

Cabinet

13 September 2017

Time 5.00 pm **Public Meeting?** YES **Type of meeting** Executive
Venue Temporary Committee Room, First Floor - 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 OBE
Cllr Paul Sweet

Quorum for this meeting is five Councillors.

Information for the Public

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

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**
- 2 **Declaration of interests**
- 3 **Minutes of the previous meeting** (Pages 5 - 16)
[For approval]
- 4 **Matters arising**
[To consider any matters arising from the minutes of the previous meeting]

DECISION ITEMS (RED - FOR DECISION BY THE COUNCIL)

- 5 **Wolverhampton Interchange Programme** (Pages 17 - 22)
[To approve a project update to enable partnership processes to proceed and delivery of the project to progress to the next stage.]

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 6 **Business Rates Discretionary Relief** (Pages 23 - 32)
[To approve a proposed extension to the local discretionary relief scheme for business rates.]
- 7 **Scrutiny Review of the City's Apprenticeship Offer** (Pages 33 - 56)
[To present the key findings and approve the recommendations of the scrutiny review.]
- 8 **Electric Vehicle Infrastructure Scheme** (Pages 57 - 62)
[To approve the acceptance of a grant from the Office of Ultra Low Emission Vehicles to install 24 electric vehicle charge points.]
- 9 **Private Sector Housing Assistance Policy** (Pages 63 - 68)
[To approve the revised Private Sector Housing Assistance Policy under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002.]
- 10 **Memorandum of Understanding - Black Country Sustainability and Transformation Plan** (Pages 69 - 110)
[To approve proposals to improve pedestrian safety in key areas around the City.]
- 11 **Safer Wolverhampton Partnership Annual Report 2016-17** (Pages 111 - 148)
[To endorse the SWP Annual Report 2016-17 and support the areas of development for 2017-18.]

12 **Reorganisation of Educational Provision - Whitgreave Infant and Whitgreave Junior Schools** (Pages 149 - 156)

[To approve the commencement of an informal consultation regarding the reorganisation of educational provision.]

13 **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)

- | | | |
|----|---|--|
| 14 | City of Wolverhampton College (Pages 157 - 164)
[To note an update on the proposed Heads of Terms.] | Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3) |
| 15 | Improving Pedestrian Safety (Pages 165 - 196)
[To approve proposals to improve pedestrian safety in key areas around the City.] | Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime. Para (7) |
| 16 | School Expansion Programmes (Pages 197 - 210)
[To approve a required funding strategy.] | Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3) |

DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- | | | |
|----|---|--|
| 17 | Procurement - award of contracts for works, goods and services (Pages 211 - 220)
[Procurement - award of contracts for works, goods and services] | 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 - 19 July 2017

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 John Reynolds
Cllr Sandra Samuels OBE
Cllr Paul Sweet

Employees

Tim Johnson	Deputy Managing Director
Linda Sanders	Strategic Director for People
Kevin O'Keefe	Director of Governance
Claire Nye	Director of Finance
Shelley Jones	Communications Manager
Jaswinder Kaur	Democratic Services Manager
Philippa Salmon	Democratic Services Officer

Part 1 – items open to the press and public

- | <i>Item No.</i> | <i>Title</i> |
|-----------------|---|
| 1 | Apologies for absence
No apologies for absence were received. |
| 2 | Declaration of interests
Councillor Sandra Samuels declared a non-pecuniary interest in connection with Item 11 'Libraries Transformation Strategy 2017 – 2027', as a Director of Gazebo Theatre. |
| 3 | Minutes of the previous meeting
That the minutes of the previous meeting held on 27 June 2017 be approved as a correct record and signed by the Chair. |

4 **Matters arising**

There were no matters arising from the minutes of the previous meeting.

5 **Treasury Management - Annual Report 2016-2017 and Activity Monitoring Quarter One 2017-2018**

Councillor Andrew Johnson presented the Treasury Management - Annual Report 2016-17 and Activity Monitoring Quarter One 2017-18 for recommendation to Council. The report set out the results of treasury management activities carried out in 2016-17 and illustrated the performance against the agreed Prudential Indicators. The report also outlined the treasury management monitoring and progress for the first quarter of 2017-18. The revised Minimum Revenue Provision (MRP) statement set out the method used to calculate MRP for 2017-18, in particular, the change regarding investment assets which was being backdated to 1 April 2013, as set out in appendix F to the report.

Resolved:

That Council be recommended to:

1. Approve the revised Minimum Revenue Provision (MRP) statement setting out the method used to calculate MRP for 2017-18, in particular the change regarding investment assets which is being backdated to 1 April 2013, as set out in appendix F to the report.
2. Note 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 2016-17.
3. Note that revenue savings of £1.7 million for the General Fund and £2.5 million for the Housing Revenue Account were generated from treasury management activities in 2016-17.
4. Note that revenue savings of £810,000 for the General Fund and £329,000 for the Housing Revenue Account are forecast from treasury management activities in 2017-18.
5. That it be noted that the capital programme figures included in this report assumes that the updated requests for capital resources which were reported to Cabinet (Resources) Panel on 27 June 2017 and Council on 19 July 2017 are approved. If this were not to be the case revised figures would be provided to Council on 20 September 2017.

6 **EU Funded Projects - Payment of Grants to Delivery Partners**

Councillor John Reynolds presented the EU Funded Projects - Payment of Grants to Delivery Partners report and requested that Cabinet recommend to Full Council to approve a programme of reimbursement to pay grants to named Delivery Partners in reimbursement of costs associated with the delivery of European Union and Department of Business, Energy and Industrial Strategy funded projects.

Resolved:

That Council be recommended to:

1. Approve a programme of reimbursement to pay grants to named Delivery Partners in reimbursement of costs associated with the delivery of European Union and Department of Business Energy and Industrial Strategy (BEIS) funded projects, in accordance with our Lead Authority role.
2. Delegate authority to Cabinet Member for City Economy, in consultation with the Director of Finance to use grant resources to reimburse delivery partner for all EU funded bids in line with their detailed project plans and financial profile to reimburse named delivery partners in line with Grant Agreements. The amounts could vary between years and partners.
3. That authority be delegated to the Cabinet Member for City Economy in consultation with the Service Director, City Economy, to agree grants to Small and Medium Size Enterprises of up to £50,000 through the ERDF funded Black Country Transformational Growth Opportunities Local Delivery (GOLD) project.
4. That it be agreed to enter into Grant Agreements with Delivery Partners in relation to Black Country Blue Network and Black Country Advice Investment Market (AIM).

7 Youth Justice Plan 2017/18

Councillor Val Gibson presented the Wolverhampton Youth Justice Plan for 2017-18 for recommendation to Council for approval. The Plan related to the work of the Youth Offending Team partnership under the oversight of the Youth Offending Team Management Board and the Safer Wolverhampton Partnership. The work to implement the Plan would continue to be regularly reviewed by the Management Board, which was a multi-agency meeting.

Resolved:

That Council be recommended to:

1. Formally approve the adoption of the Youth Justice Plan 2017-18.

8 2018/19 Draft Budget Strategy and MTFs

Councillor Andrew Johnson presented the Draft Budget and Medium Term Financial Strategy 2018-19 to 2019-20 for approval. The report provided an update on the progress made towards identifying additional budget reductions proposals in order to address the projected budget deficit for 2018-19. The report was also the first of the financial year on the budget and Medium Term Financial Strategy, providing an update on key factors, the timetable for the budget process and the risks in relation to them.

Resolved:

1. That it be approved that the budget reduction proposals amounting to £12.5 million in 2018-19 be further developed, including the necessary equalities analyses, for inclusion in the Draft Budget and Medium Term Financial Strategy 2018-19 – 2019-20, to be reported to Cabinet in October 2017 for approval to proceed to the formal consultation and scrutiny stages of the budget process.
2. That it be approved that work continues between July and October 2017 to further develop and identify additional budget reduction and income generation

- proposals totalling £2.3 million, in order to ensure that a balanced budget can be set in 2018-19.
3. That it be approved that work continues to identify additional recurring budget reduction opportunities that will work towards the remaining budget challenge to be delivered by 2019-20. An update on progress will be incorporated into the October report to Cabinet.
 4. That it be noted that, of the total £12.5 million budget reduction proposals identified at this stage for 2018-19, £5.0 million are ongoing budget reduction proposals, as detailed in Appendix A to the report, whilst £7.5 million are one-off budget reduction proposals, as detailed in Appendix B to the report. Therefore, a significant element of the budget reduction proposals relate to one-off opportunities that can be achieved in 2018-19. Taking this into account, the remaining cumulative budget challenge to be identified by 2019-20 stands at £15.5 million.
 5. That it be noted that the updated projected deficit assumes the achievement of budget reduction proposals amounting to £33.8 million over the three year period to 2019-20. Over the last seven financial years the Council has identified budget reductions in excess of £200.0 million. This continues to be the most significant financial challenge that the Council has ever faced.
 6. That it be noted that, due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
 7. That it be noted that, while significant progress is being made towards identifying the projected budget deficit for 2018-19; work continues to identify possibilities to deliver the remaining £2.3 million of budget reduction and income generation targets for 2018-19.
 8. That it be noted that the General Fund revenue outturn position for 2016-17 was a net underspend of £266,000 (-0.12%) against the net budget requirement of £217.4 million, after meeting the net cost of redundancy after the use of capital receipt flexibility and contributions to essential specific reserves, as reported to Cabinet at this meeting in the Revenue Budget Outturn 2016-17 report.
 9. That it be noted that the positive General Fund outturn position for 2016-17 will 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.
 10. That it be noted that an element of the underspend arising within the 2016-17 General Fund outturn is already factored into the Council's Medium Term Financial Strategy (MTFS), including the early achievement of approved budget reductions.
 11. 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.
 12. That it be noted that the 2018-19 budget timetable will, as in previous years, include an updated report presented to Cabinet in October 2017 detailing budget reduction and income generation proposals that will be subject to formal budget consultation and scrutiny during October – December 2017. Further to this, an update on all budget assumptions and the Provisional Local Government

Settlement will be presented to Cabinet by January 2018, with the final budget report due to be approved by Full Council in March 2018.

9 **Reserves, Provisions and Balances 2016-2017**

Councillor Andrew Johnson presented the report detailing the reserves, provisions and balances for 2016-17. The report informed of the Council's resources held as specific reserves, provisions and general balances as at 31 March 2017, taking account of the outturn position for 2016-17. The report was agreed subject to an amendment to the first recommendation to include reference to Appendices A, B and C to the report.

Resolved:

1. That the transfers (to)/from specific reserves, provisions and general balances as detailed in tables 2 and 3, Appendices A, B and C to 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 2017, 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, be approved.
4. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to allocate funds from the Pension Deficit Recovery Reserve be approved.
5. That the creation of seven new reserves as detailed in paragraph 5.4 of the report be approved.
6. That the level of the Council's specific reserves, provisions and general balances as at 31 March 2017 and the purposes for which they are being held, as detailed in Appendices A and B to the report, be noted.
7. That it be noted that relevance and adequacy of specific reserves and general balances will be reviewed as required by the Constitution during the 2018-19 budget setting process.
8. That it be noted that allocation of funding from all specific reserves will be reported to Cabinet (Resources) Panel in the scheduled quarterly budget monitoring reports.
9. That it be noted that the Confident Capable Council Scrutiny Panel will scrutinise the use of reserves as part of the budget setting process as in previous years.
10. 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.
11. That it be noted that the positive General Fund outturn position during 2016-17, and the resulting adjustments to reserves, will 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

£20.5 million of budget reduction and income generation proposals over the two-year period to 2019-20. Cabinet will be presented with a report at this meeting detailing the progress towards identifying £14.8 million of budget reduction and income generation proposals for 2018-19.

12. That the figures quoted in the report are still subject to statutory audit by Grant Thornton UK LLP as part of the 2016-17 accounts closedown process.

10

Revenue Budget Outturn 2016-2017

Councillor Andrew Johnson presented the Revenue Budget Outturn for 2016-17 for approval and to inform Cabinet of the Council's revenue outturn position for 2016-17 compared with approved budgets and targets. Overall, a net underspend of £266,000 had been achieved against the General Fund net budget requirement of £217.4 million, after meeting the net cost of redundancy and pension strain after the use of capital receipt flexibility, and contributions to essential specific reserves. It was agreed that the Council therefore make a contribution of £266,000 to the Efficiency Reserve as a result of this underspend. Councillor Johnson thanked the Director of Finance and her team for their efficient and timely production of the report.

Resolved:

1. That it be approved that the net surplus after taxation of £298,000 of Yoo Recruit Limited be retained by the company to enable further business development.
2. That the write off of 7 non-domestic rates totalling £192,133.08 as detailed in Appendix G to the report be approved.
3. That the write off of 2 housing benefit accounts totalling £14,662.89 as detailed in Appendix H to the report be approved.
4. That the write off of 4 council tax accounts totalling £23,104.94 as detailed in Appendix I to the report be approved.
5. That it be noted that the revenue outturn position for 2016-17 for the General Fund; a net underspend of £266,000 (-0.12%) was achieved against the net budget requirement of £217.4 million, after meeting the net cost of redundancy and pension strain, after the use of capital receipt flexibility, and contributions to essential specific reserves.
6. That it be noted that, whilst the positive General Fund outturn position during 2016-17 and the resulting adjustments to reserves will help to support the Council's short term financial position, it does not address the challenging financial position that the Council finds itself in over the medium term; namely identifying an additional £20.5 million of budget reduction and income generation proposals over the two year period to 2019-20. Cabinet were presented with a report at this meeting detailing the progress towards identifying £14.8 million of budget reduction and income generation proposals for 2018-19.
7. That it be noted that a comprehensive review of all services will be undertaken following the positive 2016-17 General Fund outturn position to identify any new budget reduction or income generation opportunities; Cabinet will be provided with an update on progress in the October 2017 budget report.
8. That it be noted 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 2016-17 report presented at this meeting.

8. That it be noted that approval is sought in the Reserves, Provisions and Balances 2016-17 report presented at this meeting, to establish a Pension Deficit Recovery Reserve and to contribute £3.0 million from the General Fund revenue account during 2016-17.
10. That it be noted that schools under the control of the City of Wolverhampton Council drew down a net £3.4 million of their reserves during 2016-17, taking the total accumulated reserves to £8.5 million at 31 March 2017.
11. That it be noted that the Housing Revenue Account revenue outturn position for the year was a surplus before allocations of £19.3 million, compared to a budgeted surplus of £15.3 million.
12. That it be noted that the draft financial statements of Yoo Recruit Limited will be subject to external audit.
13. 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.
14. That it be noted that the Collection Fund outturned with a £3.3 million deficit during 2016-17; this resulted in an overall deficit of £13.2 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 presented to Cabinet at this meeting, approval is sought to bolster that reserve in 2016-17 to support the Council over the medium term.
15. That it be noted that 92 non-domestic rates accounts totalling £1,082,357.82 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
16. That it be noted that 1,457 council tax accounts totalling £342,913.88 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
17. That it be noted that 46 sundry debt accounts totalling £45,559.95 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.
18. That it be noted that 67 housing benefit debt accounts totalling £15,150.70 have been approved for write off by the Director of Finance in accordance with the Council's Financial Procedure Rules.

11

Transforming Libraries Strategy 2017 – 2027

Councillor John Reynolds presented the 10 year libraries strategy for approval, following the 12 week public consultation that had been held from 27 February to 21 May 2017. Over 800 people had participated in the consultation through various mediums including public events. Public opinion had been sought regarding the location of Bilston Library, response had been mixed and more information was requested by the public. In order to explore these issues more fully and provide this information to the public for consideration, Cabinet would be asked to consider the findings of a more detailed feasibility study at a future meeting.

Resolved:

1. That the 10 year Libraries Strategy (Appendix A to the report) be approved, having read and considered the appendices in full, including the feedback received in the twelve week consultation period (Appendix B to the report) and equalities analysis (Appendix C to the report).
2. That it be agreed to review the location of Bilston Library and Gallery at a future Cabinet meeting, pending more detailed feasibility study.

