.1 There are no environmental implications of the report.

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

- 8.1 There are no human resource implications related to this report.

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

- 9.1 There are no corporate landlord implications for the Council's property portfolio in relation to this report.

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

- 10.1 There are no background papers in relation to this report:

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# Cabinet Meeting

## 14 September 2016

<b>Report title</b>	Safer Wolverhampton Partnership Annual Report	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Public Health and Well Being	
<b>Key decision</b>	No	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Ros Jervis, Service Director	
<b>Originating service</b>	Public Health	
<b>Accountable employee(s)</b>	Karen Samuels Tel Email	Head of Community Safety 01902 551341 Karen.samuels@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board Adults and Safer City Scrutiny Panel	28 June 2016 11 July 2016

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

The Cabinet is recommended to:

1. Endorse the Safer Wolverhampton Partnership Annual Report 2015-16 and support identified areas for development.

## **1.0 Purpose**

- 1.1 To provide a summary of Safer Wolverhampton Partnership (SWP) progress during 2015-16 detailed within its annual report (attached as Appendix A) and seek support for identified areas for future development.

## **2.0 Background**

- 2.1 Safer Wolverhampton Partnership (SWP) is statutorily required to produce an annual report detailing progress against its strategic plan and performance. The annual report also details services commissioned using the annual allocated grant from the Office for Policing and Crime (OFPC) against which it is required to produce quarterly expenditure and outcome reports.
- 2.2 The Crime Reduction and Community Safety Strategy 2014-2017 encompasses the following strategic priorities:
- Reducing Re-offending
  - Violence Against Women and Girls (VAWG)
  - Gangs and Youth Violence
  - Substance Misuse

## **3.0 Summary of Progress Against Strategic Priorities**

### **3.1 Reducing Re-offending**

- 3.1.1 Wolverhampton's Integrated Offender Management (IOM) programme is well established and has been aided by the appointment of a Reducing Reoffending Coordinator. During 2015-16 the following was delivered against this priority:
- The development of a co-located multi-agency team delivering support pathways on a surgery basis.
  - The successful delivery of the city's Multi-Agency Public Protection Arrangements (MAPPA) to manage the most serious offenders.
  - Effective management of Prolific and Priority Offenders (PPOs) which are a small number of individuals who commit high volume crime.
  - Successful transition of probation services following government transformation.
  - Innovative Youth Offending Team (YOT) engagement of young people on the cusp of offending.
  - Delivery of Youth Inclusion Support Panel delivering against youth crime prevention.
  - Exceptional YOT Full Joint Inspection outcome resulting in an extremely positive with a comparatively high score against other local authorities.

### **3.2 Violence Against Women and Girls**

- 3.2.1 A key focus for 2015-16 was the development of a refreshed VAWG Strategy covering domestic violence (DV), sexual violence (SV), female genital mutilation (FGM), honour-

based violence (HBV) and forced marriage (FM). SWP funded a number of posts to support delivery in the city. Key successes for the year includes:

- Support and assistance to victims through the criminal justice system.
- 530 perpetrators brought to justice through Wolverhampton's specialist DV court.
- An increase in MARAC referrals of 3.7% with 620 cases referred for specialist case management support.
- Improved frontline practice across agencies resulting in increased referrals.
- Training delivered to 14 organisations reaching over 200 staff.

### **3.3 Preventing Gang Involvement and Youth Violence**

3.3.1 The refreshed Preventing Gang Involvement and Youth Violence strategy document was developed and launched during 2015-16 with an increased focus placed on early intervention and prevention of youths being drawn into this culture. A summary of provision has included:

3.3.2 Case management of individuals at risk/involved has continued through the year. Effective delivery of specialist commissioned intervention services covering:

- Critical incident provision
- Women and girls at risk through gang associations
- Individuals identified as medium/high risk from gang involvement

3.3.3 The critical incident call out service which is funded by SWP was utilised twice over the past 12 months to address gang related incidents. The service saw successful outcomes; preventing any further incidents or retaliation from other gang nominals and providing community reassurance.

3.3.4 The Gangs Community Reference Group continues to be proactive in providing important feedback on the effectiveness of this approach and a confidential forum, especially at times of heightened tensions.

3.3.5 SWP has provided funding to train community members to build capacity and develop skilled community mediators for deployment during critical incidents. The view is that they will be more aware of local issues and tensions and are able to provide a service which will better meet the community's needs.

### **3.4 Substance Misuse**

3.4.1 Recovery Near You is the contracted provider of the service. A consistent upward trend was seen during 2015-16 for successful drug programme treatments for non-opiates drugs, whilst completions for those on Opiates drugs remain static. Wolverhampton however, is only 1.32% below from the top quartile range for Opiate user completions, which equates to approximately 15 successful treatments annually. Successful alcohol completions continue to increase at 45.2% which is greater than the national average which sits at 39.2%.

In addition to progress against strategic priorities, SWP Board has also delivered against its statutory functions and safeguarding priorities:

### **3.5 Domestic Homicide Reviews (DHRs)**

- 3.5.1 During 2015-16 SWP received notification from West Midlands Police's Public Protection Unit of two domestic violence related deaths in Wolverhampton that could meet the criteria of undertaking a DHR. One went on to be completed as a DHR and the other is currently on-going as a Safeguarding Adult Review.
- 3.5.2 A joint learning event was held with Children and Adult's Safeguarding in March 2016 with other key partners to disseminate learning and best practice recommendations to over 200 frontline practitioners and managers throughout the city. The event was supported and attended by the Police and Crime Commissioner (PCC) and safeguarding toolkits were produced with the financial support of the PCC and disseminated across all West Midlands authorities as a prompt for improved practice.

### **3.6 Prevent**

- 3.6.1 The Counter Terrorism and Security Act 2015 was introduced in July 2015 and introduced a requirement for public sector agencies to have 'due regard to the need to prevent people being drawn into terrorism'. Wolverhampton is deemed an area of low risk, but is in a strong position to respond to the new requirements. Achievements during 2015-16 included:
- Development of a Contest Board to coordinate the city's multi-agency response
  - of a multi-agency bank of 45 Prevent trainers for city-wide deployment
  - 700 individuals trained to raise awareness, identify individuals at risk and increased confidence in use of the referral and support pathway.
  - Completion of training for 89% of the city's schools.

## **4.0 Performance Summary**

- 4.1 Overall performance for 2015-16 has been extremely positive. Whilst there was a 3% increase (509 additional crimes) in total recorded crime over the year, which was the second lowest increase in the West Midlands, this was in the main a reflection of local efforts to increase confidence in reporting under-reported and 'hidden' crimes associated with VAWG and is an encouraging sign. A summary breakdown of performance shows:
- Public confidence policing in Wolverhampton is the highest in the Force.
  - Youth-related ASB has reduced (13%) and satisfaction with service responses for both crime and ASB have increased.
  - Domestic burglaries have reduced by 3%
  - Violence offences against young people have increase, although the number of young robbery victims has reduced significantly
  - Reductions in reoffending rates for both youths and adults, higher than West Midlands and national averages



- 4.2 A presentation on progress has been delivered to Adults and Safer City Scrutiny Panel on 14 July; this was positively received and prompted discussions about specific aspects of delivery within the current Crime Reduction and Community Safety Strategy.