12 Review of current Gating Orders prior to transition to Public Spaces Protection Orders

Councillor Steve Evans presented the Review of current Gating Orders prior to transition to Public Spaces Protection Orders report and sought approval for the conversion of existing Gating Orders to Public Spaces Protection Orders, subject to the mandatory six week legal challenge period. This was following a change in tools and powers that had been introduced in the Anti-social Behaviour, Police and Crime Act 2014 and a recent review of the existing Gating Orders, the findings of which were detailed in the report.

Resolved:

1. That the review findings in relation to the existing Gating Orders be noted.
2. That the recommendations to convert existing Gating Orders to Public Spaces Protection Orders, subject to the mandatory six week legal challenge period allowed, be approved.

13 Proposed Public Spaces Protection Order – Dog Control

Councillor Steve Evans presented the Proposed Public Spaces Protection Order – Dog Control report and sought approval for the proposed Public Spaces Protection Order, pursuant to the Anti-social Behaviour, Crime and Policing Act 2014, to replace the existing dog control orders in place in the city, following a change in tools and powers introduced in the aforementioned Act. The change was in line with legislation and discharged the Council's environmental health and dog management duties.

Resolved:

1. That it be approved that the appended proposed citywide public spaces protection order ("PSPO") – dog control – replace the three existing dog control orders.

14 Change of Criteria to Affordable Warmth Grant Assistance

Councillor Peter Bilson presented the report to seek approval to change the criteria for the Affordable Warmth Grant Assistance to refine the qualifying health criteria to complement National Institute for Health and Care Excellence guidelines, to extend the service to include applications from the private rented sector within the City and to clarify the wording of the qualifying criteria with regards to income to ensure that it would be inclusive of the target groups. The proposed amendments to the Affordable Warmth approval criteria could be accommodated within the existing capital allocation.

Resolved:

1. That the changes to the Affordable Warmth Grant Criteria to refine the health conditions to complement NICE guidelines <https://www.nice.org.uk/guidance/ng6>, with some minor alterations to take into account local needs as set out in Appendix 2 to the report, be approved.
2. That the changes to the Affordable Warmth Grant Criteria to include applications from the private rented sector within the City, subject to specific conditions as set out in appendices 3 and 4 to the report, be approved.
3. That the changes to the wording of the Affordable Warmth Grant Criteria be approved for the purpose of clarification and to ensure that the Council's outcomes are met.

- 15 **Confirmation of Small Houses in Multiple Occupation (HMO) Article 4 Direction**
Councillor John Reynolds presented the report to confirm the making of an Article 4 (1) Direction to cover the whole of the City of Wolverhampton which would mean that a planning application would be required to convert a dwelling to a small house in multiple occupation (HMO) accommodating three to six people.

Resolved:

1. That the making of a Direction under Article 4(1) of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) be approved, to remove permitted development rights for changes of use from Use Class C3 to Use Class C4 (as defined in the Town and Country Planning [Use Classes] Order 1987, as amended) within the City of Wolverhampton which will commence on 14 September 2017.

- 16 **Looked After Children Sufficiency Strategy 2017-20**
Councillor Val Gibson presented the Looked After Children Sufficiency Strategy 2017-2020 for approval. The Sufficiency Strategy set out what steps had, and would be, taken to secure sufficient services and accommodation to meet the needs of children that it was looking after and children whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation.

Resolved:

1. That the Wolverhampton Looked After Children Sufficiency Strategy 2017-20 be approved.

- 17 **Wolverhampton Ethical Care Charter**
Councillor Sandra Samuels presented the City of Wolverhampton Ethical Homecare Charter for approval. The objective of the charter was to establish a baseline for the safety, quality and dignity of care. It would achieve this by recommending employment conditions that facilitate a high-quality service to clients, and ensuring the recruitment and retention of a more stable workforce. It was planned that the Wolverhampton Wage from Homecare would be set using the methodology that providers would always pay care workers a rate that was no less than 110% per of the legally required regulatory Living Wage per hour.

Resolved:

1. That it be agreed that the Council should continue to work with care providers to implement a City of Wolverhampton Ethical Homecare Charter to reflect the local market.
2. That it be agreed that the Council should adopt the City of Wolverhampton Ethical Homecare Charter including the Wolverhampton Wage for Homecare.

18 **Approval to Consult on Review of Non-residential Contributions to Adult Social Care**

Councillor Sandra Samuels presented the proposal to undertake public consultation from 24 July to 15 October 2017 as part of the current year's review of non-residential contributions. It was proposed that the Council change from a banded contributions scheme to a system of full financial assessment of individuals in receipt of non-residential Council support under the provisions of the Care Act 2014. The outcome of the consultation with recommendations for the new scheme would be presented to Cabinet (Resources) Panel on 14 November 2017.

Resolved:

1. That a period of public consultation on the review of the policy for Adult Social Care non-residential contributions towards care and support be approved.
2. That the proposed model to take forward for public consultation as set out in the report be agreed.
3. That it be agreed to receive a report on the outcome of public consultation and final proposals for a new policy at Cabinet (Resources) Panel on 14 November 2017.
4. That it be agreed to maintain the provision of up to six weeks non-residential reablement support free of charge under the intermediate provisions of the Care Act 2014.

19 **Creation of a Regional Adoption Agency - Adoption@Heart**

Councillor Val Gibson presented the proposal to create a new Regional Adoption Agency to be named *Adoption@Heart* by combining the adoption services for the local authority areas of Dudley Metropolitan Borough Council, Sandwell Metropolitan Borough Council, Walsall Metropolitan Borough Council and City of Wolverhampton Council. Establishing a single agency would allow the four authorities to achieve a more efficient and effective use of resources and improve outcomes for children, adopters and others gaining from adoption services. Approval at the current stage would secure agreement that the Regional Adoption Agency was established as a Local Authority Trading Company, constituted as a Community Interest Company and a Company Limited by Shares.

Resolved:

1. That the proposals for the establishment of the Adoption@Heart Regional Adoption Agency (RAA) be approved as outlined in the report.
2. That it be agreed that the RAA is established as a Local Authority Trading Company (LATC), an organisation wholly owned by the participating local authorities

3. That it be agreed that such a company be constituted as a Community Interest Company (CIC) and a Company Limited by Shares (CLS).
4. That it be agreed to consider a further report in October 2017 that presents finalised details of the LATC for approval.

20 **To provide a progress report on the work of the Principal Social Worker and outline priority areas of work to be undertaken 2017 /2018**

Councillors Val Gibson and Sandra Samuels presented the Principal Social Worker Annual Report that promoted and improved the quality of social work practice and outlined priority areas of work to be undertaken in 2017-2018. The decision to appoint one Principal Social Worker for Adult's and Children's Services was informed by a commitment to promote and embed a whole family approach in Wolverhampton. A key function of the PSW role was to promote a "think whole family approach" that would enable better working together across services, inspire greater aspirations for children, families and adult's with additional needs as well as ensuring the concept of wellbeing features in all of the work undertaken by Social Care.

Resolved:

1. That the main priorities for the Principal Social Worker identified for 2017-18 be endorsed.

21 **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 items of business as they involve the likely disclosure of exempt information relating to any individual, information which is likely to reveal the identity of an individual and/or information relating to the business affairs of any particular person (including the authority holding that information).

22 **Housing Services Review**

Councillor Peter Bilson presented the report that was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That the recommendations be approved as detailed in the exempt report.

23 **Bilston Corridor AAP – site delivery**

Councillor John Reynolds presented the report that was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That the recommendations be approved as detailed in the exempt report.

24

Provision of support to partner to secure grant funding

Councillor Andrew Johnson presented the report that was exempt as it contained information relating to the financial or business affairs of any particular person (including the authority holding that information).

Resolved:

1. That the recommendations be approved as detailed in the exempt report.

Cabinet Meeting

13 September 2017

Report title	Wolverhampton Interchange Programme	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor John Reynolds, City Economy Councillor Andrew Johnson, Resources	
Corporate Plan priority	Place - Stronger Economy	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Tim Johnson, Strategic Director - Place	
Originating service	Place	
Accountable employee	Claire Nye	Director of Finance
	Tel	01902 550478
	Email	Claire.Nye@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendations for action or decision:

That Cabinet recommends that Council:

1. Approve the utilisation of the existing borrowing provision to support the Interchange Programme.

The Cabinet is recommended to:

1. Approve that funding applications are submitted to the West Midlands Combined Authority and the Black Country LEP to support the Interchange Programme.
2. Approve that authority is delegated to the Cabinet Member for Resources and the Director of Finance to accept any grants awarded.

1.0 Purpose

- 1.1 To provide an update on the Interchange Programme and to seek approval to a revised funding strategy.

2.0 Background

- 2.1 The Wolverhampton Interchange Programme will deliver a multi-modal transport hub comprising a new train station, multi-storey car park extension and an extended tram connection to the railway through a new stop at the bus station.
- 2.2 The partners to the programme include the City of Wolverhampton Council, Network Rail, West Midlands Combined Authority (WMCA), Canals and River Trust and Virgin Trains (as the Station Franchise operator). The developer for the project is ION Property Developments.
- 2.3 On 9 November 2016 Council received a report outlining total programme budget (for both the Council and Combined Authority elements) of £51.8 million for the Interchange Programme. The proposed funding strategy comprised of the following:

Source	Amount £M
Black Country Local Growth Fund	13.5
City of Wolverhampton Council	1.0
Integrated Transport Block	3.0
Department of Transport (via the WMCA)	21.9
HS2 Connectivity (via the WMCA) (Subject to approval)	12.4
Total	51.8

- 2.4 At this time, the HS2 Connectivity funding was not confirmed. Council approved the underwriting of £8.1 million through prudential borrowing until the funding approval was received. The WMCA similarly agreed to underwrite their respective balance of £4.3 million relating to the Metro extension.
- 2.5 As part of the Capital Budget Outturn 2016-2017 report to Cabinet (Resources) Panel on 27 June 2017 it was reported that the estimated project costs had increased and therefore it was felt prudent to increase the capital budget by £6.9 million. It was proposed that this increase would be funded through prudential borrowing in the first instance with the intention to secure additional external funding.

3.0 Progress

- 3.1 Work has been ongoing with colleagues at the Combined Authority to secure external funding for this project and £12.4 million of funding from the HS2 Connectivity Programme has been agreed by the WMCA Board.

- 3.2 Significant progress has been made to finalise the detailed design work and clarify the programme costs. It has been reported previously that the costs have increased from the original estimates. A number of factors have led to this increase including the unexpected cost of having to demolish the Steam Mill and filling-in of voids in the railway undercroft, increased station and car park direct construction costs, costs for a ticket machine and gating system, additional legal and professional fees, Train Operating Companies (TOC) and the Rail Industry costs and additional costs associated with unforeseen rail industry compliance/requirements including a dispute with the Crown Estate.
- 3.3 We are now in a position of being able to work with the contractor with the benefit of a detailed design to fully cost the scheme. Furthermore, risk factors are being identified and will be costed within the overall project. The final costs are expected to be received shortly.
- 3.4 The overall costs of the scheme are estimated to be up to approximately £75.0 million. Whilst work will continue with the contractor and Network Rail to reduce the project costs wherever possible, a number of options are being explored to secure further external funding and to reduce the project costs.
- 3.5 It is proposed that funding applications are submitted to the West Midlands Combined Authority and the Black Country LEP to secure additional contributions to bridge the additional funding gap.
- 3.6 The approved capital programme includes a total of £15.0 million of Council funding for the Interchange Programme through prudential borrowing. This funding was built in to the capital programme to underwrite the project until external funding was secured. Due to the increased project costs and if sufficient new grant funding is not secured, it is now proposed that approval is given to the utilisation of up to £15.0 million of the prudential borrowing allocation to fund project expenditure.

4.0 Evaluation of alternative options:

- 4.1 The Interchange Programme is a strategic element of the Strategic Economic Plan for the City and the wider Black Country. It is anticipated that the Interchange Programme will deliver 30,000 sq m of office, retail and leisure floor space and 2,000 jobs. The Council and partners could decide to stop progression of this scheme due to the increased costs however, for the reasons outlined this would have a detrimental impact on the economic growth of the City and on future private sector investment.

5.0 Reasons for decision:

- 5.1 In order to progress the project whilst minimising the revenue impact on the City Council it is proposed that the actions outlined in section 3 are taken.

6.0 Financial implications

- 6.1 On 9 November Council approved £8.1 million of prudential borrowing to underwrite the Interchange project until such time as the HS2 funding was secured. On 27 June 2017, the Council approved a further £6.9 million of prudential borrowing bringing the total to

£15.0 million. The revenue cost of this borrowing is approximately £600,000 per annum and is reflected in the Medium Term Financial Strategy.

- 6.2 Due to the increased costs of the programme, this report seeks approval to utilise the allocation of prudential borrowing to fund project expenditure in addition to the original external funding being secured.

[CN/05092017/P]

7.0 Legal implications

- 7.1 The Council is the station promoter and station facilitator for the Wolverhampton Interchange Project (WIP). The Council is primarily responsible for the overall scheme and its financial undertakings as detailed in the body of this report.
- 7.2 Subject to approval, the Council will be required to enter into grant and funding agreements to secure the funding referred to above. The nature of these agreements require the Council to agree a number of milestones and outputs. These are used to measure the deliverability of projects such as the WIP. The Council will need to ensure that the milestones and outputs associated with any further grant and funding agreements are both realistic and achievable.
- 7.3 The Council's Legal Services team will continue to provide legal advice in relation to the grant and funding agreements.

[JA/05072017/M]

8.0 Equalities implications

- 8.1 This report has no equalities implications

9.0 Environmental implications

- 9.1 This report has no environmental implications

10.0 Human resources implications

- 10.1 This report has no human resources implications.

11.0 Corporate Landlord implications

- 11.1 This report has no Corporate Landlord implications.

12.0 Schedule of background papers

- 12.1 27 June 2017, Cabinet (Resources) Panel, Capital Budget Outturn 2016/17 including Q1 Monitoring 2017/18
- 12.2 9 November 2016, Council, Wolverhampton Interchange Programme

12.3 1 November 2016, Cabinet (Resources) Panel, Wolverhampton Interchange Programme

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Report title	Business Rates Discretionary Relief	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Corporate Plan priority	Confident Capable Council	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Mark Taylor, Strategic Director - People	
Originating service	Revenue and Benefits	
Accountable employee	Sue Martin Tel Email	Head of Revenue and Benefits 01902 554772 Sue.Martin@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	22 August 2017

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Approve an extension to the local business rates discretionary relief policy.

Recommendations for noting:

The Cabinet is asked to note:

2. That the scheme will need to be reviewed and revised each year in line with the funding available.

1.0 Purpose

- 1.1 To seek approval to extend the Council's local scheme for business rate discretionary relief with effect from 1 April 2017.

2.0 Background

- 2.1 In the March 2017 budget, the Government announced new measures to provide additional support to businesses facing increases in business rates because of the national revaluation.
- 2.2 One of the announcements concerned the creation of a four-year fund, allocated to billing authorities, to enable reductions in rates for those businesses most affected by the revaluation.
- 2.3 Calculation of funding to each council was based on businesses with a rateable value less than £200,000 but that had increased by more than 12.5%.
- 2.4 The Government expects councils to use discretionary powers under section 47 of the Local Government Finance Act 1988 to deliver this new relief.
- 2.5 Billing authorities are required to consult with their major precepting authorities and, where appropriate, combined authorities, before adopting any discretionary relief support scheme.
- 2.6 The Government has indicated that it will not allow any flexibility between years, meaning that each year's allocation must be spent within that year and may not be carried forward into future years.
- 2.7 The amount allocated to Wolverhampton is shown in the following table:

2017-2018	2018-2019	2019-2020	2020-2021
£000	£000	£000	£000
392	190	78	11

3.0 Proposed extension to the local scheme

- 3.1 The original Government announcement indicated that there would be further direction on eligibility for relief. The Government has since decided not to set any criteria, leaving councils to determine their own scheme.
- 3.2 In order to implement an extension to the local scheme and spend the 2017/18 allocation before 31 March 2018, eligibility criteria need to be rules based and straightforward to administer. Ideally, eligible businesses would be identified from data held by the Council, removing the need for an application process.
- 3.3 Councils across the West Midlands Combined Authority are considering a number of principles for the design of their local schemes. There are advantages to having a scheme that is consistent across the region.