## **5.0 Allocation of Expenditure**

- 5.1 A summary of the 2015-16 allocation (£493,000) is detailed below; this has been reduced by 25% for 2016-17 (£369,000) across the West Midlands.

Commissioned Activity	Allocation
Delivery of VAWG Strategy	£214,000
Gangs and Youth Violence specialist commissioning	£44,000
Youth Crime prevention	£66,000
Reducing re-offending	£35,000
Domestic Homicide Reviews	£27,000
Neighbourhoods	£7,500
Infrastructure	£99,000

## **6.0 Areas for Future Development**

A number of challenges and areas of development have been identified for 2016-17.

- 6.1 Grant funding from the PCC for all West Midlands authorities have been reduced by 25% from 2016-17, resulting in a streamlined commissioning programme for the coming year. Collaborative working across West Midlands Local Authority areas may go some way towards mitigating the impact of this position, with a focus on identifying efficiencies, service improvements and improved value for money.
- 6.2 A review of neighbourhood engagement is underway to identify improvements in engagement practices and increase opportunities for widening participation.
- 6.3 A refreshed Crime Reduction, Community Safety and Drugs Strategy 2017-19 will be developed following the review of SWP's strategic priorities held in June 2016. The following strategic priorities will feature within the new strategy:
- Reducing Reoffending
  - Violence Prevention
  - Reducing Victimisation

## **7.0 Financial implications**

- 7.1 Commissioned services delivering against the Crime Reduction, Community Safety and Drugs Strategy 2014-17 are funded from an allocated annual grant from the PCC. The 2015-16 allocation (£493,000) has been reduced by 25% for 2016-17 (£369,000),

however planned delivery within both the current and future strategy will remain within the available resources. [GS/31082016/X]

## **8.0 Legal implications**

- 8.1 Development of this Annual Report fulfils a statutory requirement of SWP detailed in the Crime and Disorder Act 1998.[TS/24062016/A]

## **9.0 Equalities implications**

- 9.1 Delivery detailed within the Annual Report is reflected in the 2014-17 Crime Reduction, Community Safety and Drugs Strategy, Violence Against Women and Girls Strategy and Preventing Gang Involvement and Youth Violence Strategy which have been subject to equality analyses. Delivery strengthens the city's efforts to further equalities and actively addresses disproportionality associated with certain crimes.
- 9.2 As an update report of the issues and actions described in the overall strategy and its associated equality analyses there are no new equalities issues that have arisen between the adoption of the strategy and this update report. As such there are no new equalities issues to consider in approving this report.

## **10.0 Environmental implications**

- 10.1 There are no environmental implications within this report.

## **11.0 Human resources implications**

- 11.1 There are no human resource implications within this report.

## **12.0 Corporate landlord implications**

- 12.1 There are no corporate landlord implications for the Council's property portfolio.

## **13.0 Schedule of background papers**

- 13.1 There are no background papers.

# **Safer Wolverhampton Partnership Annual Report 2015-16**



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# Introduction by Chair of the Safer Wolverhampton Partnership

We are delighted to present Safer Wolverhampton Partnership's (SWP) annual report for 2015-16 highlighting a year of achievements which is testimony to our strengthened commitment to partnership working.

The wave of change seen in recent years remained a continuing theme throughout 2015-16, both at the national level with the introduction of new legislation, at the regional level with the commitment to establish a Combined Authority and locally with the remodelling of key services to drive service improvement.

Against this backdrop, the combined partnership effort demonstrated by SWP has resulted in exceptional performance results, which are some of the best within the West Midlands Metropolitan area; public confidence and satisfaction levels within our Policing service were particularly impressive as was the outstanding result from the city's Youth Offending Service following its Full Joint Inspection. Of particular note is the work started to encourage reporting of traditionally 'hidden' crimes such as domestic violence which is showing an encouraging trend.

The year has also demonstrated the benefits of working across the various partnership forums in the city; in particular, with the Adults and Children's Safeguarding Boards in hosting an event to over 200 frontline practitioners and disseminating learning to thousands more, aiding staff to improve their safeguarding practice.

The successful implementation of new statutory functions following the introduction of the Counter Terrorism and Security Act 2015 has meant that Wolverhampton is in a strong position to respond effectively to this agenda and identify and support individuals vulnerable to extremism. During the coming year, integration of these arrangements into the new Multi-Agency Safeguarding Hub will be progressed.

The launch of two new strategies building on early work already delivered to prevent gang involvement and youth violence and to tackle violence against women and girls will seek to embed our multi-agency response to these issues further.

The coming year will bring its challenges; grant reductions from the Police & Crime Commissioner will prompt a strengthened commitment for collaborative working both locally and across the West Midlands, which should also bring fresh opportunities to identify efficiencies and improvements in service. A refresh of SWP's strategic priorities will also support this approach and shape our strategic plan for the coming years.

We would like to extend our sincere thanks all partners who have contributed towards this success and seek their commitment to maintain this focus and determination for the coming year.



**Linda Sanders,**  
Chair,  
Safer Wolverhampton  
Partnership



**Councillor Paul Sweet,**  
City of Wolverhampton  
Council



**Chief Superintendent  
Simon Hyde,**  
Vice Chair,  
Safer Wolverhampton  
Partnership

# The Safer Wolverhampton Partnership

The Safer Wolverhampton Partnership (SWP) is a statutory body formed under the 1998 Crime and Disorder Act, which also operates as the city's Local Police and Crime Board. Membership consists of a range of statutory and non-statutory partners who provide cross sector representation from a range of agencies<sup>1</sup> who come together to tackle crime and community safety issues across the city. The SWP receives an annual funding stream to commission projects, interventions and posts to deliver strategic crime and community safety priorities across Wolverhampton, however the main focus remains on collaborative working and influence of mainstream services. Membership is made up of a range of statutory, third sector, business sector and resident representatives.

The board meet quarterly, not only to fulfil its statutory duties as set out in legislation, but also to agree plans and strategies to tackle crime and community safety issues across the city's neighbourhoods. It oversees a delivery structure formed to lead on meeting specific objectives in line with the overall strategic priorities. For 2014-2017 these are; reducing reoffending, tackling gangs and youth violence, addressing substance misuse in the context of offender management, and tackling violence against women and girls. The Partnership also works to address local issues which are reflected in the Local Police and Crime Plan, strengthening links to the city's Safeguarding Boards and other strategic forums.

## How we commission

Funding for Community Safety Partnerships (CSPs) is granted by the West Midlands Police & Crime Commissioner (PCC) and his budget for the region is set by central Government. For 2015-2016 Wolverhampton was awarded £492,495.

As the budget allocation from the OPCC is made on an annual basis SWP are unable to commission work beyond a 12 month period and this has presented a complex challenge for the board as long term commissioning and planning cannot always be achieved. For 2016/17 the PCC has announced commitment to a 2 year funding period to improve this position. An options paper is prepared for the board's consideration to agree delivery of commissioned activity for the forthcoming year. This paper outlines different spending plans in line with strategic priorities; however SWPs focus is on influencing mainstream budgets of partners. The grant allocation is used largely to test out new working practices which can result in effective service improvements and efficiencies. Spending plans are based on the indicative budget allocation set by the PCC. Appendix C provides a breakdown of the budget allocation for 2015-2016.

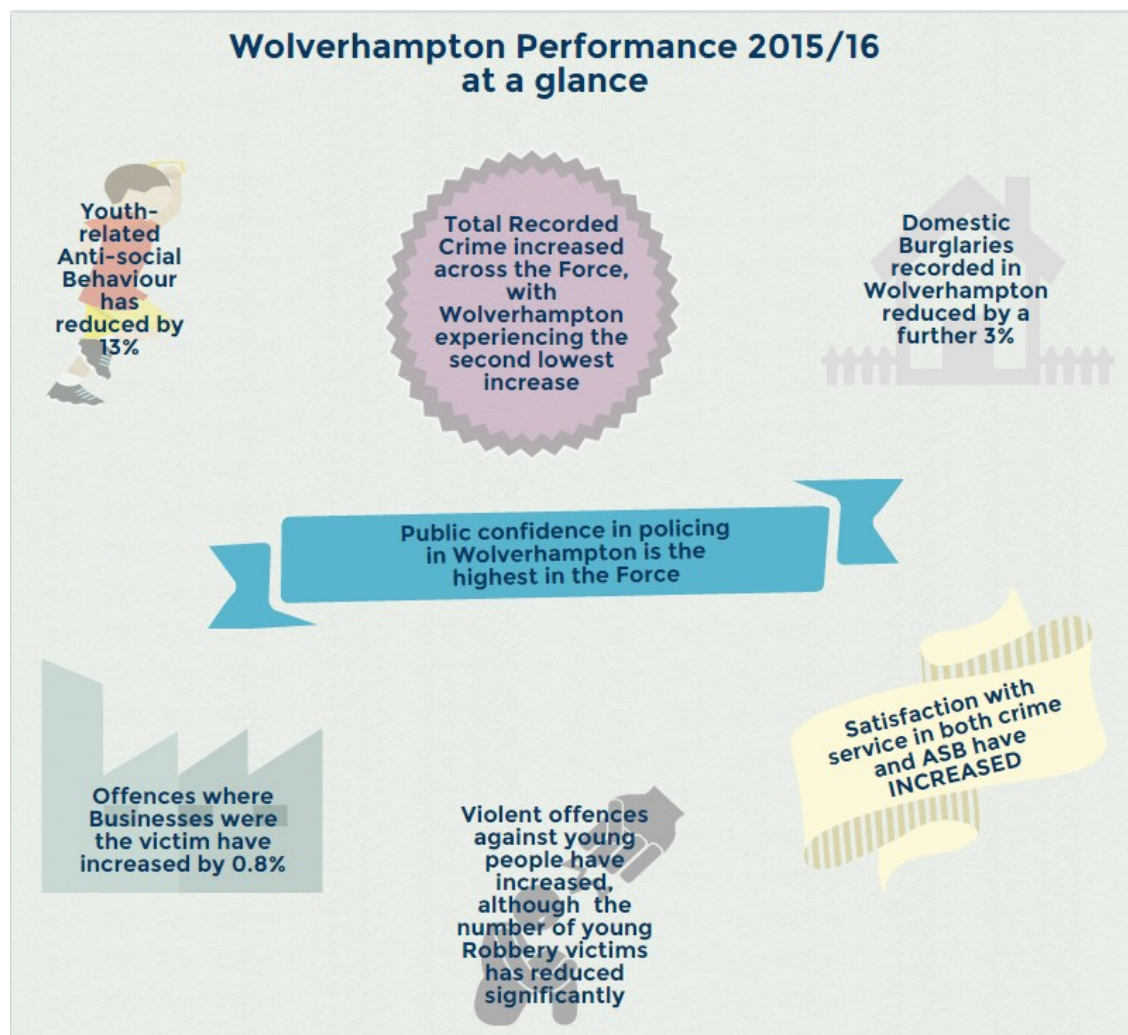
Activity is commissioned across statutory and third sector organisations with providers who have specialist knowledge, experience and services to meet needs identified within our strategies.

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<sup>1</sup> Please see Appendix A

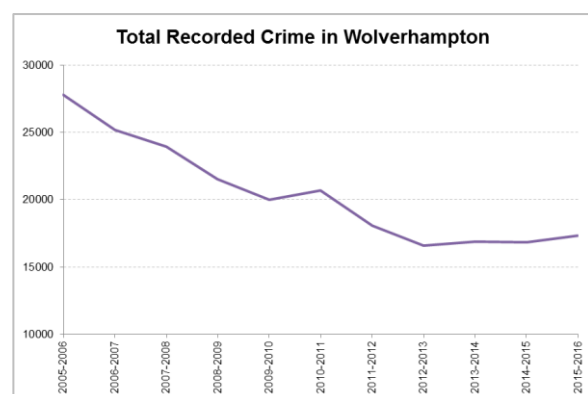


# Crime throughout 2015-2016



Piktochart: <https://piktochart.com>

There was an increase of 3% (509 offences) in Total Recorded Crime (TRC) in Wolverhampton in 2015/16 compared to the previous year. TRC in Wolverhampton exhibited a reducing trend over the last ten years (as seen on the chart to the right) and has seen a reduction of 38% since 2005/6. However, this increase can at least be partly attributed to an increase in reporting of so-called 'hidden' crimes; such as female genital mutilation, honour based violence and forced marriage, where we have made active efforts and initiatives to increase reporting. Overall, Wolverhampton recorded the second lowest increase in TRC in the West Midlands Police Force area.





Recorded incidences of Domestic Burglary in Wolverhampton saw further reductions in 2015/16, with 33 fewer homes broken into. This reduction rate is amongst the best across the West Midlands. Recorded levels of Robbery have also continued to show impressive reductions, with a reduction of 18% (76 fewer offences) achieved in 2015/16 meaning that Wolverhampton has achieved the highest reductions in Force.

Performance figures for reoffending in the city indicate that Wolverhampton has reduced reoffending rates in 2015/16 for both youths and adults, and is achieving a higher reduction than the West Midlands and National averages. Performance against targets for reducing the harm from substance misuse show a consistent upward trend for successful completions throughout 2015-16 for non-opiates, however performance has remained static for opiates. Alcohol completions continue to increase and are greater than the national average.

Performance has improved regarding Public Place Violence with Injury (PPVWI) in 2015/16. Following a significant increase in 2014/15, Wolverhampton only recorded an additional 28 offences in 2015/16 compared to the previous year (2.6%), achieving the lowest increase across the Force area for this period. However, the proportion committed against young people (10-17 year olds) saw a slightly higher increase; 14.7% of PPVWI victims were aged 10-17 in 2014/15, but this increased to 17.7% in 2015/16. Violent crimes involving the use of a knife or gun increased in Wolverhampton in 2015/16 by 30% and 17% respectively.

Satisfaction with police service for both crime and ASB remained high in 2015/16, whilst recently published results indicate that Wolverhampton has the highest rate in force for the public having confidence in police for the second year running.

For some crimes, it is seen as an improvement when recorded levels increase. Violent offences related to Domestic Abuse experienced an increase of 17% in 2015/16 (all domestic related offences increased by 7.8%), Serious Sexual offences increased by 24% and recorded Hate Crime increased by 6%. It is believed that increases in these crime types are indicative of victims' increasing willingness to come forward and report offences to the police. Encouraging the reporting of crimes from vulnerable victims, such as those subject to domestic abuse, hate crime and sexual exploitation is a deliverable for the WMP Police and Crime Plan 2014-17 and with this increased focus, levels may continue to rise in Wolverhampton.