- 3.4 The proposed scheme to be adopted awards relief to businesses having an increase in rates payable following the national revaluation and is aligned with the principles being applied by other combined authority members:
- A. Relief to be available to businesses with a rateable value of less than £200,000 at 31 March 2017
 - B. Relief will not be granted on land, car parks, properties which are empty or which are eligible for charitable relief
 - C. 5% of the Government grant allocation will be held back to manage the risk of changes or challenges in year
 - D. Entitlement to relief will be granted for one financial year at a time with the following local variation:
 - E. Relief will be available where there is a minimum annual £25 increase in net payable between 31 March 2017 and 1 April 2017
- 3.5 Analysis of business rates accounts indicates that in the region of 500 businesses would be eligible for relief and a draft policy is included as appendix 1.
- 3.6 Due to the significant difference in funding between years it will be necessary to review the scheme annually. Awards would therefore be made for one year at a time.

4.0 Evaluation of alternative options:

- 4.1 The Council could choose not to extend the local discretionary relief scheme. This option has been discounted as the Government funding provides an opportunity to mitigate increases in rates bills for local businesses.
- 4.2 The Council could choose to target the relief at specific areas or business sectors. This option has been discounted because the revaluation has impacted across all areas and sectors. There is no clear evidence that a particular location or sector has been disproportionately impacted.
- 4.3 The Council could design an assessment process under which businesses would have to apply to the Council for relief. This option has been discounted because the administrative costs of such a process would be significant and would delay distribution of the grant.
- 4.4 The Council could choose to top up the Government funding from its own resources. This option has been discounted because of the impact on the medium term financial strategy.

5.0 Consultation

- 5.1 In line with Government requirements, the outline proposal has been shared with the Police and Crime Commissioner, the Fire and Rescue Authority and the West Midlands Combined Authority.

6.0 Reasons for decision(s):

- 6.1 The proposed scheme is consistent with the Government's initial aim of assisting businesses hardest hit by the revaluation and is aligned with the principles of other local schemes across the region. The administrative process is the most straightforward possible with eligibility predominantly determined from Council data, thereby minimising the time to make awards to affected businesses.

7.0 Financial implications

- 7.1 It will be important to ensure that the total relief awarded is not greater than the Government grant allocation which is £392,000 for 2017-18. Retaining 5% of the allocation as a contingency against changes in eligibility during the year will mitigate the risk of awards exceeding the allocation.

[MH/16082017/I]

8.0 Legal implications

- 8.1 Section 47 of the Local Government Finance Act 1988 gives discretionary power to billing authorities to grant partial or full relief to certain categories of non-domestic ratepayer. The Non-Domestic Rating (Discretionary Relief) Regulations 1989 allow for this relief to be restricted to a fixed period.
- 8.2 Section 69 of the Localism Act 2011 provides a new discretionary power to reduce business rates for any local ratepayer. It is this new power that the Government is directing billing authorities to use to award the new categories of relief.
- 8.3 It will be for the Council to ensure that any relief granted does not transgress state aid rules.

[LW/140817/X]

9.0 Equalities implications

- 9.1 Equalities considerations will be included in the monitoring of the policy to ensure that it is one that will be able to demonstrate that relief is awarded fairly. In this way, Councillors can be confident that the approach will meet the requirements of the Public Sector Equality Duty as established by the Equality Act 2010.

10.0 Environmental implications

- 10.1 There are no environmental implications arising from this report.

11.0 Human resources implications

- 11.1 There are no human resources implications arising from this report.

12.0 Corporate landlord implications

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

13.0 Schedule of background papers

13.1 Report to Cabinet (Resources) Panel 25 April 2017
<http://wolverhampton.moderngov.co.uk/documents/s41241/Discretionary%20Rates%20Relief.pdf>

14.0 Appendices

14.1 Appendix 1 - City of Wolverhampton Council Business Rates Discretionary Relief (Revaluation Support) Policy

City of Wolverhampton Council

Business Rates Discretionary Relief (Revaluation Support) Policy

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1. Introduction

- 1.1. This policy sets out circumstances in which relief can be awarded to ratepayers facing an increase in their rates bill because of the national business rates revaluation which took effect from 1 April 2017.
- 1.2. In the Spring Budget 2017 the Chancellor announced £300 million of additional funding to provide financial support to businesses whose rates bill had increased. City of Wolverhampton Council will receive £670,000 of this funding, spread over the four years from 2017/18 to 2020/21.
- 1.3. The Government advised councils to use discretionary powers under Section 47 of the Local Government Finance Act 1988 (as amended by the Localism Act) to develop a scheme for relief that will distribute the additional funding.
- 1.4. The amount of relief given to a business will be proportionate to the amount by which its rates bill has increased.
- 1.5. Relief will focus on small and medium sized businesses, over national and multi-national businesses, on the basis that the latter are more likely to be able to pay an increased bill and because they are likely to have a mixture of increases and decreases in rates bills across their estate nationally.

2. Purpose and principles of the policy

- 1.6. The purpose of this policy is to
 - Ensure that all considerations for awards are dealt with in a fair, consistent and equal manner
 - Set a framework for how the council will make the award
 - Make clear the limited criteria under which relief will be awarded.
- 1.7. The council will identify those ratepayers who are eligible for revaluation relief under this policy framework.
- 1.8. This policy has been written in line with government guidance and awards will only be considered where the conditions to receive full reimbursement from Government are met. Any amendments to government guidance that further restrict the scope of awards qualifying for full reimbursement will take precedence over this policy.

3. Requirements for applications

- 1.9. Applications will not be required as eligibility can be determined from data held by the Council.
- 1.10. The Council will request any supporting evidence it considers necessary to properly assess the award.

- 1.11. Ratepayers must continue to pay any amount of rates that falls due whilst an award is under consideration.

4. Eligibility for the scheme and decision making

- 1.12. Relief will be available to businesses occupying properties which have a rateable value of less than £200,000 at 31 March 2017. Where a business has more than one property within the City with a combined rateable value of £200,000 or more then the business will not be eligible for relief under this scheme.
- 1.13. Relief will be awarded to eligible properties where the increase in rates payable after other reliefs is £25 per year or more. Calculated as the increase in the businesses annualised liability, against the same property, occupied by the same ratepayer from 2016-2017 to 2017-2018.
- 1.14. An amount of relief will be awarded to cover the full amount of the increase, so that the ratepayer will see no increase in their 2017-2018 bill in comparison to the 2016-2017 bill.
- 1.15. There is no limit to the number of properties against which a single business may receive relief under this scheme, subject to state aid rules and exclusions in section 5.

5. Exclusions

- 1.16. Relief will not be paid to ratepayers / properties in the following circumstances
- Properties occupied by charitable or not for profit organisations or Community Amateur Sports Clubs that are eligible for mandatory or discretionary charitable relief
 - Properties that are unoccupied
 - Land and car parks
 - Properties occupied by City of Wolverhampton Council or any other precepting authority
 - Properties occupied by public sector organisations, including surgeries, health centres and hospitals
 - Ratepayers occupying properties on or after 1 April 2017
 - Properties that were not in the rating list on 1 April 2017 (relief will not apply where properties are entered into the rating list retrospectively)
 - Properties that are occupied by national and multi-national companies¹ with multiple hereditaments.

6. Recalculation of reliefs

- 1.17. The amount of relief awarded under the revaluation support relief scheme will be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value, or the business moves out.

¹ A group of outlets owned by one company and with a presence in at least three UK regions (England - North East; North West; Yorkshire and The Humber; East Midlands; West Midlands; East of England; London; South East; South West, Wales and Scotland) or worldwide, with similar appearance and providing similar services or goods across the outlets.

- 1.18. A recalculation could happen in any year of the scheme provided the qualifying conditions are met.

7. Other reliefs

- 1.19. Revaluation support relief will be calculated after the application of all other reliefs with the exception of relief for pubs.

8. Duration of awards

- 1.20. Relief will be applied from 1 April 2017 for the 2017/18 financial year only. The scheme will be reviewed and revised in order to distribute the reduced amount of government funding available in the following three years.
- 1.21. A revised bill will be issued reflecting any relief granted.
- 1.22. If a business moves out of a property, the relief will be apportioned to the date of leaving.
- 1.23. Ratepayers are required to notify the Council immediately of any change in circumstances that may affect their entitlement to relief.

9. State aid

- 1.24. The State Aid rules regulate public sector intervention, with the aim of ensuring fair competition and the proper functioning of the single market.
- 1.25. Relief will not be awarded in any circumstances where it appears that an award will result in the ratepayer receiving state aid that is above the De Minimis level. For most organisations, this is currently equivalent to €200,000 within a three-year period.
- 1.26. As awards, will be made without the need for an application, each ratepayer will be required to declare if receipt of relief under this scheme would result in them receiving state aid in excess of the De Minimis level.

10. Review process

- 1.27. There is no statutory right of appeal against a decision made by the Council regarding discretionary rate relief. However, the Council recognises that ratepayers should be entitled to have a decision reviewed if they are dissatisfied with the outcome.
- 1.28. The Council will accept a written request for a review of its decision. The request should include the reasons for requesting a review and any supporting information.
- 1.29. A request for review must be made within one calendar month of the date of the decision letter.

- 1.30. Reviews will be considered by an officer independent of the original decision maker.
- 1.31. The applicant will be notified of the outcome of the review in writing.
- 1.32. This review process does not affect a ratepayer's legal right to seek leave to challenge a decision by way of a Judicial Review.

11. Background papers

<https://www.gov.uk/government/publications/42017-spring-budget-update>.



Cabinet Meeting

13 September 2017

Report title	Scrutiny Review of the City's Apprenticeships Offer	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor John Reynolds City Economy	
Review Chair	Councillor Bhupinder Gakhal	
Review Members	Councillor Dr Michael Hardacre Councillor Keith Inston Councillor John Rowley Councillor Zee Russell	
Lead Scrutiny Review Officer	Earl Piggott-Smith Tel. Office: 01902 551251 E-mail: Earl.Piggott-Smith@wolverhampton.gov.uk	
Link Officer(s)	Angela McKeever Head of Skills Email: Angela.McKeever@wolverhampton.gov.uk Tony O'Callaghan Skills and Employability Manager (Young People) E-mail: Tony.OCallaghan@wolverhampton.gov.uk	
Report to be/has been considered by	Place Leadership Team	14 August 2017
	Strategic Executive Board	22 August 2017
	Scrutiny Board	5 September 2017
	Cabinet	13 September 2017

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Approve the recommendations detailed in Appendix 1.

1.0 Executive Summary

- 1.1. Apprenticeships offer a tool for organisations to 'grow their own' talent to meet gaps in skills and knowledge. However, the delivery of the Government's national apprenticeships strategy is proving a challenge to small and large organisations alike due to its complexity. The achievement of the Government target to create three million new apprenticeship starts by 2020 in England will require sustained partnership efforts across different sectors.
- 1.2. Apprenticeships offer great opportunities to fill gaps in skills but more work is needed to persuade parents and schools that apprenticeships are not a second-class option and can offer a pathway to better paid employment in the future. The lack of parity between vocational or technical courses and academic courses is an on-going challenge to efforts to increase the number of apprenticeships starts in areas of skills shortage and future jobs growth.
- 1.3. The challenges to improving skills levels across Wolverhampton and closing the gap in performance compared to neighbouring authorities and national benchmarks were outlined in evidence to the review group and should not be underestimated. However, the evidence presented showed that current plans for improving local skills will deliver real improvements in the future.
- 1.4. Training providers have broadly welcomed the changes to the national apprentice strategy policy and in particular the introduction of the levy to fund the expansion of current numbers. However, there were concerns expressed about how such a major change in national policy can deliver the ambitions agenda detailed in the Apprenticeships (In England): vision for 2020, without proper consideration of the local challenges facing local area and the current skills mix.
- 1.5. The issue of managing the administrative and extra costs involved in recruiting and supporting an apprentice is considered to be a barrier to small employers wanting to meet future skill shortages or indeed large employers who may be financially better placed to absorb the cost of the levy charge; but choose instead not to offer a vacancy.
- 1.6. The review group welcomed the City of Wolverhampton Council (CWC) focus responding positively to the new national strategy and actively encouraging service areas to consider then option of recruiting an apprenticeship to help meet its target. The stated commitment of CWC in its role as an employer to offer quality apprenticeships with the aim of wanting this work to lead to permanent work in the future is to be commended. The work is supported by the recent publication by CWC of a workforce planning strategy which sets out plans for meeting the public sector apprenticeship target and the appointment of apprenticeship co-ordinator.

- 1.7. It is also important that CWC continues to lead by example and actively challenge representatives of partners organisations, where appropriate, to improve the quality of the current apprenticeship offer in Wolverhampton so that it is a more attractive option for local people and employers. The change to national apprenticeship policy offers the opportunity to help meet gaps in local skills and knowledge and support continued business growth.
- 1.8. There is good evidence that work at local and regional levels is co-ordinated and good progress is being made to ensure that the Wolverhampton apprenticeship 'offer' meets the current and future needs of the local economy.
- 1.9. The review group share the concerns of witnesses about the consistency of approach to giving careers advice and the extent to which all Wolverhampton schools are fully meeting their statutory responsibilities to offer independent, impartial advice. The review group welcome the fact that 15 schools have signed up to meet the Careers Education, Information, Advice and Guidance (CEIAG) standard. The review group is hopeful that with financial support successful schools will apply for re-accreditation and other schools are encouraged to follow suit.

2.0 Purpose

- 2.1. To bring to the attention of Cabinet the key findings and recommendations of the scrutiny review of Wolverhampton's apprenticeships offer as detailed in Appendix 1.
- 2.2. The review makes a series of recommendations to further improve the current city-wide apprenticeships offer and highlight those areas where further action is needed to create successful pathways to sustainable employment for local people by giving them the skills and knowledge to compete for jobs now and in the future.
- 2.3. A key expected outcome of the review was to provide evidence to support efforts that will help the Council and partners to work together more effectively, to respond positively to the challenge in meeting the target for apprenticeship starts and make full use of the apprenticeship levy to fill the gaps in skills and knowledge.
- 2.4. The overall aim of the scrutiny review was to investigate the work being done by City of Wolverhampton Council (CWC) to respond to the challenge set by Government for public sector bodies to contribute to the national target for new apprentice starts and to consider the work being done locally and regionally to close the skills gap. The members of the review group also wanted to investigate how different local organisations had responded to the introduction of the apprenticeship levy and other policy changes.
- 2.5. Apprenticeships offer the potential to provide much needed skills pathways for young people and adults into sustainable and well-paid careers or better jobs. However, Wolverhampton has the lowest number of apprenticeship starts at the 16-18 and 19-24-year-old age groups and the second lowest at 25+ compared to the rest of the Black Country.
- 2.6. The review group support efforts to improve skills and knowledge of local people that can help to grow the economy. In evidence to the review, it is clear that apprenticeships offer a pathway to sustainable employment for residents of Wolverhampton and it is important therefore to respond positively to changes in national policy. The review group accept that there are areas where the Council can lead work on implementing the recommendations as an employer, but there is also a recognition that progress in other areas of policy will require key partners working together effectively to meet the challenge to improve skills and knowledge levels.
- 2.7. There is a significant demand from employers in Wolverhampton for people with the right skills and knowledge to fill gaps in areas such as health, construction and social care. At a time of major investment in construction and other developments across Wolverhampton such as housing, there is an urgent need to grow and develop the local workforce to meet the skills demands now and in the future.

3.0 Background

- 3.1. At the Annual Scrutiny Planning Session in May 2016, Councillors agreed that a scrutiny review of the City's apprenticeship offer met the agreed selection criteria – for example, priority should be given to topics that are relevant to a large part of the Council.
- 3.2. The scrutiny review group met on eight occasions to gather evidence from key witnesses with knowledge and understanding of the issues under investigation. Evidence sessions were arranged around agreed themes and questions sent in advance to witnesses to help focus discussion and encourage an informed debate. Witnesses were sent a short guide to help them prepare evidence for the review meeting. A summary of the evidence sessions themes and witnesses is attached at **Appendix 2**.
- 3.3. A key area of concern to the review group was the finding that 19% of the local population have no qualifications. This factor has contributed to the trend for employers looking outside of Wolverhampton to find people with the necessary skills, knowledge and experience required. The highest levels of skills shortages in the West Midlands area are reported to be in the care and business sector - marketing, advertising, legal services. The highest levels of job growth are projected to be in health and caring sectors.
- 3.4. The skills challenge for Wolverhampton is described as being acute - Wolverhampton residents' skills are below those of other Black Country areas and the West Midlands Combined Authority area - only 23% of Wolverhampton residents have a Level 4 qualification compared to 31% at West Midland's level.
- 3.5. The issue of the skills gap in Wolverhampton was considered in a detailed study commissioned by the City of Wolverhampton Council - the Skills and Employment Commission Final Report – September 2015 and in previous scrutiny review- Employability and Skills (2014). The commission report action plan details the recommendations that will support efforts to improve local skill levels and create alternative pathways to employment.

4.0 Apprenticeship - an overview

- 4.1. An apprenticeship is a full-time paid job which combines on and off the job training. A successful apprentice will receive a nationally recognised qualification on the completion of their contract. The apprenticeship will be the minimum of 12-month contract to a maximum of 36-month contract.
- 4.2. An apprentice will be entitled to the National Minimum Wage. The current minimum wage rate for an apprentice is £3.50 per hour. This rate applies to apprentices under 19 and those aged 19 or over who are in their first year. An apprentice will get at least 20 days paid holiday per year, plus bank holidays. The Government has issued guidance about how to improve success when applying for an apprenticeship vacancy.
- 4.3. Apprenticeships can be studied at different qualification levels:

Apprenticeship Level		Equivalent Qualification
Intermediate	2	5 GCSE passes at grades A* to C
Advanced	3	2 A level passes
Higher	4,5,6 and 7	Foundation degree and above
Degree	6 and 7	Bachelor's or master's degree

5.0 Apprenticeship - national policy background

- 5.1. The Government introduced plans to increase the quality and quantity of apprenticeships in England. The Government set a target to achieve three million new apprenticeships starts in its [Apprenticeships \(in England\): vision for 2020](#) document. The reforms only affect funding in England.
- 5.2. The document outlined a range of reforms to apprenticeship policy that include: protecting the term apprenticeship, a simplified funding model, the introduction of a levy and a digital service portal for employers, a focus on degree and higher level apprenticeships and requirements on the public sector to meet a specific recruitment target.
- 5.3. The Government set an annual target for the public sector that 2.3% of the workforce are to be apprentices. The number of apprentices is based on a headcount of employees. The Government also expects public sector organisations to contribute towards achieving

this target through its own recruitment practices and procurement of contracts and services.

- 5.4. The Government has published a series of [apprenticeship standards](#) - the standards show what an apprentice will be doing and the skills required of them, by job role. The standards have been developed by employer groups known as 'trailblazers'.
- 5.5. The apprentice will be independently assessed against the standard three months before the end of the apprenticeship. This is called an [endpoint assessment. \(EPA\)](#) The purpose of the endpoint assessment is to check that the apprentice meets the standard set by employers and are fully competent in the occupation. The Government policy states that 30% of the payment to the training provider will be awarded if an apprentice passes the assessment.
- 5.6. An EPA can only be completed once a learner completes the agreed length of training - 12, 18 or 24 months. There is a concern that employees on fixed term contracts may choose to leave their employment prior to the EPA being completed, which is a concern in evidence submitted by training provider organisations.

6.0 Higher and Degree Apprenticeships

- 6.1. The Government is committed to increasing the number, range and quality of apprenticeships that offer training to degree level. The introduction of higher and degree apprenticeships is intended to offer an alternative to university. Apprentices achieve a full Bachelor's or Master's degree as a core component of the apprenticeship. An apprentice completing a higher or degree apprenticeship typically splits their time between college or university and the workplace. The programme can be used to either recruit new people into the organisation or to develop the skills and knowledge of existing employees.
- 6.2. The University of Wolverhampton are leading the development of higher and degree level apprenticeships through the investment in the [Apprenticeship Hub](#). The University opened the Apprenticeship Hub in December 2016. The Apprenticeship Hub will offer a one-stop destination for employers, parents and apprentices wanting information on the range of apprenticeship programmes. Future degree apprenticeships will include healthcare science practitioner, policing, social work, nursing and paramedic degrees.
- 6.3. The University of Wolverhampton have reported that the number of higher and degree level apprenticeships have grown substantially.

- 6.4. There is a concern from witnesses to the review group that organisations will seek to convert existing posts to degree apprenticeships to meet the Government target rather than recruit new employees. However, there is evidence to suggest that this not a long-term solution, as there may not be enough employees available to meet the apprenticeship target through the recruitment of graduates.

7.0 Apprenticeship Levy

- 7.1. The apprenticeship levy is a payroll tax on UK employers with a pay bill of more than £3 million per tax year. The levy was introduced on 6 April 2017. The levy rate is set at 0.5% of the payroll bill. There are 82 levy-paying employers in Wolverhampton. Most employers in Wolverhampton will not have to pay the levy.
- 7.2. The Government have published detailed guidance on changes to apprenticeship policy and how levy-paying employers can register an apprenticeship (Digital Apprenticeship Service) DAS account. The Skills Funding Agency has also produced a calculator that businesses can use to estimate if their organisation will be liable, how much the organisation will have to spend on apprenticeships and how much government will contribute to the cost of training.
- 7.3. It is important to note that levy funds in a DAS account will expire 24 months after they are added to an account. The Government is proposing to allow funds in the DAS to be used in their supply chain and to allow underspend on the levy used in other areas.
- 7.4. Employers who pay into the levy and participate in apprenticeships will receive a 10% top-up on their Digital Apprenticeship Service (DAS) Account. Each employer will get an annual allowance of £15,000 to offset against their levy. The levy funds can be used for apprenticeship training and assessment, but **cannot** be used for wages, travel, management, traineeships and or work placements costs.
- 7.5. The aim of the policy change is to support employers to increase the number of and quality of apprenticeships in their own workforce. CWC has registered its DAS account. The training provider will be paid 80% of the price of the training in equal monthly instalments according to the planned duration of the apprenticeship.
- 7.6. The remaining balance will be paid when the apprentice has undertaken all the mandatory elements of the framework or taken the end-point assessment. The deductions from the employer's DAS will mirror these payments where funds are available.
- 7.7. All levy-paying employers will have to report annually to Government on progress in meeting their annual target for apprenticeship starts. In published guidance, public sector

bodies liable for the levy are required to have regard to the 2.3 % apprenticeship target; in practice an organisation will have the opportunity to explain the factors that has prevented them meeting the target in their annual information return.

- 7.8. The CWC has the responsibility for reporting the number of apprenticeship starts annually completing an apprenticeship activity return – this will include the number of apprenticeship starts in schools. In published guidance, public sector bodies will have to explain how they have had regard to the target. This may include describing actions they have taken to challenge obstacles preventing them from meeting the target.
- 7.9. The apprenticeship target total for City of Wolverhampton Council (CWC) is 193 apprenticeship starts for first year ending April 2018 - the target for CWC is 110 and the 83 apprenticeships across the maintained school workforce where the Council is also the employer. The figure for schools based on 2.3% of the maintained schools' workforce will be affected by subsequent (and potential future) academisation. The total target figure will be reviewed annually and adjusted for the year based on the headcount figure.
- 7.10. There is an expectation that public sector bodies will actively consider recruiting an apprentice or converting an existing post to an apprenticeship as part of career development for existing employees. This work would typically be done following a skills audit to assess the future needs of the business and how best to respond to any challenges – leading to improved organisational performance.
- 7.11. In evidence presented to the review group the following comments were made about the specific challenges facing maintained schools in recruiting apprenticeships
- The viability and length of completion for individuals working on part time hours.
 - Apprentices must work towards achieving a current approved 'apprenticeship standard' or a new 'apprentice framework'. At the date of drafting, many of the new apprenticeships standards related to schools are still in development and relatively limited (Teaching Assistant and School Business Director).
- 7.12. It should be noted that the target figure for CWC is based on an estimate of a headcount of its workforce and the available information on number of employees in maintained schools. Maintained schools are under no obligation to provide a headcount figure to the Council. The Council has not been asked by Government to formally submit a headcount figure that it will report progress against until after April 2018.

8.0 Apprenticeship – local policy background

- 8.1. CWC has published an apprenticeship strategy which is aligned to its corporate plan 2016-2019. The strategy details plans for improving and growing the current apprenticeship offer from CWC.
- 8.2. CWC has a key role in developing and improving the apprenticeship offer – as a strategic partner and as an employer. CWC has set up the City Apprenticeship Group. The group has representatives from the main delivery partners such as University of Wolverhampton, City of Wolverhampton College and Connexions.
- 8.3. The priorities of the City Apprenticeship Group are as follows:
 - **Supplying skills for growth** – developing apprenticeships to drive and respond to local business growth
 - **Higher apprenticeships** – expanding the higher apprenticeship offer and developing pathways between levels and across provision
 - **Improving accessibility** – developing traineeships and supporting maths and English
 - **Improving awareness** amongst young people, parents, careers advisers and teachers
 - **Improving access and opportunities** for young people with special educational needs

9.0 Key Findings

- 9.1. The review group shares the view that historically academic studies as a route to future employment have been more popular than vocational studies. Ideally, the review group would like to see a greater level of parity, particularly when the Government recognises the scale of skill shortages and future demand for people with higher qualifications and knowledge in non-academic areas of study.
- 9.2. Parents, grandparents, teachers and advisers are often unaware of what apprenticeships can offer and do not fully trust that the process will lead to sustained and well played employment in the future; particularly when compared to more traditional A level route to University. As a result, many young people feel that apprenticeships are a sign of having failed in achieving the 'gold standard' of A levels.
- 9.3. The evidence from apprentices does paint a different, more positive picture; there is general agreement that the apprenticeship route has been the right decision for them and

they gained considerably from their experience. The competition for apprenticeship vacancies is strong in certain sectors and reflects the quality of the training on offer.

- 9.4. The provision of traineeships as a pathway to meet the apprenticeship standard offers a route for people to improve or learn the new skills that are required to meet job requirements
- 9.5. A report from the Children's Commissioner has highlighted the findings from a [review](#) published in 2016 and concluded that children in care and care leavers were not being encouraged or supported into apprenticeships, despite the fact that they can provide routes into long-term employment. The report stated that around 3% of 16-18 year olds in care were on apprenticeships last year compared to around 10% of this age group in the general population. A key recommendation from the commissioner was for local authorities to guarantee every care leaver who would like one, an apprenticeship that meets their aspirations.
- 9.6. There is general agreement that recent policy changes have added layers of complexity to a system which already presents challenges to organisations that do not have the necessary structures and resources to effectively administer apprentices in order to make full use of the funds in their DAS account. The Government have set strict conditions to be met for payments to be drawn down from the DAS account each month.
- 9.7. The introduction of the levy and other policy changes presents both challenges and opportunities to employers to ensure that allocated funds are fully used.
- 9.8. The requirement by Government to offer 20% off-the-job training to do things that are not part of their normal job for apprentices has been highlighted as an issue by training providers. There is a concern that there is not the necessary structure or people with the skills and experience to deliver this effectively. The salary levels for the roles were not considered by witnesses to be sufficiently attractive to persuade people with the necessary skills and experience in the numbers required. The evidence presented by witnesses suggests that organisations are adopting a flexible approach to meeting this requirement – for example, the option to shadow or to attend meetings or to change working patterns to meet this requirement.
- 9.9. There is evidence of a strong commitment across the Council to match or better the performance in increasing the number of apprenticeship starts when compared to that of neighbouring authorities, who have, to date, been more successful.
- 9.10. It is important to better understand the reasons why smaller employers in particular have not engaged with the new apprenticeship policy. The Skills Funding Agency publishes annually an [Employer Satisfaction Survey 2015 – 2016](#).

- 9.11. The survey questions could provide a baseline to monitor the impact of policy changes and provide local intelligence that could be used to inform changes that can contribute to increasing the number and quality of apprenticeship starts.
- 9.12. The review group agreed that it is important to find out the views of employers, apprentices and other groups about the changes to national policy and what changes are needed make to the apprenticeship offer more attractive.
- 9.13. Schools do not receive any extra funding to meet their statutory responsibilities to deliver independent career services and guidance to young people – there is concern about the priority given by schools to this issue. The review group accepts the reality of the financial challenges facing schools and efforts made to encourage students, particularly the more academically able, to stay on to study at sixth form rather than leave. CWC has adopted an approach of positively engaging schools and highlighting the benefits of closer partnership working.
- 9.14. Schools and colleges have a duty for “securing access to independent careers guidance” for their students. The Government has published guidance to schools about how they can meet their responsibilities – the following is an extract from the guidance about Government expectation of schools
- 9.15. The guidance states that “... individual students are signposted to different career guidance activities at the relevant stages of their development and decision-making. It is based on the premise that not all students need the same level of careers guidance at the same time and that schools themselves understand best the individual needs of their students.”
- 9.16. The review group has expressed concern about the quality of careers advice given to young people and support efforts to improve the situation. A report by Ofsted has made a series of recommendations following a review of the quality of careers advice offered to young people.
- 9.17. Schools have flexibility about how they meet their responsibilities to provide impartial, independent careers advice to young people based on the needs of their particular schools.
- 9.18. The review group were concerned about the issues presented in witness evidence about the restrictions being placed on training providers by schools to discuss the opportunities offered by apprenticeships as part a wider discussion about career options.
- 9.19. The Government’s recent guidance recommends that all schools should work towards achieving the CEIAG Quality Award to improve the quality of careers advice.

- 9.20. Wolverhampton Connexions Service is working with several schools who are registered on the programme to get accreditation for achieving the CEIAG Quality Award. The schools involved in the programme were given financial support to meet the cost of registration for the CEIAG Quality Award programme. At present Wolverhampton Connexions Service is not able to roll out the programme to other schools as there are no funds available to contribute to help schools meet the costs of registration.
- 9.21. Wolverhampton Connexions service is funded to provide a targeted service to schools. In addition, Wolverhampton Connexions also offer a traded service package to schools. The Connexions Service is performing well against key indicators which are reported to the Department of Education
- 9.22. Wolverhampton Connexions Service provides support and information to young people to progress into apprenticeships. Wolverhampton Connexions produces a weekly 'opportunities newsletter' which gives information about apprenticeship opportunities and support to overcome barriers into work, education or training. The Connexions service also provide support and advice through the newly launched [Wolverhampton Workbox](#) website.
- 9.23. The plans by Government to widen participation and promote alternative pathways to employment is welcome, but more needs to be done to reach those groups currently underrepresented and those who do not have the necessary qualifications in English and maths at Level 3 - a Government policy driver for raising skills standards and future economic performance.
- 9.24. The Government have actively promoted opportunities offered by apprenticeships through a range of publicity media and the changes, such as the graduate apprenticeship, to challenge perceptions that it is not an alternative pathway for people wanting to gain an equivalent degree qualification, without going to university.
- 9.25. Despite local and national publicity events about the changes to apprenticeships and the potential to help organisations meet skills shortages there has been a low attendance at locally arranged information events from local employers. In evidence, training providers have reported a struggle in trying to raise awareness of the changes before it was introduced and later encouraging levy paying businesses to register their DAS.
- 9.26. The evidence presented suggests that there is a need to regularly review the current approaches to promoting apprentices and developing different ways of engaging with young people, parents and small businesses that do not yet see apprenticeships as a solution to their needs.