## Delivery against Strategic Priorities

The statistics and performance section shows that although overall crime has risen slightly compared to that of the previous year, higher reporting levels particularly around 'hidden' crimes demonstrate a rise in public confidence in reporting such sensitive and personal crimes. The support offer around domestic abuse (DA) continues to be expanded and the Partnership continues to provide funding so that

vital work can continue to deliver a robust and effective service, supporting those suffering from DA, and also, to raise awareness and provide training for partners and communities.

Focused work continues to address the challenges around youth violence and gang related issues across the city, embedding projects to provide interventions to deter young people from violence and to provide alternative activities for them to engage with.

Overall, the Partnership has built strong and resilient partnerships with both statutory and third sector organisations across the city to provide a joined up approach to tackle the challenges we face. A summary of key delivery is provided below:

## Reducing Re-offending

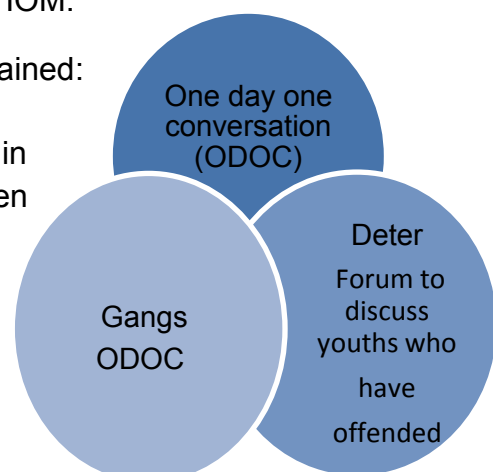
Wolverhampton firmly embedded the integrated offender management programme (IOM) model locally during 2015-16. SWP funded the Reducing Re-offending Coordinator post to facilitate partnership working to effectively manage offenders and subsequently achieve decreased reoffending; this post was appointed in November 2015.

The IOM programme has proved extremely successful, 2015/16 saw;

- The development of a co-located multi-agency team available on a surgery basis and launch of a programme of support pathways to break the reoffending cycle across all crime types.
- The Multi Agency Public Protection Arrangements (MAPPA) process has been effectively used to manage sex offenders and violent criminals' behaviour.
- Management of Prolific and Priority Offenders (PPOs), which are a very small group of individuals, who commit high volume crimes. The targeted work that has been carried out in this area has led to reductions in crime, which in turn has led to WMP recognising the success of IOM.

Three case management forums have been maintained:

The Reducing Reoffending post has been integral in the development of the forums, the groups have been well attended and have been successful in making efficiencies and improved information gathering.



The National Probation Service and the Reducing Re-Offending Partnership Community Rehabilitation Company (RRPCRC) continue to deliver probation services in the Wolverhampton area. The full impact of the government changes is now evident in that 70% of all service users are managed in the private sector by RRPCRC. New criminal justice partners and a move towards embracing the voluntary sector and peer mentor services are more noticeable in the new structure which is being rolled out.

Changes in national policing policy and the successful reduction in crime rates all impact on the current reduction rates which are still favourably comparable with similar areas.

- Wolverhampton Youth Offending Team (YOT) continues to work with local crime reduction partners to drive down reoffending rates and identify those young people who present the greatest risk to communities and themselves, this 'Deter' cohort receives targeted monitoring and support.
- The Youth Inclusion Support Panel (YISP) continues to be an integral part of the YOT crime prevention agenda contributing to crime reduction and reducing reoffending.
- In 2015-16 YISP completed 77 Onset assessments and integrated support plans for young people.

YOT continue to run a very successful intensive surveillance and support scheme which manages the highest risk young people. In December 2015 YOT were inspected by HMIP, the findings were extremely positive with a high score received in comparison with other local authorities. The full report is available to read on the HMIP website.

## Violence against Women and Girls (VAWG)

SWP has worked closely with Wolverhampton Domestic Violence Forum (WDVF) during 2015 to finalise the VAWG Strategy for 2016-2019. The new strategy collectively addresses five key themes:

- Domestic Violence (DV)
- Sexual Violence (SV)
- Female genital mutilation (FGM)
- Honour-based violence (HBV)
- Forced marriage (FM)

In order to deliver against the 2016-19 strategy the WDVF has developed a multi-agency action plan and performance indicators to focus on and monitor how outcomes are achieved and delivered.

The SWP funded a number of key posts to aid delivery of VAWG including a Criminal Justice Independent Domestic Violence Advisor (IDVA), co-located Independent Domestic Violence Advisors (IDVAs) providing case management support to high risk cases; the IDVAs identify high risk cases for Multi-Agency Risk Assessment Conferences (MARAC) a MARAC Coordinator to drive improvement recommendations and a full time training post to develop and deliver a VAWG training programme based on recommendations, which were outcomes from domestic homicide reviews completed in Wolverhampton and DV protocol.

Successes during 2015-16 include:

- Support and assistance to victims at court and on their journey through the criminal justice system. Promoting the use of appropriate orders at court to safeguard victims and children, and increasing offenders brought to justice.
- 530 perpetrators were brought to justice through Wolverhampton's specialist domestic violence and Crown Courts.
- An increase in MARAC referrals; 620 cases were referred to MARAC in 2015-16, 210 were repeat cases. A 3.7% increase in the number of cases brought to MARAC compared to the previous year with non-police referral rates significantly rising.
- Positive impact in the improvement of front line practice in completing risk assessments and referring appropriate cases to MARAC.
- Training delivered to 14 organisations reaching over 200 people. With feedback showing that:
  - 95% of those attending found their knowledge of DASH increased
  - 88.7% reported that their knowledge of the MARAC process and referral process had increased
  - 91.9% reported an overall increase in confidence

A further role of Business Development and Funding Advisor has been recruited to develop a funding strategy to secure external funding and grants, however, as the role is in its infancy there are currently no figures to report, however reporting will be completed quarterly to monitor the strategy and the number of applications submitted.

## Gang involvement and youth violence

The Preventing Gang Involvement and Youth Violence Strategy 2016-2019 was developed during 2015 and launched in early 2016. The updated strategy draws on the successes that were achieved during the last strategy whilst recognising the changing landscape around gangs and youth violence.

The new strategy focuses on early intervention and prevention activities to stop young people becoming affiliated with gangs or involved in violence. With delivery outcomes focused around the '4 P's':