- 9.27. The performance of the Skills and Employment Action Plan 2016-17 is monitored by Wolverhampton Skills and Employment Board. The Board is chaired by David Danger. The members of the Wolverhampton Skills and Employment Board supports the City's economic growth and recovery by focusing on worklessness (unemployment and economic inactivity) and raising skills levels across the City.
- 9.28. The current Skills and Employment Action Plan is being redrafted and will be replaced with a five-year skills action plan for Wolverhampton.
- 9.29. The review group support the Government policy of creating alternative pathways and wanting to raise skills levels. The review group want a focus on quality and not simply achieving the numbers; an apprentice should not be employed to meet a target. There should be a realistic expectation that there will be the opportunity of a genuine job offer at the end of their training.
- 9.30. There is an issue about the ability of businesses to convert existing posts into degree apprenticeships who want to meet their target - there was concern that there not enough people available to be able to fully use the levy allocation.
- 9.31. Locally, City of Wolverhampton College offers a range of support courses and promotional events to help people to improve their skills and knowledge and help them become 'job ready' – as part of its extensive [Get Ahead Programme](#).
- 9.32. The Government has raised the minimum standard for maths and English required for apprenticeship vacancy which presents a challenge to those areas that currently perform poorly academically. Traineeships offer a pathway to meet the standard for maths and English, but there is evidence that some employers remain concerned about the ability of candidates who completed the course.
- 9.33. There is more work needed to determine how current provision supports progression pathways between qualification levels.
- 9.34. In evidence presented by representatives of training provider organisations there was also concern about the impact of the policy requirements and that the structures needed to deliver it were not properly developed and the implications for businesses and individuals who may be interested in offering or applying for an apprenticeship vacancy. For example, the financial implications for applicants aged 16 living in household on benefits – the household will lose entitlement to child benefit and will often have to find extra money to meet the cost of travel if a young person applies for an apprenticeship.
- 9.35. There is evidence that small and large employers alike are weighing up the administrative and financial implications of recruiting and support an apprentice - some

concluding that it does not fit with their workforce planning strategy or current skills needs and therefore not offering the vacancies.

- 9.36. Skills levels in Wolverhampton are low when compared to regional neighbours. Wolverhampton is making progress in increasing the number of apprenticeship starts, but there is evidence of a reluctance among smaller employers to consider recruiting apprenticeships to meet gaps in skills and to engage positively with the new policy to grow their business.
- 9.37. There is anecdotal evidence from witnesses to suggest that smaller organisations will need more direct support to 'sell' the idea that additional costs and demands involved in managing an apprenticeship as part of the scheme will help to fill skill shortages – people outside of Wolverhampton are being recruited to fill gaps which means higher levels of unemployment and lower levels of household income locally.
- 9.38. The review group supports the range of local and regional initiatives aimed at reducing the skills gap and improving pathways for employment in the future. However, there is a need for better information about what is successful in persuading employers to consider creating an apprenticeship vacancy and what further changes are needed to bring the performance of Wolverhampton in line with local and regional comparators.

The overall aim of implementing national policy locally in Wolverhampton should be that it should deliver high quality apprenticeships that improve skills of local people and lead to sustainable employment in the future.

10.0 Evaluation of alternative options

- 10.1. The review group were presented with a range of options for consideration. The options listed were those agreed by the review group at their final meeting.

11.0 Reasons for Decision(s)

- 11.1. The review group are seeking reassurance about the local response to national changes in apprenticeship policy and the introduction of the apprenticeship levy. There is a skills gap in Wolverhampton which has been the subject of previous reviews.

12.0 Financial implications

- 12.1. There are no financial implications arising directly from this report. Any costs associated with the executive response to the scrutiny review will be met from existing safeguarding budgets.

[HM/05092017/P]

13.0 Legal implications

13.1. There are no legal implications arising from the recommendations in this report.

[RB/09082017/J]

14.0 Equalities implications

14.1. There are no direct equalities implications arising from the findings or recommendations in this report. However, the equalities implications of the recommendations will be considered throughout the municipal year. The review group has considered those minority ethnic groups and the challenges facing other groups who are underrepresented in several apprenticeship starts. The review group recommendations are intended to improve the current offer and to address specific barriers which limit opportunities for people to consider this as an option to improve their knowledge and skills. In addition, data on the profile of work placements will be also be reviewed.

15.0 Environmental implications

15.1. There are no environmental implications arising from the recommendations in this report.

16.0 Human resources implications

16.1. The introduction of the apprenticeship levy has implications for CWC and other public bodies to contribute towards achieving the national apprenticeship. The target for CWC is 193 apprenticeship starts annually. The report includes a specific recommendation on importance of monitoring progress towards the target for CWC of 50 apprenticeship starts will only be relevant for some reports but will be significant in those cases.

17.0 Corporate Landlord implications

17.1. There are no Corporate Landlord resource implications arising from the recommendations in this report.

18.0 Schedule of background papers

18.1. Wolverhampton Skills and Employment Commission Final Report – August 2015

18.2. Wolverhampton Skills and Employment Action Plan 2016/17 – Revised July 2016

18.3. City of Wolverhampton Council Apprenticeship Strategy 2017

Appendix 1- Executive response to review recommendations

Review Recommendations	Lead	Accept/ Reject	Milestone
1. Approve the Skills and Employment Board ¹ to drive the delivery of plans aimed at improving the number of Wolverhampton residents starting quality apprenticeships through the work of the City Apprenticeships Group.	Chair of Skills and Employment Board	Accept	December 2017
2. Approve the Head of Skills to present a report on progress against the review recommendations on apprenticeships as part of the overall Skills and Employment Action plan for 2018/19. This will include an update on: <ul style="list-style-type: none"> Numbers of new apprenticeship starts Improvements in access Assessment of the impact of the apprenticeship levy on the current offer 	Head of Skills	Accept	June 2018
3. Approve the Wolverhampton Skills and Employment Board to oversee the current model of preparing young people for the world of work.	Chair of Skills and Employment Board	Accept	June 2018

¹ *The Skills and Employment Board is the key skills and employment stakeholder partnership for the City; it is business led and includes all key providers such as the City of Wolverhampton college, University of Wolverhampton, Department for Work and Pensions, Adult Education Wolverhampton and Wolverhampton Connexions Service.

<p>This should include a review the effectiveness of activities aimed at developing school/employer engagement, work readiness and ensuring that all young people have the offer of high quality impartial information, advice and guidance (IAG).</p> <p>The next draft of the Skills and Employment Action plan 2018/19 to include a list of specific activities aimed at supporting underrepresented groups for example, young people with learning disabilities or disabilities and looked after children, to improve their skills and qualifications and compete for apprenticeship vacancies.</p>	<p>Young People's Skills manager</p>	<p>Accept</p>	<p>June 2018</p>
<p>4. Approve the City Apprenticeship Group to present a report on progress made to create successful pathways to future employment and to make apprenticeships more accessible to all as part of the joint development work with Shropshire Council.</p>	<p>City Apprenticeship Group</p>		<p>December 2017</p>
<p>5. Approve the Wolverhampton Connexions Service to report on lessons learnt following the assessment in December 2017 and June 2018 of those schools that have taken part in Quality in Careers Standard (QICs) programme.</p> <p>Interim findings to be presented to the City Apprenticeship Group in March and further update after the assessment in June 2018. The findings to consider any issues raised during the preparation of the portfolio used as evidence during the assessment process.</p> <p>The Director of Education to present proposals to encourage all local schools to work towards achieving the QICs. The Director of Education to secure funds to meet registration costs for the QIC</p>	<p>Wolverhampton Connexions Service</p> <p>Director of Education</p>	<p>Accept</p> <p>Accept</p>	<p>March 2018 and June 2018</p> <p>March 2018</p>

programme, of those schools who have agreed to take part.			
<p>6. Approve the Apprenticeship Co-ordinator to outline plans to support City of Wolverhampton Council (CWC) to be an exemplar of good practice in offering quality apprenticeships and report progress on the delivery of the apprenticeship strategy action plan 2017-18.</p> <p>Approve the Apprenticeship Co-ordinator to report on progress in recruiting a minimum 50 CWC apprenticeships annual starts after six months and at end of the April 2018. The report to include details of action taken or planned to meet the apprenticeship total target for CWC and commentary of those issues which have influenced progress, and an update on national apprenticeship policy relating to public sector bodies.</p> <p>Approve the Apprenticeship Co-ordinator to present report on detailed projected spends for CWC Digital Apprenticeship Service Account at the end of 12 months of operation.</p>	Apprenticeship Co-ordinator	Accept	May 2018
<p>7. Approve the Head of Skills to review the current schools work experience placement offer within the Council and make recommendations to the Skills and Employment Board that contribute to creating a more positive experience for all involved. The report to include an annual analysis of work experience placements based on gender, ethnicity and disability and progress towards achieving the target of 100.</p>	Head of Skills	Accept	September 2017
<p>8. Approve the Young People's Skills Manager to encourage all those on schools work experience placements and apprenticeships to complete a short survey at the start and end of their scheme to</p>	Young People's Skills Manager	Accept	September 2017

capture their experiences. The findings to be shared with City Apprenticeship Group and used to further improve the quality of the current induction process.			
9. Approve the Apprenticeship Co-ordinator and Young People's Skills Manager to deliver regular joint briefing sessions to Council managers on work experience placements and apprenticeships in order to develop consistent approaches and links between the two schemes.	Apprenticeship Co-ordinator and Young People's Skills Manager	Accept	September 2017
Approve the Head of Skills to set a target for the number of work experience placements to be offered by CWC annually and managers to be required to give specific reasons for not accepting a request for a schools work experience placement. A report on progress to be reported to the Skills and Employment Board.	Head of Skills	Accept	March 2018
10. Approve the Head of Skills to consider amending the current work experience placement application form to include an option 'taster session's section - the aim is to give students the option of working in different areas of the Council, if they are unsure of their career pathway.	Head of Skills	Accept	September 2017
11. Approve the members of the review group to reconvene to comment on progress against recommendations. The review group to visit Walsall or Sandwell Councils to talk to representatives about work being done to increase number of apprenticeship starts above regional and national averages. The findings to be reported to Scrutiny Board.	Scrutiny Team	Accept	March 2018

<p>12. Approve the Cabinet Member for City Economy to encourage Councillors to become Apprenticeships Ambassadors.</p> <p>Approve the Head of Skills to encourage employers who have signed Wolves@Work Pledge to also be become Apprenticeship Ambassadors.</p> <p>Approve the Apprenticeship Coordinator to invite current or former apprentices of CWC to consider taking on the role similar to that of the Apprenticeship Ambassadors</p> <p>Approve an amendment to the Apprenticeship Strategy Action Plan 2017-18 to include reference to preparing publicity material to celebrate the work being done by CWC to promote the apprenticeships offer and key achievements in improving the current offer. This work should be linked to local and national promotional and or celebratory events, for example, *National Apprenticeship Week 2018 and The Skills & Apprenticeship Show Wolverhampton 2018.</p> <p>A report on progress to be reported to the Wolverhampton Skills and Employment Board.</p>	Cabinet Member for City Economy	Accept	September 2018
	Head of Skills	Accept	
	Apprenticeship Co-ordinator	Accept	March 2018
	Apprenticeship Co-ordinator	Accept	September 2018

Appendix 2: Evidence Sessions

Date	Theme	Witness(s)
5.1.17	Theme – Economic Perspective - evidence on the current apprenticeship policy and practice in Wolverhampton and an overview of national policy changes	<ul style="list-style-type: none"> Angela McKeever, Head of Skills, City of Wolverhampton Council
26.1.17	Theme – Provider Perspective Providers of Apprenticeship Training	<ul style="list-style-type: none"> Julie Fearn (Operations Director) and Nadine Allen (Apprenticeship Sales) - Nova Training Chris Luty - BCTG Sharon Thompson, Apprenticeship Development Manager, University of Wolverhampton Performance Through People (PTP) Kirk Hookham, Vice Principal Curriculum and Quality, City of Wolverhampton College LearnPlay Foundation
	Wolverhampton Apprenticeship Profile Data	<ul style="list-style-type: none"> Tony O'Callaghan, City of Wolverhampton Council
22.2.17	Theme – People Perspective Visit to Connexions Service to meet staff and to take evidence from apprentices	<ul style="list-style-type: none"> Rosemary Robbins, Operations Manager, Connexions Helyna Hrebinec, Team Manager, Connexions
2.3.17	Theme – People Perspective The Apprenticeship Journey - A group discussion with young people who undertaking apprenticeships with Wolverhampton Homes.	
16.3.17	Theme – Provider Perspective Visit to West Midlands Construction UTC, Springfield Campus	<ul style="list-style-type: none"> Tom Macdonald, Principal, West Midlands Construction UTC
4.4.17	Theme – Provider Perspective Visit to The Skills & Apprenticeship Show Wolverhampton 2017 – this is a free event open to people leaving school, students, graduates, the	

	unemployed, or employed people looking to retrain or upskill, or find out about job and career opportunities available in and around Wolverhampton	
13.4.17	<p>Theme – Council Public Sector response - Discussion about the response from City of Wolverhampton Council to the challenges and opportunities to achieving the Government public sector target for apprenticeship starts.</p> <p>Theme – Economic Perspective Apprenticeship Baseline Data - update 2015/16</p>	<ul style="list-style-type: none"> • Denise Pearce, Head of Human Resources, City of Wolverhampton Council • Susan Serventi, Workforce Development Manager, City of Wolverhampton Council • Tony O'Callaghan, City of Wolverhampton Council
22.5.17	Improving Wolverhampton's Apprenticeship Offer	<ul style="list-style-type: none"> • Councillor Claire Darke, Cabinet Member for Education • Kate Howard, Post 16 Reviewer, City of Wolverhampton Council • Angela McKeever, Head of Skills, City of Wolverhampton Council

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Report title	Electric Vehicle Infrastructure Scheme	
Decision designation	RED	
Cabinet member with lead responsibility	Councillor Steve Evans City Environment	
Corporate Plan priority	Place - Stronger Economy	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Kevin O'Keefe, Director of Governance	
Originating service	Governance	
Accountable employee	Colin Parr Tel Email	Head of Governance 01902 550105 Colin.Parr@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	4 September 2017

Recommendations for action or decision:

That Cabinet recommends that Council:

1. Approve the receipt of grant for £478,000 awarded by the Office for Ultra Low Emissions to the Council to install 24 electric vehicle charge points in the City.
2. Delegate authority to the Cabinet Member for City Environment, in consultation with the Director of Finance, to transfer the full grant to the preferred private partner, once identified.
3. The approved Capital Programme budget for Smart and Accessible City against which this programme is assigned is reduced to £478,000 to reflect the grant allocation.

1.0 Purpose

- 1.1 The purpose of the report is to request that Cabinet recommends that Council approves the receipt of a grant from the Office of Low Emission Vehicles (OLEV) and for that grant to be transferred to a private delivery partner in due course.

2.0 Background

- 2.1 In April 2016, Cabinet (Resources) Panel approved the submission of a bid to the Ultra Low Emission Vehicle (ULEV) Taxi Scheme run by the Office of Low Emission Vehicles (OLEV). The bid was submitted in December 2016 following approval by Strategic Executive Board.
- 2.2 In March 2017, the Council was informed that it has been awarded £478,000 of funding to install a network of charging points for electric vehicles, over three years from 2017-18. OLEV have since confirmed that electric charge infrastructure funded by the ULEV Taxi grant can be made available for public use. Essentially this will allow for the £478,000 grant to be used for the development of a charge point network in Wolverhampton which is open to both the public and taxis.
- 2.3 The Council has undertaken significant background research to understand current and projected demand for electric vehicle infrastructure in Wolverhampton. This has included regional benchmarking, survey work and interviews with a number of the City's prominent employers.
- 2.4 In summary, Wolverhampton lags behind the Black Country in electric vehicle uptake and this in part can be attributed to a lack of infrastructure across in the City. Currently there are 77 charge point locations across the West Midlands Combined Authority area, only four of those are in Wolverhampton. Despite this, projections based on data from the Department for Transport on electric vehicle registrations show locally, regionally and nationally electric vehicle ownership will increase markedly in the coming years, with a 350% increase projected nationally by 2020.

3.0 Electric Vehicle Infrastructure Scheme Delivery Model

- 3.1 The conditions of the OLEV grant require additional capital funding to deliver the full scheme. Therefore, it is the Council's intention that the grant funding will be used to deliver a network of electric vehicle charge points through a private partner who would be responsible for the additional capital.
- 3.2 A partnership with a commercial operator would involve them taking on all the risk for operating the charging points thereby eliminating the revenue costs to the Council and presenting the potential for the Council to receive a modest revenue income from the operator.