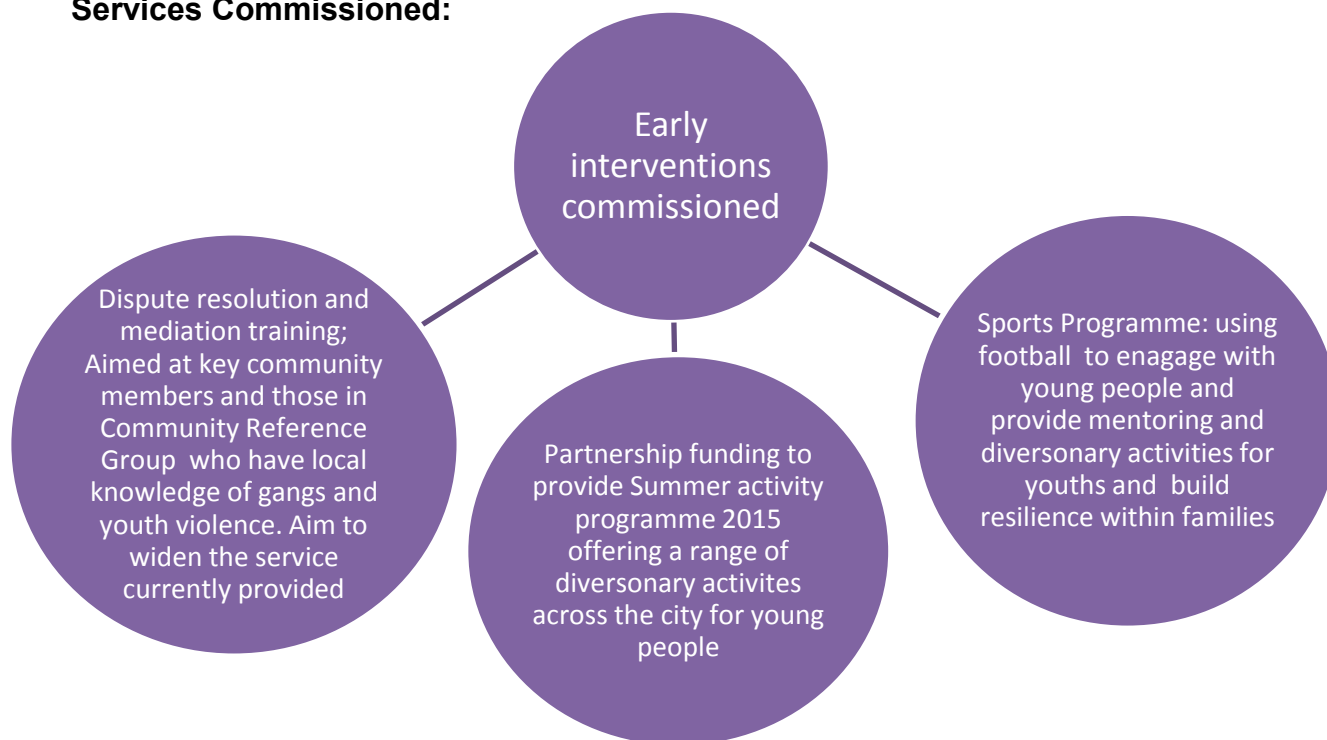
- **Prevent** – Identify and engage young people, provide early opportunities for intervention and prevention
- **Protect** – Empower and support communities to work together to tackle local issues and raise confidence
- **Pursue** – Progress enforcement action against offenders, manage high risk cases and deter those involved in low level ASB / crime
- **Prepare** – Strengthen resilience of communities and victims by offering training and systems for community members to play an increasing role in mediation and critical incident responses.

The Gangs Steering Group, which is made up of a range of key stakeholders, continues to strategically plan and identify key areas of concern and deliver actions against our strategy. Membership of the group has grown during 2015-16.

Our case management approach continued throughout 2015-16 and continues to provide an effective and efficient response. The model provides bespoke support for:

- Those deemed to be at medium/high risk of gang involvement.
- Women and girls affected by gang association.
- Individuals directly engaged in gang activity with an exit strategy.

#### Services Commissioned:



The Community Reference Group continues to meet and review the local communities' responses to gangs, particularly during times of heightened tensions. Members of this group are actively involved in the resolution dispute and mediation training that has been funded. The group provides a confidential forum to discuss gang related activity around the city and share valuable intelligence.

## Substance Misuse

Recovery Near You continues as the contracted provider of all drug and alcohol treatment services across the city. As part of the service delivery arrangements staff work within the community and also in the custody environment to identify and support offenders with substance misuse issues. A case-management approach is used to offer treatment and support to offenders from the point of arrest through to sentencing and beyond during re-settlement into the community. Staff members provide tailored solutions to meet the unique needs of offenders.



An upward trend was seen for successful completions throughout 2015-16 for those treated for non-opiate drugs.



Performance has remained static for Opiates (drugs related to opium), with performance remaining similar to 2014-15. Wolverhampton is roughly 1.32 percentage points away from the top quartile range for Opiate user completions; equating to 15 additional individuals completing treatment successfully during the year.



Successful alcohol completions continue to increase at 45.2% which is greater than the national average which sits at 39.2%. Of service users who engaged, 22.5% were within the criminal justice system.

Successful completion rates for those in contact with the criminal justice system for opiate treatment are generally lower than for the overall treatment of the general population, although completion rates did increase during 2015-16. For alcohol and non-opiates there were higher numbers in contact with the criminal justice system but higher completion rates were recorded.

## Domestic Homicide Reviews (DHRs)

SWP continues to deliver the statutory obligation to undertake a Domestic Homicide Review (DHR) when a domestic violence related death meets certain criteria set by Government.

During 2015-16 SWP received notification from West Midlands Police's Public Protection Unit of two domestic violence related deaths in Wolverhampton that could meet the criteria for undertaking a DHR. From these cases, one fully met the criteria



and a DHR review has been completed and published. A DHR review commenced on the second case; however the Crown Prosecution Service did not proceed with the case and subsequently the DHR review was discontinued. A Serious Adult Review (SAR) report is currently being compiled so that learning is identified and shared.

To support dissemination of learning from DHRs, SARs and Serious Case Reviews (SCR) SWP held a joint learning event with other key partners to frontline practitioners across the city. Over 200 people attended the event from a range of statutory and third sector partners from across Wolverhampton and other Black Country authorities all sharing ideas to improve collaborative working. The event was supported and attended by the PCC.



## Safeguarding Toolkit

Practical Toolkit for Frontline Practitioners



Safeguarding Toolkits were produced with the financial support of the PCC and disseminated across all West Midlands authorities to ensure that best practice is shared across the West Midlands and is applied daily in the work place.

## Prevent

Prevent is one strand of the government's Contest Strategy. Contest is organised around four principal work streams:

- **Pursue:** to stop terrorist attacks
- **Prevent:** to stop people from becoming terrorists or supporting terrorism
- **Protect:** to strengthen our protection against terrorist attack
- **Prepare:** where an attack cannot be stopped, to mitigate its impact

The Counter Terrorism and Security Act came into force in July 2015 and required Local Authorities along with other public sector bodies to have 'due regard to the need to prevent people being drawn into terrorism'. SWP's structure has been revised to provide appropriate governance for delivery of Wolverhampton's counter-

terrorism response, with a new Contest Board established in July 2015. The city's Channel Panel continues to provide effective multi-agency case management for those identified as vulnerable to extremism.

Although an area of low risk, Prevent training has been widely promoted and accessed across the city as an extension of safeguarding practice with 30 courses delivered to over 700 individuals during 2015-16. This included take up of 89% of the city's schools and is in addition to training the city's Councillors and roll out of mandatory e-learning to the City of Wolverhampton Council's workforce.

The Prevent and Cohesion Coordinator post was re-funded for 2015-16. The position was vacant for a period which stalled the development of the local delivery plan and community cohesion work.

## Moving forward 2016-17

New challenges are ahead for the Partnership over the next 12 months; funding allocated by the PCC has been reduced by 25% for 2016-17 which will result in a streamlined programme of commissioning and introduction of alternative delivery approaches.

### West Midlands Collaborative Working

Work streams to test out collaborative working with other West Midlands authority areas is underway to identify options for joint services which provide service improvement and value for money.