- 3.2 It is expected that the private partner will be responsible for building, marketing and operating the network, as well as providing an ongoing 24/7 service (including the management of payments and support), maintenance and repair.
- 3.3 To ensure that there is sufficient interest from the private sector to support the preferred approach a soft market warming exercise was undertaken between the 28 July 2017 and 23 August 2017. Several partners have expressed an interest in delivering the scheme including many of the current market leaders. Initial feedback has been that the providers would be willing to make the financial commitment required to satisfy the conditions of the OLEV grant.
- 3.4 It is therefore recommended that Cabinet recommend that Council approve the receipt of the grant funding from the Office of Low Emission Vehicles (OLEV). Cabinet approval is also sought to delegate authority to the Cabinet Member for City Environment, in consultation with the Director of Finance, to award the grant to the preferred private partner, once the evaluation process for the preferred partner has been undertaken.
- 3.5 Updates on initiatives to compliment the wider scheme and enhance uptake of electric vehicles will be reported through the Licensing Committee.

4.0 Evaluation of alternative options:

- 4.1 The alternative option would be to reject the OLEV grant and should the decision be taken to progress with developing an electric charge point network in the City then funding would need to be found from an alternative source.

5.0 Reasons for decision:

- 5.1 The OLEV grant and preferred delivery model would allow the Council to develop a network of much needed charge points across the City centre with minimal financial risk to the Council. As outlined in section 2.4, there is convincing evidence to support the introduction of a charge point network in the City. There is a risk that there will not be sufficient infrastructure in the City to support the growing number of electric vehicle owners, and Wolverhampton will fall further behind its Black Country neighbours.

6.0 Financial implications

- 6.1 As stated in paragraph 2.2 above, the Council has been successful in securing grant funding from the Office of Low Emission Vehicles (OLEV) totalling £478,000, to install 24 charging points for electric vehicles, over a three-year period from 2017-2018.
- 6.2 Approval is sought through this report to delegate authority to the Cabinet Member for City Environment, in consultation with the Director of Finance, to award the grant to the preferred private partner to facilitate the delivery of this project, once the evaluation process for the preferred partner has been undertaken.
- 6.3 It is important to note that, the Council will be the accountable body for the grant monies, and in the event that the Council is unable to deliver its proposals it would be responsible

for any claw back on the grant. However, a legal agreement with a private partner to facilitate the delivery of this project would include the requirement for sufficient monitoring of the scheme to mitigate against this financial risk.

- 6.4 The approved Capital Programme includes a budget of £10 million for a Smart and Accessible City. This budget is funded by £478,000 external funding in anticipation of the grant being available. The balance is funded by prudential borrowing which is no longer required for this programme. It is therefore proposed that the budget is reduced down to £478,000.

[MH/31082017/Q]

7.0 Legal implications

- 7.1 The introduction of electric vehicle charging points has legal implications with regard to; procurement; entering into maintenance and service contracts; and implementation of traffic regulation orders for charging locations.
- 7.2 Proposals under the ULEV Taxi Infrastructure Scheme may also be subject to state aid requirements. It is the responsibility of the Council to ensure when using the funding that it is state aid compliant.
- 7.3 These issues will be addressed once formal approval is received, the procurement route is identified and the programme is developed.

[RB/30082017/K]

8.0 Equalities implications

- 8.1 Support for electric vehicles is contained within the Council's Sustainability Strategy and Implementation Plan 2013-18 on which an equalities analysis has previously been carried out and no negative impacts have been identified upon groups with protected characteristics. An additional equalities analysis for the electric vehicle infrastructure work has not raised any issues under the Council's equalities duties.

9.0 Environmental implications

- 9.1 The widespread introduction of electric vehicles has significant environmental benefits through a reduction in vehicles exhaust emissions, with benefits for local air quality, reduced carbon emissions and a reduction in traffic noise.

10.0 Human resources implications

- 10.1 There are no direct human resources implications.

11.0 Corporate Landlord implications

11.1 There are no direct Corporate Landlord implications.

12.0 Schedule of background papers

12.1 Cabinet (Resources) Panel report on OLEV Taxi Scheme Bid, 26 April 2016

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Report title	Private Sector Housing Assistance Policy	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Peter Bilson City Assets and Housing	
Corporate Plan priority	People - Stronger Communities	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Lesley Roberts, Strategic Director - City Housing	
Originating service	City Housing	
Accountable employee	Christopher Hale	Head of Housing
	Tel	01902 551796
	Email	Christopher.Hale@wolverhampton.gov.uk
Report to be/has been considered by	Place Leadership Team	7 August 2017
	Strategic Executive Board	22 August 2017

Recommendations for action or decision:

The Cabinet is recommended to:

1. Approve the proposed amendments to the Housing Assistance Policy and publishing as required by the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 for the purposes of:-
 - i. to amend the policy to allow a wider range of adaptations to be undertaken including:-
 - All stairlifts, modular ramps and ceiling track hoists – up to £8,000, including the provision of stairlift maintenance contracts
 - Bathroom adaptations to enable safe access to bathing and toileting facilities – up to £5,000
 - ii. to provide a more comprehensive approach to assisting vulnerable households by considering “whole home” solutions rather than addressing issues on a piecemeal basis by enabling a single housing assistance proposal to be delivered under a streamlined grant/loan process.
2. Approve the delivery of the Private Sector Housing Assistance Policy programmes through Wolverhampton Homes.

1.0 Purpose

- 1.1 To seek approval to amendments to the Private Sector Housing Assistance Policy.
- 1.2 To seek approval for the delivery of the Council's Housing Assistance Policy programmes through Wolverhampton Homes.

2.0 Background

- 2.1 In order to provide assistance to private sector households, including finance in the form of grants or loans, the Council is required to published a housing assistance policy made under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO).
- 2.2 The latest version of the policy was approved by Cabinet on 10 April 2013 for all housing assistance except those relating to adaptations for persons with disabilities which form a separate strand of the policy. Further individual amendments to the policy have been made to ensure that matters such as qualifying criteria are in accordance with the Council's strategic objectives. These are referenced in the background papers.
- 2.3 Adaptations are delivered mainly through the approval of mandatory Disabled Facilities Grants (DFG). This type of grant is prescribed in the Housing Grants, Construction and Regeneration Act 1996. As the application and administration of DFGs is lengthy and complex, even in respect of very straightforward adaptations, on 27 June 2006, Cabinet (Resources) Panel approved a strand of the Housing Assistance Policy to introduce Small Adaptations Grants (SAG) utilising the RRO powers. This enables small adaptation works to be subject to a shorter and quicker application process for DFG applicants where a recommendation has been received following assessment by Social Services for "qualifying works" and where the applicant is either over the age of 65 (not being subject to a financial test of resources or "means test") or aged between 18 and 64 years and in receipt of a means-tested benefit. Qualifying works are determined by the Council, but were initially limited to straight stairlifts and a maximum grant of £5000. An amendment to this policy by Individual Executive Decision extended the scope of works to include curved stairlifts and metal ramps and associated works to doorways and an increase in the maximum SAG to £6500 dependant on the type of works.
- 2.4 770 assessments were undertaken by Occupational Therapists in 2016/17 for private sector adaptations with 378 grants being awarded (figures for 2015/16 were 560 assessments with 330 grant awards). Whilst a number of schemes will be self-funded or otherwise resolved, it is likely that a number of customers do not achieve their best outcomes through not pursuing the completion of approved adaptation schemes.

3.0 Proposals

- 3.1 Following the approval of the transfer of certain operational housing services from the City of Wolverhampton Council to Wolverhampton Homes, it is proposed that

Wolverhampton Homes will undertake the delivery of all schemes under the housing assistance policy including the delivery of adaptations for persons with disabilities.

- 3.2 To facilitate the most effective and timely delivery of scheme outcomes, it is proposed that where legally allowed, the ability to approve individual schemes of work under the current or amended Housing Assistance Policy in respect of all programmes is delegated to Wolverhampton Homes. This will apply to all programmes except the Mandatory DFG programmes which will require the Council to agree and approve the award of grant. Cases which are outside of the policy will continue to be submitted to the Council for consideration with any approval to exercise the Council's discretion to deviate from policy to be subject to either an Individual Executive Decision or report to Cabinet. Any change in policy will be subject to further reports to Cabinet for approval.
- 3.3 Whilst the existing SAG policy is currently restricted as outlined in section 2.3, it is intended to amend the policy to allow a wider range of adaptations to be undertaken including:
- All stairlifts, modular ramps and ceiling track hoists – up to £8,000, including the provision of stairlift maintenance contracts
 - Bathroom adaptations to enable safe access to bathing and toileting facilities – up to £5,000
- 3.4 It is also intended to provide a more comprehensive approach to assisting vulnerable households by considering “whole home” solutions rather than addressing issues on a piecemeal basis. For example, this will mean that where a property requiring an adaptation also has issues of low thermal performance, poor housing conditions generally and/or the householder is vulnerable in other ways, such as at risk of domestic violence, Wolverhampton Homes will be empowered to consider a more comprehensive approach to assisting the household by enabling a single housing assistance proposal to be delivered under a streamlined grant/loan process.
- 3.5 Emphasis will also be placed on both re-ablement and prevention agendas, with the Small Works Grants being targeted at facilitating effective and successful hospital discharge needs and specific prevention strategies such as falls prevention. This could also include facilitating more major works such as designing and feasibility for schemes of adaptation works or supporting a move to more suitable accommodation.

4.0 Evaluation of alternative options

- 4.1 The existing housing assistance policy could remain in place unamended, which would still enable some assistance to be targeted at vulnerable households to support the Council's strategic objectives. However, this would not be making best use of the flexibilities available to the Council to provide housing assistance in the most effective manner and would impede Wolverhampton Homes in delivering a cost effective comprehensive home improvement service.

5.0 Reasons for decision(s)

- 5.1 This report proposes to utilise the Council's powers under the RRO to facilitate the delivery of assistance to vulnerable households in a more cost-effective way. Should these proposals not be approved the Council risks housing improvement programmes continuing to be delivered in a fragmented fashion leading to potential waste of resources and a less satisfactory customer experience and outcome.

6.0 Financial implications

- 6.1 The approved City Housing Capital Programme has a budgetary provision for the delivery of all aspects of the Housing Assistance Policy. Currently in 2017-2018 there is £2.8 million to fund the Capital Provision for disabled adaptations, £400,000 to fund the Capital Provision for the Affordable Warmth programme and £700,000 to fund the Capital Provision for the Handy Person and Small Works programme of the Private Sector Housing Assistance Strategy. The proposed amendments to the Housing Assistance Policy will continue to be delivered within this budgetary provision.

[JM/17082017/L]

7.0 Legal implications

- 7.1 The Regulatory Reform Order 2002 (RRO) provides that local housing authorities may for the purpose of improving living conditions provide to its residents any form of assistance, including loans, to enable them to improve their homes. Further, local housing authorities may secure loans by a Legal Charge or mortgage on a property.
- 7.2 For local housing authorities to utilise these powers they must have adopted a policy detailing the assistance to be provided.

[TS/17082017/Q]

8.0 Equalities implications

- 8.1 An equalities impact assessment will be undertaken and considered in the development of any amendments to this policy.

9.0 Environmental implications

- 9.1 There are no direct environmental implications in this report.

10.0 Human resources implications

- 10.1 There are no immediate human resource implications arising from the contents of this report.

11.0 Corporate Landlord implications

11.1 There are no Corporate Landlord Implications

12.0 Schedule of background papers

12.1 Report to Resources Panel 27 June 2016 Amendments to Housing Assistance Policies –
Regulatory Reform (Housing Assistance) (England and Wales) Order 2002
Report to Cabinet 10 April 2013 Revisions to the Housing Assistance Policy
Report to Cabinet 19 July 2017 Change of Criteria to Affordable Warmth Grant
Assistance

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Report title	Memorandum of Understanding - Black Country Sustainability and Transformation Plan	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader of the Council	
Corporate Plan priority	People - Stronger Communities	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Mark Taylor, Strategic Director - People	
Originating service	People	
Accountable employee	Brendan Clifford Tel Email	Integration Project Director 01902 555370 Brendan.Clifford@wolverhampton.gov.uk
Report to be/has been considered by	Executive Team Strategic Executive Board People Leadership Team	11 September 2017 22 August 2017 21 August 2017

Recommendation for action or decision:

The Cabinet is recommended to:

1. Consider response to the Black Country and West Birmingham Sustainability and Transformation Partnership (STP) Draft Memorandum of Understanding (MoU) attached as Appendix 1.

Recommendations for noting:

The Cabinet is asked to note:

1. The process and content of development of the Black Country and West Birmingham STP and the MoU attached as Appendix 1.

1.0 Purpose

- 1.1 To advise Cabinet that to contribute to the Black Country and West Birmingham STP process, a draft Memorandum of Understanding (MoU) has been developed to support ongoing partnership working.
- 1.2 To remind Cabinet of the wider background to the Black Country and West Birmingham STP content and process.
- 1.3 For Cabinet to consider response to the draft MoU.

2.0 Background

- 2.1 The wider background to the National Health Service (NHS) STP process began with the government's October 2014 NHS Five Year Forward View. It set the direction for the next stage of development for the NHS in the light of an analysis of challenges facing the NHS. These include demographic and financial challenges as well as those of new medical technologies and increasing public expectations.
- 2.2 The NHS Five Year Forward View stated that the NHS today is very different to that of 1948 and therefore, the NHS needs to change. It argued that change should focus on systems. This refers to two aspects. Firstly, how different parts of the NHS integrate better – Clinical Commissioning Groups, Acute Hospitals, Mental Health and primary care. And secondly, how integration can be strengthened between the NHS and partners who are part of the system such as local authorities.
- 2.3 The NHS Five Year Forward View emphasised the importance of the NHS coming together with partners in local areas in the interests of a local population. This is referred to as a place-based approach. It recognised that localities are different, therefore different solutions may be required in different places.
- 2.4 In December 2015, NHS England published guidance setting out the requirement to develop five-year plans covering all areas of NHS spending in England called STPs. 44 areas were identified as the geographical 'footprints' for these plans, based on an average population size of 1.2 million. The Black Country was identified as the relevant population encompassing the City of Wolverhampton. The area also includes that covered by the Sandwell and West Birmingham Clinical Commissioning Group (CCG) which extends into the City of Birmingham area.
- 2.5 After a year's development, the final Black Country and West Birmingham STP was published on 21 November 2016. Four key themes were identified as follows:
- 2.6 **Local place-based care** – to develop standardised locally-focussed integrated models of care to promote prevention and build resilient communities.
- 2.7 **Extended hospital collaboration** – to build a network of excellent care services that deliver efficiencies and improve quality.

- 2.8 **Mental Health and Learning disability** – embrace the opportunities provided by the West Midlands Combined Authority to become a single vision for effective mental health and learning disability services.
- 2.9 **Maternity and Infant Health** – robustly review capacity of maternity services across the Black Country and develop standardised pathways of care to improve maternal and child health.
- 2.10 For the City of Wolverhampton specifically, a model for developing services in the City was proposed. Its main features were:
- Continuing to reduce the demand on hospital services by extending community and primary care services through better access, care co-ordination and continuity
 - Using pilots to work out the best way to commission community services – these include a Primary Care Home (PCH) test site, Primary and Acute Care System (PACS) pilot and the likely development of an alliance-type Medical Chambers Practice contract.
- 3.0 **Progress, options, discussion, etc.**
- 3.1 Nationally, a review of the NHS Five Year Forward View was published on 31 March 2017. It reiterated the need for change in health and care systems. The review continued to emphasise the role of new models of care such as Accountable Care Organisations or Systems in delivering solutions to current challenges. Place-based solutions continued to be recognised as important. Integration of services and the experience of people using those services was also a continuing factor.
- 3.2 Since its publication, the City of Wolverhampton Health and Wellbeing Board has noted and discussed updates on the development of the Black Country STP on 30 November 2016, 29 March 2017 and 28 June 2017 including developments such as:
- Andy Williams (Sandwell and West Birmingham CCG Accountable Officer) being confirmed as the Black Country Sustainability and Transformation Plan lead
 - Black Country Clinical Commissioning Groups agreeing in principle to establish governance arrangements to allow greater joint-working between the CCGs at Black Country level.
 - Active attempts at involvement of senior council employees in the Black Country STP development process since March 2017
 - In particular, through the leadership of the Association of Black Country Authorities, the four Black Country local authorities developing an approach called Care and Support Closer to Home in Our Communities – a place based offer which articulates the Black Country Local Authorities contribution to care and support closer to home in communities
 - Development by the Royal Wolverhampton NHS Trust of a “Vertical Integration” approach which contributes to the development of an Accountable Care system in the City of Wolverhampton, building on the developing models of care and support in the locality.