### Priority Setting

The Crime Reduction, Community Safety and Drugs Strategy is due for update ready for 2017-19. SWP Board members will undertake a process of reviewing the Partnerships strategic priorities to inform development of a refreshed strategy which will be developed and consulted on over the coming year.

### Delivery of the Preventing Gang Involvement and Youth Violence Strategy

Wolverhampton continues to be a recognised gang area under the Home Office's 'Ending Gang Violence and Exploitation' programme. Commissioning for the refreshed Preventing Gang Involvement and Youth Violence Strategy will be completed summer 2016 so that targeted interventions and preventative activities can be offered in hot spot locations around the city engaging young people who are on the cusp of or at risk of becoming involved in youth violence or gang association.

### Neighbourhood Engagement Review Implementation

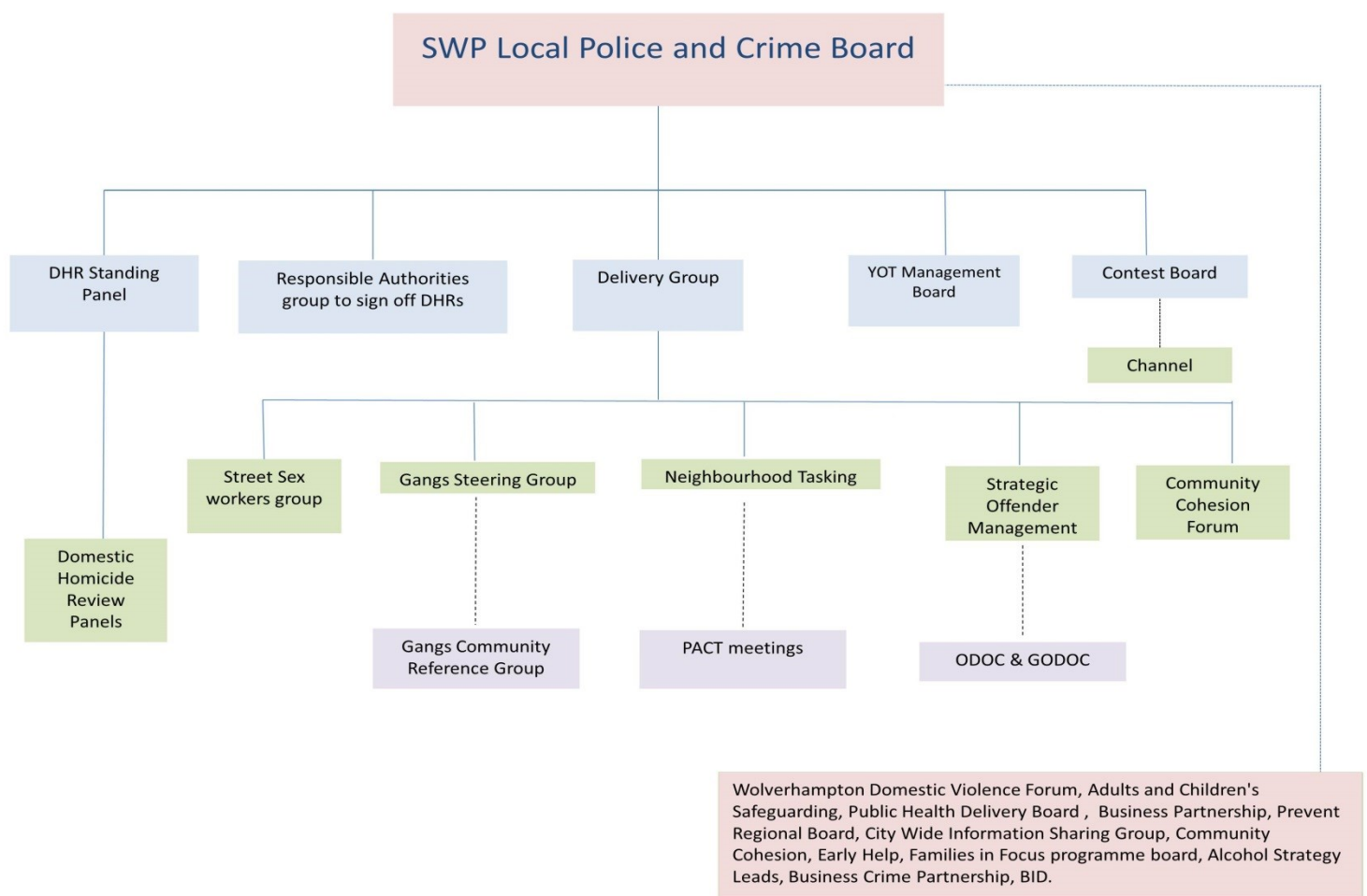
The next twelve months will see conclusion of a review of the city's crime/community safety Neighbourhood Engagement arrangements. The resulting recommendations will need to be implemented across the period resulting in improvements in current engagement practices and a more varied and inclusive approach to seek and respond to community concerns.



## Appendix A: SWP Board Membership

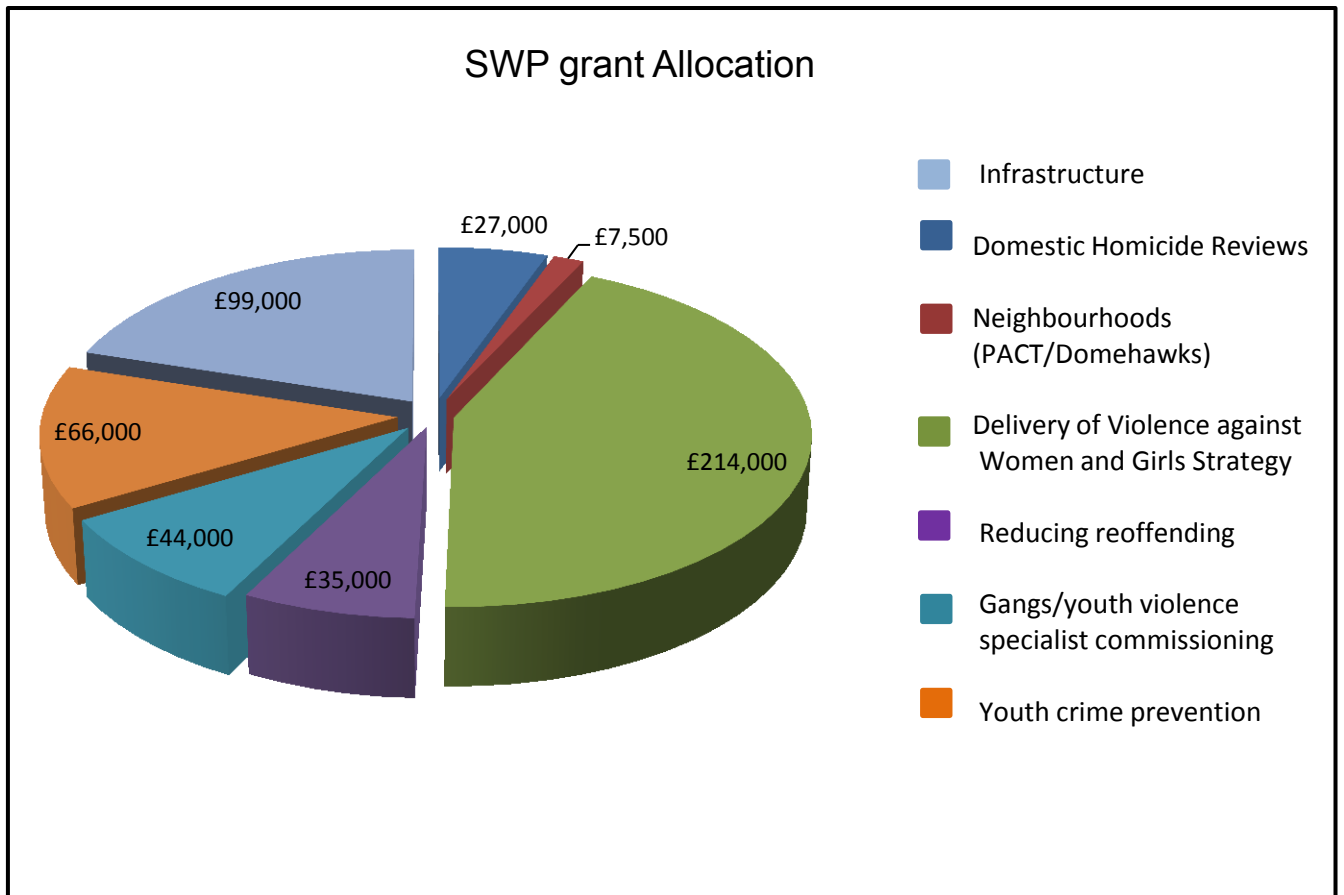
West Midlands Police  
 City of Wolverhampton Council  
 West Midlands Fire Service  
 National Probation Service  
 Community Rehabilitation Company  
 Clinical Commissioning Group  
 HMYOI Brinsford  
 HMP Oakwood  
 Youth Police & Crime Commissioners  
 North East constituency community representative  
 South West constituency community representative  
 South East constituency community representative  
 Third Sector-including COI/special interest representatives:  
 (LGBT Network, Wolverhampton DV Forum, Drug Service User Involvement Team, SUIT, Aspiring Futures, Victim Support, Women of Wolverhampton)  
 Business sector

## Appendix B: Delivery Structure Chart



## Appendix C: Budget Allocation 2015-16

Total income allocated from Police Crime Commissioner £492,495



## Appendix D: Performance Report 2015-16

Reducing Reoffending						
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary
Proven Reoffending (youth and adult) to be below baseline Baseline 25.6%	To reduce	<b>25.1%</b> (2681 offenders of which 673 reoffended)	<b>24.6%</b> (2654 offenders of which 652 reoffended)	<b>24.9%</b> (2644 offenders of which 658 reoffended)	<b>24.3%</b> (2614 offenders of which 635 reoffended)	This is proven re-offending figures for adult and juvenile offenders, who were released from custody, received a non-custodial conviction at court, received a caution, or received a reprimand or warning between Apr 2013 and Mar 2014. A proven re-offence is defined as any offence committed in a one year follow-up period. The quarterly figures represent the proportion of offenders who re-offend (proven re-offending rate) National Average rate is 26.2%. Wolverhampton is below this rate, and has remained below baseline each quarter
	To increase above baseline	<b>67.0%</b>	<b>72.3%</b>	<b>76.7%</b> 142 cases closed; 109 completed successfully	<b>81.0%</b> 141 cases closed; 114 completed successfully	This is a key Confidence and Rehabilitation Measure. Successful completion is a measure of compliance and progress to address offending related needs. This KPI was introduced following the introduction of a new type of Community Order - The Rehabilitation Activity Requirement (which enables a greater number of activities to be required). An increase in completions was achieved in each quarter of 2015/16.
	To increase above baseline	<b>66.0%</b>	<b>69.4%</b>	<b>60%</b> 42 cases closed; 25 completed successfully	<b>57.0%</b> 27 cases closed; 15 completed successfully	This is a key Confidence and Rehabilitation Measure. Successful completion is a measure of compliance and progress to address offending related needs. This KPI was included following the introduction of the Offender Rehabilitation Act which introduced statutory Probation supervision for all those sentenced to custody, from 1st Feb 2015. Previously, this did not apply to short-term prisoners. There is a related increase of the numbers under Probation Supervision, thus a greater challenge against of performance against the baseline.

Reducing Reoffending							
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary	Data Owner
Number of adults who successfully complete unpaid work requirements of sentences Baseline 80%	To increase above baseline	99.0%	94.6%	81.2%	89.7% 68 cases closed; 58 completed hours successfully	This is a key Confidence Measure relating to completion of demanding work designed to punish, benefit local communities and give opportunities for offenders to learn new skills. An increase has been achieved against baseline each quarter, as is preferred for this indicator.	Probation CRC
Reducing first time entrants to the youth justice system Baseline 128	To reduce	39	35	31	36	Whilst a decrease for this indicator is preferred, a 10% increase was noted for the 2015/16 performance year. There has been a 20% increase in FTEs in this quarter against the previous quarter of this year and a 8% decrease against the same quarter last year.	Sally Nash YOT
Reducing youth custody numbers - % of court disposals Baseline 8%	To reduce	8.2% (5/61)	5.8% (4/69)	2.1% (1/47)	7.4% (5/68)	For the performance year 2015/16, a reduction of 1.1% was achieved in the number of court disposals, with the year's figure standing at 6.1%. This is well below baseline. Qtr 4 data included 5 DTOs, with 4 being of less than a year duration and the other was of 2yrs duration. Nature of offences included violence against the person, breach of statutory order, drugs (class A) offences and one offence relating to arson. There has been a significant increase in custodial sentences against the previous quarter of this year with a 29% decrease against the same quarter last year. However the very small numbers do produce a volatile statistic.	Sally Nash YOT

Substance Misuse							
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary	Data Owner
DIP % of positive drug (opiate & non-opiate) tests at WV Baseline 61.7%	To decrease	57.9%	68.5%	70.8%	63.7%	Overall, 65% of tests in 2015/16 were positive and the required decrease was not achieved. Performance was favourable in Q1, but increased in the following quarters.	SWP Analyst
Number of adults successfully completing Drug Rehabilitation Requirement Baseline 43 p/a	To increase	7	6	15	0	A sustained drop in sentences with such requirements presented a significant challenge to achieving this target. The pattern is repeated across Staffs and West Midlands and a Strategy (CRC//NPS) group has been formed to look at the issue. These are specific criminal order requirements that require the subject to undergo drug testing and treatment. However they are just one of a range of ways those in the Criminal Justice System can access Drug Treatment. A 50% completion rate was achieved for 2015/16 (28/56), but an increase on baseline was not achieved.	Probation CRC
Number of adults successfully completing Alcohol Treatment Requirements Baseline 30 p/a	To increase	10	3	3	0	Performance was positive at the start of the year but there a sharp drop in such requirements from courts from Q2 and the number of completions was well below 2014/15 levels. Work is underway via National Probation Service Colleagues to establish the reasons and predictions for this. The completion rate for 2015/16 was 76.4%. These are treatment requirements attached to a Community Order or Licensed Release from Custody supervision. They sit as part of a wider range of Alcohol Related Offending Programmes delivered in the City.	Probation CRC
Reduce Public Place Violence With Injury in Wolverhampton by 5% Baseline 1100	Reduce by 5%	300	282	287	257	Offence levels showed an overall decreasing trend in 2015/16. There was a slight increase of on the previous year of 2.6%, or 28 offences. The end of year reduction required was not achieved.	SWP Analyst