- 3.3 To initiate specific engagement with the public in the City of Wolverhampton on the Black Country STP, Healthwatch Wolverhampton invited representatives of health and care commissioners and providers in the City to their Annual General Meeting on 5 July 2017. Senior employees from health and social care in the City presented:
- Challenges now being faced by health and social care e.g. ageing population
 - Developments now underway to respond to those challenges e.g. the developing models of care such as the alliances now developing including the vertical integration approach through the Royal Wolverhampton NHS Trust; the integration of Black Country Partnership NHS Trust with other NHS providers; the development of community hubs in adult social care; etc.
 - Updates on specific service developments such as possible developments connected to the Royal Wolverhampton site at West Park.
- 3.4 An MoU has been developed to provide a framework for the developing Black Country STP partnership. A standard template developed elsewhere has been adapted for application by the Black Country and West Birmingham STP. It is understood that a number of STP areas are using an MoU approach to support their partnership.
- 3.5 In terms of content, the MoU for the Black Country and West Birmingham STP includes:
- 3.6 A list of the 18 partners who have contributed to the development of the Black Country STP. Black Country Local Authorities are included alongside NHS organisations – CCGs, Trusts including the West Midlands Ambulance Service and NHS England (Specialised Commissioning).
- 3.7 The availability of an “Associate Member” status for those who wish to contribute to the STP but not sign the MoU.
- 3.8 A stated objective to, “provide a mechanism for securing the Parties agreements and commitment to sustained...delivery of STP plans...to realise a transformed model of care across the Black Country”.
- 3.9 Obligations and benefits: stating that partners of comply with agreed plans.
- 3.10 A note on duration stating that it will be effective from the date it is signed by a partner.
- 3.11 A statement making clear that the MoU “does not and is not intended to give rise to legally binding commitments between parties” and it is not intended to, “affect each Party’s individual accountability as an independent organisation.” Nevertheless, it states that parties, “agree to act in good faith”.
- 3.12 A section on governance which states that, “The Partnership does not have any authority to make binding decisions on behalf of the parties. Collective decision made by the Partnership require ratification by each Party’s unitary Board or equivalent”.
- 3.13 Recognition of the importance of “subsidiarity” in terms of the Black Country’s distinct communities.

- 3.14 Statements about resources - “the Parties agree to commit their own resources” to achieve the STP objectives; acknowledge the need for openness and transparency in response to duties of public involvement.
- 3.15 General points about termination which allow any party to, “withdraw from the agreement at any time” and dispute resolution.
- 3.16 A number of draft Schedules are attached to the current draft MoU which cover:
- 3.17 Role and Remit of the STP – setting out desired behaviours, requirements and roles of the STP Lead. This includes reference to the need for relevant public engagement should major service change be planned.
- 3.18 Agreed Principles – this includes
- A partnership working agreement which states that parties agree with the principles as a pre-requisite to membership of the partnership for organisations that are signatories to the MoU.
 - A Partnership Statement which includes the following – “Some of the changes may require any of our organisations to enact developments that, whilst demonstrably improving delivery across the system, may be suboptimal to a member’s organisation. We commit to making such changes where these deliver the STP overall objective of sustainability of the system”.
 - Partnership outcomes including a reflection on the definition of ‘place’, taking account of a variety of interpretations including the local authority, more localised/neighbourhood level or wider footprints of the STP level or beyond.
 - Partnership behaviours ranging across need for collaboration, information sharing, learning from best practice, challenge, media protocols and workforce development.
- 3.19 Black Country STP Terms of Reference – includes:
- Membership is clarified as a nominated single representative for each signatory organisation with a voting right should it be needed.
 - It is assumed that a Healthwatch representative and other representatives will attend as non-voting members.
 - Detail on voting beginning with an assumption that consensus is desirable. Specific mention is made of local authorities as follows: “In the case of a Local Authority that is a signatory to the MoU, the Partnership recognises that there may be occasions on which voting on a Partnership decision may be in conflict with an Authority’s statutory rights and responsibilities (for example, in relation to public consultation and the right of referral to the Secretary of State.) Local Authority Partners shall have the right to determine when such circumstances exist and, in such circumstance, to exempt themselves from a Partnership decision”.
 - In terms of partnership recognition, it is stated that “partners recognise that accountability for place-based work sits with local governance”.
 - Resourcing – “It is expected that delivery of the STP objectives is seen as the core business of each member organisation and each will therefore commit in kind resources to deliver STP objectives”.

- 3.20 Some general issues about the content based on legal comment include:
- 3.21 The precise legal status of the STP and the MoU is unclear. Overall, it appears to create a force for strong and binding partnership and creating mutual obligations. The unclear legal status questions the strength of partnership aspired to.
- 3.22 Because the MoU is a template document, it may be unlikely that any amendments can be introduced unless all participating local authorities request it. Therefore, it may be that clarifications rather than variations may be made.
- 3.23 Whether the Council and other local authorities are acting as a formal statutory partner or in a more informal role should be clarified.
- 3.24 How system-wide decisions will be made needs to be clarified:
- Will these be made democratically? If so, by which organisation and for what area?
 - If managerially, under what governance structure or arrangement?
- 3.25 Given the likely executive focus of most meetings, it is assumed that representation by the City of Wolverhampton will be by employees. However, there may be others where Councillor attendance is required. Therefore, level of representation should be clarified.
- 3.26 Should any issues arise affecting the statutory duties of councils, the issue will need to be referred through Council governing process before any decision is taken. Accordingly, the MoU will need to contain a statement that nothing shall impact on the statutory and governance functions of a Council.
- 3.27 The need for financial savings is detailed in the STP. To achieve these, closures or service reductions may be effected. Councils may not wish to align themselves with these decisions of the STP partnership. Therefore, there should be a reference to the STP undertaking a financial risk analysis and/or a business case as soon as possible for any financial savings.
- 3.28 As a partner to any service reduction or closure, the Council will want to be assured that all required steps for formal consultation have been planned and undertaken.
- 3.29 The dispute resolution provisions should only refer to mediation and not arbitration which could be expensive.

4.0 Evaluation of alternative options:

- 4.1 The draft Black Country and West Birmingham STP MoU is based on a template version developed elsewhere and addresses areas which might be expected in such an agreement. It is appreciated that the development of the MoU is aimed at creating a positive and results-orientated environment for partnership working to bring about the objectives of the STP. It clearly aims to address potential difficulties before they might arise and emphasizes collaboration and consensus.

- 4.2 Subject to Cabinet consideration, the main options are most likely to be as follows.
- 4.3 **Option one** – accept the assurances stated in the MoU and become a signatory. This would be done on the basis that no legal obligation is created through becoming a signatory, signatories can leave at any time and agency governance arrangements are sovereign as stated in the draft MoU. On the other hand, whilst some specific aspects of the direction of the Black Country STP remain unclear, it may be too early for the Council to embrace the process when it may need to represent the interest of electors in response to any suggested service change.
- 4.4 **Option two** – accept the offer of “Associate Member” status which maintains Council involvement without voting rights. It can be argued that the Council may not need a deeper membership than “Associate Member” as most change envisaged in the Black Country STP is aimed at the NHS. This option leaves the Council free in respect of any conflict of interest which might emerge over time of which it is not currently aware. On the other hand, an “Associate Membership” status is less than full membership and this may introduce some obstacle on leadership of the place-based theme although this is not inevitable.
- 4.5 **Option three** – seek some changes to the draft MoU so that the specific character of the contribution of councils as partners with the NHS can be strengthened. This might allow the generalised template to be made even more specific to local needs. Depending on the extent of agreement and change on this basis, the Council may then choose either option one or two outlined above or any other option it sees fit in the light of the situation.
- 5.0 Reasons for decision(s):**
- 5.1 The Cabinet may determine any option including one beyond those suggested above based on any wider consideration judged important by the Cabinet.
- 6.0 Financial implications**
- 6.1 There are no current direct financial implications at this stage. The development of the draft Black Country STP completed in October 2016, CCGs, NHS providers and Local Authorities provided detail of their financial plans for health and social care over the five year period (up to 2020-21.) A ‘Do nothing’ option which takes the recurrent starting position pre-2017-18 budget reduction plans and allowing for growth, this gives a potential cost pressure of £700 million across the Black Country footprint - £512 million in relation to health and £188 million across social care.
- 6.2 A number of potential solutions were identified across the footprint including demand management, cost efficiencies and service transformation to address this gap. This reduced the gap by 2020-21 to nil across the health system and £118 million across social care.

[AS/25082017/K]

7.0 Legal implications

- 7.1 The government's mandate to NHS England 2016-17 sets the direction for the NHS pursuant to Section 13A (1) of the National Health Service Act 2006.
- 7.2 NHS England publications on The NHS Five Year Forward View (2015,) and Next steps on the NHS Five Year Forward View (2017) amongst other documents respond to the mandate which specifically initiated and continued the STP process.
- 7.3 The MoU does not give rise to legally binding commitments between the parties. Nevertheless, the parties must act in good faith to meet the requirements of the memorandum.

[RB/24032017/Q]

8.0 Equalities implications

- 8.1 The Council is a committed partner in local health and social care arrangements including the STP and MoU led by the NHS. Council representatives will seek reassurance that the STP does not inadvertently create inequity in access to health care. Service leaders will ensure that any service redesign addresses equality issues as needed. For instance, where internet access is required, strategies will be developed to ensure that those without such access can be included within the improvement made.

9.0 Environmental implications

- 9.1 The focus on local, place-based approaches encourages improved approach to local environments as travel time and journeys are minimised. It is possible that the scaling-up of some services through new NHS partnership arrangement may create longer journeys for some people.

10.0 Human resources implications

- 10.1 There are no direct service changes associated with the consideration of the Black Country and West Birmingham STP MoU at this time. Any service change developed as a result of the overall plan would be subject to accepted procedures for human relations issues.

11.0 Corporate Landlord implications

- 11.1 Corporate Landlord services are actively involved in the relevant local health and care workstream established under the Systems Development Board to strengthen localised, community-focussed delivery arrangements.

12.0 Schedule of background papers

- 12.1 National Health Service Act 2006

12.2 The NHS Five Year Forward View 2015

12.3 Black Country and West Birmingham System Transformation Plan 2016

12.4 Next steps on the NHS Five Year Forward View 2017

13.0 Appendices

13.1 Appendix 1 - The Black Country and West Birmingham Sustainability & Transformation Partnership Memorandum of Understanding

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The Black Country and West Birmingham Sustainability & Transformation Partnership

Memorandum of Understanding

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1. Parties

1.1 The parties to the Partnership are the following NHS organisations and Local Authorities, where their governing bodies authorize the signing of this Memorandum of Understanding (MoU):

- Black Country Partnership NHS Foundation Trust
- Dudley Metropolitan Borough Council
- Dudley Group NHS Foundation Trust
- Dudley and Walsall Mental Health Partnership NHS Trust
- NHS Dudley Clinical Commissioning Group
- Sandwell Metropolitan Borough Council
- Birmingham City Council
- Birmingham Community Healthcare NHS Foundation Trust
- Sandwell and West Birmingham Hospitals NHS Trust
- NHS Sandwell & West Birmingham Clinical Commissioning Group
- Walsall Metropolitan Borough Council
- Walsall Healthcare NHS Trust
- NHS Walsall Clinical Commissioning Group
- Wolverhampton City Council
- Royal Wolverhampton NHS Trust
- NHS Wolverhampton Clinical Commissioning Group
- West Midlands Ambulance Service NHS Foundation Trust
- NHS England (Specialised Commissioning).

1.2 Organisations listed above that do not sign this MoU but wish to contribute to Partnership discussions will be welcomed as Associate Members. Partnership Board Terms of Reference also allow for wider system partners to be included in Partnership discussions.

1.3 The Partnership recognizes that there are other system partners, not listed above (e.g. Primary Care, Third Sector organisations), and it affirms its intention to work for the benefit of the whole system not simply that of Partner and Associate members. The Terms of Reference for the Partnership Board sets out how wider partners will be engaged, including the patient voice.

1.4 In the event that any of the above organisations is party to a merger or is subject to acquisition, or that a new provider is formed or contracted to provide services within the footprint (e.g. an accountable care organisation), the Partnership Board shall determine whether any additional organisations should be invited to sign this MoU as Partners.

2. Background

- 2.1 NHS Shared Planning Guidance for 2016/17 – 2020/21 asked every local health and care system to come together to create its own Sustainability and Transformation Plan (STP) for accelerating the implementation of the Five Year Forward View (FYFV). The subsequent 2017 delivery plan, Next Steps on the Five Year Forward View, set out national priorities for implementation and clarified the developing role of STPs.
- 2.2 The Black Country and West Birmingham footprint was identified as one of the STP footprint areas in which people and organisations would work together to develop robust plans to transform the way that health and care is planned and delivered for the footprint population. The Black Country and West Birmingham partnership represents many different constituent interests (including registered population, resident populations, and populations utilising services and/or working within the geographical area) and that this may change over time. Subject to agreement by the sponsoring group, to allow new members or associate members representing neighbouring population interests to be included within the arrangement.
- 2.3 The Parties have agreed to work together to enable transformative change and the implementation of the FYFV vision of better health and wellbeing, improved quality of care, and more sustainable services.
- 2.4 The Parties have collaborated in the development of draft proposals (as set out in Schedule 1) and recognise the need now to develop and implement more detailed plans in key areas.

3. Objective and Intent

- 3.1 The Objective of this MoU is to provide a mechanism for securing the Parties' agreement and commitment to sustained engagement with, and delivery of, STP plans in order to realise a transformed model of care across The Black Country and West Birmingham.
- 3.2 The intent of this agreement is to bind the parties to the common purpose of delivering a clinically, socially and financially sustainable health and care system that will improve the health and wellbeing of the population and address inequalities. This requires the Parties to recognise the scale of change required and that its impact may be differential on the Parties. The Partnering Statement is included within Schedule 4.

4. Obligations

4.1 The Parties agree to work collectively to establish the detailed plans and organisational impacts that will achieve the Objectives and Intent. These will incorporate finance, activity and workforce as a minimum, and will be set out in an annual system plan in a format to be agreed.

4.2 The Parties agree that they will comply with the annual system plans that move the system incrementally towards the Objectives and Intent, and that they will actively contribute to reporting performance and progress against the plan both within the Partnership and, through the Partnership, to Regulators.

5. Benefits

5.1 The Parties shall realise the benefits of working collectively by receiving system and regulator support to manage in-year and longer term risks as a whole system, supported by the Parties individually and collectively to the extent that no organisation is deemed to fail individually. Regulator interventions will be aligned to this benefit in order that all parts of the system can release maximum resources to delivery of the intent.

6. Leadership

6.1 Andy Williams will serve as STP Lead.

6.2 The STP Lead's role and remit are set out in Schedule 2.

6.3 The designated STP Lead may change from time to time in accordance with such process as may be agreed by the Partnership in consultation with Regulators.

7. Duration of the MoU

7.1 This MoU will take effect for each party on the date it is signed by that party, following a formal resolution by its governing body.

7.2 The Parties expect the initial duration of the MoU to be for the period of 2017-2021, as a minimum, or otherwise until its termination in accordance with Clause 15.

8. Agreed principles

8.1 The Parties have agreed to work together in a constructive and open manner in accordance with the agreed principles for ways of working and the culture set out in Schedule 3 to achieve the Objective and Intent.

9. Effect of the MoU

9.1 This MoU does not and is not intended to give rise to legally binding commitments between the Parties.

9.2 The MoU does not and is not intended to affect each Party's individual accountability as an independent organisation.

9.3 Despite the lack of legal obligation imposed by this MoU, the Parties:

- have given proper consideration to the terms set out in this MoU; and
- agree to act in good faith to meet the requirements of the MoU.

10. Governance

10.1 The Parties have agreed to establish the Partnership to co-ordinate achievement of the Objective and Intent.

10.2 The Parties have agreed Terms of Reference for the Partnership Board in the form set out in Schedule 4. Terms of Reference describe arrangements for aligned decision making of the Parties which they agree is necessary to achieve the Objective and Intent.

10.3 Each Party will nominate a representative to the Partnership Board and notify the STP Lead of that representative and of a deputy who is authorised to attend in her/his place.