KPI and preferred direction of outcome			Output for June 2015 (W-ton)	Output for November 2015 (W-ton)	Output for March 2016 (W-ton)	Commentary	Data Owner
Criminal Justice clients in treatment and as a % of the total treatment population	N/A		Opiate 291 (27%) Other drugs & alcohol 162 (18%)	Opiate 264 (26%) Other drugs & alcohol 130 (16%)	Opiate 256 (26%) Other drugs & alcohol 84 (11%)	Overall, 22.5% of service users were in contact with the criminal justice system. The local treatment system has less opiate users who are also in treatment than the West Midlands as a whole but slightly more offenders using all other drugs and alcohol.	Juliet Grainger Public Health
Number (and as a % of total) of successful completions by Criminal Justice Clients	N/A		Opiate 19 (7%) Other drugs & alcohol 56 (35%)	Opiate 20 (8%) Other drugs & alcohol 58 (45%)	Opiate 20 (8%) Other drugs & alcohol 31 (37%)	Wolverhampton has performed better than the rate across the West Midlands throughout the year. Successful completion rates for those in contact with the criminal justice system for opiates and non-opiates are generally lower than for the overall treatment population although they increased during 2015-16, for alcohol there are less known to criminal justice than national however they have better outcomes than for the total alcohol treatment population. For alcohol and non-opiates there were higher numbers in contact with the criminal justice system but again they had higher completion rates.	Juliet Grainger Public Health
Number and % of successful completions who then represent to treatment within 6 months of discharge (Criminal Justice clients only)	N/A		Opiate and Other drugs & alcohol 5 (11%)	Opiate 1 (10%) Other drugs & alcohol 2 (5%)	Opiate 1 (6%) Other drugs & alcohol 0	Wolverhampton has seen consistently better completions and re presentation rates than the West Midlands, with some variance again for offenders using all drugs and alcohol, which a potential area for improvement.	Juliet Grainger Public Health

Gangs & Youth Crime							
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary	Data Owner
Reduce the number of violent crimes committed where a knife or sharply bladed instrument was present (all ages) Baseline 140	To reduce	39	44	43	56	Followed a period of low, controlled offending, the number of knife related offences increased each quarter and against last year's performance (an increase of 30% or 42 offences on the previous year)	SWP Analyst
Reduce the number of violent crimes committed with use of a firearm (all ages) Baseline 29	To reduce	3	4	15	12	Q3 and Q4 saw an increase in gun related offending which has led to an overall increase of 17.2% (5 offences) compared to 2014/15.	SWP Analyst
Reduce Public Place Violence With Injury in Wolverhampton where the victim is aged 10-17 Baseline 162	To reduce	62	42	57	38	Whilst levels reduced in Q4, overall a 22.8% increase was recorded compared to the previous year. PPVWI offending overall saw an increase of 2.6% over the same period.	SWP Analyst
Reduce Public Place Violence With Injury in Wolverhampton where the offender is aged 10-17 Baseline 93	To reduce	27	16	19	15	Levels seen in 2015/16 for this indicator showed a decrease of 17.2% compared to the previous year	SWP Analyst
Reduce Personal Robbery in Wolverhampton where the victim is aged 10-17 Baseline 68	To reduce	12	10	11	13	Personal Robbery levels in Wolverhampton, including those committed against young people, remained low and controlled. A 32.4% decrease in offences against young people was recorded compared to the previous year.	SWP Analyst
Reduce Personal Robbery in Wolverhampton where the offender is aged 10-17 Baseline 37	To reduce	7	8	2	2	Personal Robbery levels in Wolverhampton, including those committed by young people, remained low and controlled. Levels of robbery committed by young people reduced by 54% compared to the previous year.	SWP Analyst

Violence Against Women & Girls							
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary	Data Owner
Domestic Abuse - number of recorded crimes (incl non-crimes) Baseline 5308	To increase	1416	1428	1459	1419	Increased recording of DV offences has continued, as is required by this KPI to indicate increased reporting by victims. A 7.8% increase in reporting was seen compared to the previous 12 month period.	SWP Analyst
Serious Sexual Offences - number of recorded offences Baseline 389	To increase	121	106	127	128	Increased recording of sexual offences has continued, as is required by this KPI to indicate increased confidence of victims. Reported offences increased by 23.9% in 2015/16 compared to the previous year.	SWP Analyst
Number of Forced Marriage recorded crimes	To increase	0	1	1	0	Use of the Forced Marriage marker on recorded crime remained low, with levels lower than the previous 12 month period.	SWP Analyst
Number of Honour Based Violence recorded crimes	To increase	4	10	6	2	Whilst recorded levels showed an overall increase compared to the previous year, levels had been reducing over the past 3 quarters	SWP Analyst
Number of Female Genital Mutilation recorded crimes	To increase	0	0	0	0	The FGM marker has not been utilised against any recorded crime this year.	SWP Analyst
Number of Domestic Homicides		5 Domestic Homicides Reviews to date. DHR01, DHR02 and DHR03 - Complete. DHR04 - Closed. DHR05 - Review process halted due to no criminal case; learning to be disseminated to partners					Karen Samuels
Number of cases taken to MARAC	To reduce	147	133	144	196	There's been a small (3.7%) increase in the number of cases referred to MARAC last year compared to the year before. Importantly we have maintained the increase in non-Police referrals to MARAC at 25%, working towards a target of 40%.	Kathy Cole-Evans
Number of repeat MARAC cases	To reduce	60 (41%)	38 (29%)	54 (38%)	58 (30%)	The MARAC repeat rate has reduced, implying that we are improving joint responses to reduce presenting risks and make victims safer.	Kathy Cole-Evans



Number (and %) of successful outcomes from court (DV)	To increase	<b>140 (77.4%)</b>	<b>122 (75.3%)</b>	<b>125 (71.4%)</b>	<b>151 (79.5%)</b>	The number of successful outcomes has increased on the previous quarter. For the full year, the % successful is 76%	Russell Hope
Number of referrals to SARC (from WV)	To increase	<b>9</b>	<b>12</b>	<b>29</b>	<b>16</b>	Although referrals decreased in Q4, overall an increase was achieved for the year (9 cases, or 15.8%)	Natalie Giltrap

Vulnerability							
KPI and preferred direction of outcome		Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Commentary	Data Owner
Number of Prevent referrals received Baseline 21	To increase	<b>5</b>	<b>8</b>	<b>27</b>	<b>11</b>	Referrals have increased in 2015/16 and are more than double last year's baseline.	Bob Harley CTU
Hate Crime - number of recorded crimes Baseline 312	To increase	<b>69</b>	<b>91</b>	<b>76</b>	<b>94</b>	An increase in reported hate crime was seen in Q4. Year to date, levels showed an increase of 5.8% compared to 2014/15.	SWP Analyst
WMFS: Number of Home Safety Checks carried out in Wolverhampton area Baseline 2616	To increase	<b>600</b>	<b>914</b>	<b>533</b>	<b>616</b>	The number of checks completed increased by 47 compared to the previous 12 month period.	Simon Hardiman WMFS
WMFS: Number of Vulnerable Persons Officer visits carried out in Wolverhampton area Baseline 86	To increase	<b>24</b>	<b>31</b>	<b>33</b>	<b>32</b>	34 more checks were carried out this year than in 2014/15.	Simon Hardiman WMFS

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