10.4 The Parties agree that the Partnership Board will be responsible for co-ordinating the arrangements set out in this MoU and providing overview and drive for the STP.

10.5 The Partnership Board will meet at least monthly or as otherwise may be required to meet the requirements of the STP.

10.6 The Partnership Board does not have any authority to make binding decisions

on behalf of the Parties. Collective decisions made by the Partnership require ratification by each Party's unitary Board or equivalent.

11. Subsidiarity

11.1 The Parties acknowledge the importance of subsidiarity in terms of The Black Country and West Birmingham's distinct communities.

11.2 The Parties agree that, where appropriate, decisions should be made as close as possible to the people affected by them.

12. Risk management and assurance

12.1 The Parties will develop and maintain a risk register for the STP.

12.2 NHS Commissioners will confirm risk sharing agreements in the light of this MoU.

13. Resources

13.1 The Parties have agreed to commit their own resources to achieve the Objective in accordance with the arrangements set out in Schedule 5.

13.2 Parties also expect that resources currently held by NHS Regulators will also be committed to the work of the STP.

13.3 The STP has an existing Partnership Agreement with The Strategy Unit to provide strategic support and advice, and data and evidence analysis.

13.4 The Parties have further agreed the arrangements set out in Schedule 6 for engaging any additional external resource and advice.

14. Openness and transparency

14.1 The Parties agree that they will work openly and transparently with each other and with other stakeholders, including non-executive directors, governors and elected members of the Parties and other local health and care organisations.

14.2 The Partnership Board will receive plans that demonstrate each Party's compliance with their duties of public involvement to the extent that these

may impact on any other party to this agreement, or be enhanced by the involvement of one or more of the Parties. If there is any ambiguity as to whether the Partnership may require these plans then this should be discussed with the STP Lead.

15. Termination

- 15.1 Any Party may withdraw from this agreement at any time, following a formal resolution by its governing body, duly notified to the STP Lead who will promptly communicate this notice to other Parties.
- 15.2 In making such a resolution, the withdrawing Party recognises that it will cease to benefit from any collective agreement or treatment established whilst acting under the agreement, and that it will lose the ability to play a part in Partnership decision-making.
- 15.3 This agreement is intended to endure for the lifespan of the STP but this collective commitment will be reviewed at least annually to ensure that it remains fit for purpose and meets the needs of the Parties. The Parties will agree whether to extend and/or amend this arrangement according to prevailing circumstances.

16. Dispute resolution

- 16.1 The Parties will attempt to resolve any dispute between them in respect of this MoU by negotiation in good faith.
- 16.2 Where Parties are unable to reach agreement, proposals for dispute resolution will be set out by the STP Lead according to the circumstances of the dispute, such that any mediation/arbitration is conducted by one or more of the Parties neutral to the dispute. This may require recourse to external expertise (procured in accordance with Schedule 6) or to intervention by NHS Regulators.

17. General provisions

The Parties agree that this MoU may be varied only with the written agreement of all the Parties.

Signed by the duly authorised representatives of the parties on the dates set out below.

Partner Organisation	Role of Signatory	Signature	Date of Signature
Black Country Partnership NHS Foundation Trust			
Dudley Metropolitan Borough Council			
Dudley Group NHS Foundation Trust			
Dudley and Walsall Mental Health Partnership NHS Trust			
NHS Dudley Clinical Commissioning Group			
Sandwell Metropolitan Borough Council			
Birmingham City Council			
Birmingham Community Healthcare NHS Foundation Trust			
Sandwell and West Birmingham Hospitals NHS Trust			
NHS Sandwell & West Birmingham Clinical Commissioning Group			
Walsall Metropolitan Borough Council			

Partner Organisation	Role of Signatory	Signature	Date of Signature
Walsall Healthcare NHS Trust			
NHS Walsall Clinical Commissioning Group			
Wolverhampton City Council			
Royal Wolverhampton NHS Trust			
NHS Wolverhampton Clinical Commissioning Group			
West Midlands Ambulance Service NHS Foundation Trust			
NHS England – Specialised Commissioning			

[MoU adapted with permission from a template developed for the Devon Success Regime by Hempsons]

Schedule One – Latest STP Submission

Schedule Two – Role and Remit of STP Lead

1 Introduction

The Black Country and West Birmingham STP provides an important opportunity to redefine the future of health and social care locally. There is a collective responsibility to transform care and build delivery and confidence through collaborative effort so that local populations experience services that are of outstanding quality, and are both financially and clinically sustainable.

STP Partner organisations, informed by national guidance, have identified the appointment of an STP Lead as an essential role in supporting the achievement of this goal.

2 What behaviours will the STP Lead need to demonstrate?

The STP Lead (like any leader across the footprint) will need to prioritise and advocate for the needs of The Black Country and West Birmingham population over and above the interests of individual partner organisations. The STP Lead will need to be:

- Organisationally neutral, system leadership focused
- Open, frank and constructive, building good relationships with colleagues and between colleagues
- Engaging of all stakeholders, partners and the public to build a momentum for constructive challenge, constructive dialogue, engagement and consultation
- Committed to build on the positive experiences and services across the patch while pursuing the adoption of best practice and outcomes for all to meet the scale of the challenge faced
- Act and be regarded as fair, balanced and inclusive
- Be an honest broker and mandated by colleague Chief Executives to support and constructively challenge other leaders and Boards to reframe their leadership style and language if necessary to secure agreed STP goals
- Able to explore, through openness and transparency, areas of conflicting views or perceived vested interests of any of the parties.
- Appreciate and integrate the differing requirements, governance and accountabilities involved, supporting all Partners to secure the best outcomes for the STP population while respecting the extant statutory roles of each

organisation

- Demonstrate courage, energy and upmost integrity.

3 What are the requirements of the STP Lead?

This role will require an individual who has the confidence and, therefore, the mandate of existing leaders in the STP, and who possesses the following attributes:

- An experienced and successful executive leader
- Detailed understanding of the regulatory arena and the complexity of health and social care provision
- A wide range of experience working with Boards, and interacting with system partners at local, regional and national levels
- Able to be an efficient, effective, person-centred and future-focused coach of very senior individuals
- Track record of succeeding in a highly challenging environment where tenacity, resilience and humility have been key ingredients for success.
- Able to rapidly secure the confidence of regulatory bodies - credibly balancing the best efforts of local Partners whilst also harnessing external capacity (including relevant resource within Regulators) to drive a new and fully integrated way of working.
- Visible to stakeholders to secure their engagement and confidence to offer and participate in solutions for future models of care
- Able to facilitate and resolve potential material issues of difference in terms of governance and pace of delivery
- A confident public and media spokesperson
- Fluent in the new models of care, national developments, integrated care and the potential for devolution deals across a wide and dispersed geographical patch
- Demonstrable experience of managing local delivery and change under intense national political and media interest.

4 What is the role of the STP Lead?

- To lead Partners in developing and delivering an overall system plan, and in

working towards an acceptable mechanism for managing a single financial control total. This plan will be a compelling platform from which to transform health and care services at pace and scale, securing sustainability within an ambitious timescale.

- To design, lead and drive the overall STP programme. This would include working with all stakeholders and NHS bodies to maximise the potential to deliver excellence, improved health and well-being for populations and communities and integrated and improved care for people.
- To ensure that, where any major service change is proposed, relevant Partners undertake an exemplary approach to engagement and consultation, and that proposals are developed in line with national guidance around the 'five tests' and informed by the Clinical Assurance Framework developed by the West Midlands Clinical Senate.
- To be the lead officer and main point of contact in the footprint for NHS Regulators, and to be the focus of liaison with neighbouring (and national) STPs, working to ensure the appropriate alignment of plans
- To secure from Partners the resources required to develop and deliver the system plan, including the secondment (full or partial) of Partner organisation staff to fulfil STP roles.
- To administer and deploy all STP resources, internally or externally acquired, and to be accountable to Partners for the resource expended.
- To ensure that, although the STP currently has no stand-alone statutory basis, sufficient commitment to, and confidence in, the STP and its leadership is established so as to support the robust and timely delivery of transformation plans. This will include assisting the Partnership to articulate its role on which the collective support is made as being separate from the individual statutory roles and requirements of each organisation represented. As the STP evolves, and subsequent guidance and advice is received, the STP Lead should bring forward proposals for developing the mechanisms for governance and for potential changes to organisational form.

Schedule Three – Agreed Principles

1. Partnership Working Agreement

The Partnership has been established to oversee delivery of the Sustainability and Transformation Plan (STP). This group comprises STP Partner organisations, with associate and other relevant local organisations in attendance at meetings of the Partnership Board.

The following framework sets out the principles that shape how the Partnership shall conduct itself, and agreement to these principles is a pre-requisite to membership of Partnership for organisations that are signatories to the MoU. Other organisations attending the Partnership Board will also be asked to reflect the values set out below.

This agreement is open to statutory bodies responsible for commissioning and/or delivering health and social care services within the defined STP footprint. The organisations eligible for membership, subject to signing up to this agreement, are set out in Appendix 1.

In order that the system may performance manage itself to achieve its objectives, there is a requirement for organisations to give Board/Governing body approval for their organisations to be collectively supported to deliver and to be held to account for that delivery by the system governance arrangements. Whilst their agreement cannot be legally enforced, commitment to this level of mutual accountability is essential, particularly in advance of any challenging circumstances arising.

In order to minimise external intervention, there is considerable advantage to the system of sign-up by regulators to a system-wide plan and accountability arrangements, so that they can have confidence in the system delivering without their intervention. It is therefore proposed that regulators are similarly requested to sign up to a similar commitment.

The organisations therefore agree by their signature to this MoU to the following Partnership Statement:

The Partners in The Black Country and West Birmingham STP agree that there is considerable benefit to joint working arrangements that put our patients and service users at the heart of everything we do.

We accept that the sustainability challenge is of a scale that will require significant change in order for these to be addressed.

Some of the changes may require any of our organisations to enact developments that, whilst demonstrably improving delivery across the

system, may be suboptimal to a member's organisation. We commit to making such changes where these deliver the STP overall objective of sustainability of the system in the knowledge that none of our organisations will be able to achieve optimal outcomes for patients, service users, carers and families unless the whole system is enabled to function optimally.

We agree to provide the appropriate attendance to support the membership of Partnership, to hold each other to account to deliver our elements of the system plan, and to support and accept support from our fellow Partners to achieve our objectives.

We agree that this function shall be exercised both collectively and by the appointed STP Lead.

2. Partnership Values

The Sustainability and Transformation Plan relationship will be based on:

- Securing beneficial impact for the population of the footprint, and for others accessing footprint services
- Collaborative Leadership & Decision Making
- An inclusive process across the NHS and Local Government
- Engaging clinicians, practitioners, and staff delivering NHS funded care
- Equality of status between all Partner organisations (subject to the respecting of each organisation's differential rights and responsibilities as determined by statute)
- Mutual respect and trust
- Open and transparent communications
- Co-operation and consultation
- A commitment to being positive and constructive
- A willingness to work with and learn from others
- A shared commitment to providing effective and efficient services to the population of The Black Country and West Birmingham
- A shared commitment to deliver parity between mental and physical health care

- A desire to make the best use of resources across the NHS and local government.

3. Partnership Outcomes

- Service delivery will be quality and outcomes focused, prioritising patient/user care and experience by working towards an improvement in health and well-being and a reduction in health inequality.
- The work of the STP needs to be led by health and care clinicians and other professionals, focused on the development of a strategy that targets material improvements in areas of care highlighted in the STP's draft proposals and in NHSE's 2017-21 delivery plan.
- Partner organisations share a common vision and values, whilst understanding the scope of their individual obligations to ensure commissioning ambitions, service delivery and intentions of each of the organisation are accounted for.
- The Model of Care within our system will be transformed to achieve sustainable health and care systems within The Black Country and West Birmingham, mindful also of the impact of plans on neighbouring systems.
- Developing high quality and efficient place-based systems of care will be a prime focus of our work programme. We recognise that the definition of 'place' will differ between services. For the majority of services, 'place' may equate to our four Local Authority areas (each with its own subsidiary 'places' – neighbourhoods/localities of c.30,000-50,000 population) but, for more specialist services, 'place' may be the whole footprint (or even multiple STP footprints) where there is evidence that providing services to larger populations supports the delivery of safe, effective and sustainable care.
- Primary Care provision will play a key role in the design and delivery of the emergent new models of care, and mechanisms to secure the involvement of non- statutory body providers must be developed.
- Our plan will deliver financial and performance improvement from year one.
- Partners recognise that achieving financial sustainability for health and care services in the long term may differentially impact individual STP organisations. Where this results in short term financial pressures for one or more individual organisations, Partners will work together transparently to support the identification and/or implementation of local actions that mitigate short term pressures and that avoid, where possible, the emergence of unsustainable and unplanned long term pressures.

The STP recognizes, however, that it has no direct control over Partner finances but will simply facilitate collaboration between Partners to create whole-system benefit.

4. Partnership Behaviours

- We agree to work collaboratively at pace to successfully develop and deliver a system plan for the STP
- We will identify where it is mutually beneficial to share information to advance an evidenced individual and/or system benefit, and to do so on the basis that the information requested is reasonable for the purpose only, and not excessive. Where information is shared, it is agreed that it will be used for the stated purpose only
- We will demonstrate, through our positive and proactive and inclusive manner, a willingness to make the Partnership succeed
- We will communicate openly about major concerns, issues or opportunities
- We will demonstrate transparent communications in terms of delivery of STP plans and notification of any quality or financial organisational concerns, including mitigation planning
- We will share information, experience and resource, to work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and reduce cost
- We will adhere to statutory powers, requirements and best practice to ensure compliance with applicable laws and standards including those governing procurement, data protection and freedom of information
- We will act in a timely manner, developing robust plans that take full account of governance, assurance, procurement and democratic accountability processes, and will seek to respond promptly to requests for information from such processes
- We will learn from the best practice of Partner organisations and will seek to develop as a Partnership to achieve the full potential of the relationship
- We will work collaboratively on all aspects of our work, seeking to release resource to focus on transformation and adopting an approach based on doing things once together (i.e. one plan for everything we do – trusting others to act on our behalf and on behalf of the system)
- We will publish operational plans and performance data including waiting times, sharing strategic plans, headline contract values and CIP plans

- We agree that challenge will be required in the system and parties will on occasion take different views. All parties agree that where possible we will aim to resolve issues of difference between organisations professionally and privately
- We agree not to take pre-emptive public action on any matter that may result in a public disagreement between Partners
- We agree that the right thing to do is to take costs out of system and therefore we will not engage in activities that primarily aim to transfer deficits
- We will require programme leads to be responsible for assuring and mitigating the commercial conflict of involvement in the wider redesign programmes
- We will develop our workforce to enable people to deliver the objectives requested of them from the STP
- We agree to cascade within our own organisations these values, behaviours and work programmes, leading by example
- We agree to challenge one another in an open and measured manner when there are matters on which we disagree
- To ensure the robust and timely delivery of agreed STP plans, Partners agree to the use of peer review processes within the STP, providing mutual assurance about the effective contribution of each Partner. These processes will adopt an 'open book' approach with confidentiality safeguards where the information to be shared is commercially sensitive.

Appendix 1: Eligible Partnership Organisations

- Black Country Partnership NHS Foundation Trust
- Dudley Metropolitan Borough Council
- Dudley Group NHS Foundation Trust
- Dudley and Walsall Mental Health Partnership NHS Trust
- NHS Dudley Clinical Commissioning Group
- Sandwell Metropolitan Borough Council
- Birmingham City Council
- Birmingham Community Healthcare NHS Foundation Trust
- Sandwell and West Birmingham Hospitals NHS Trust
- NHS Sandwell & West Birmingham Clinical Commissioning Group
- Walsall Metropolitan Borough Council
- Walsall Healthcare NHS Trust
- NHS Walsall Clinical Commissioning Group
- Wolverhampton City Council
- Royal Wolverhampton NHS Trust
- NHS Wolverhampton Clinical Commissioning Group
- West Midlands Ambulance Service NHS Foundation Trust
- NHS England (Specialised Commissioning).

Schedule Four – Black Country Partnership Board Terms of Reference

1. Introduction

The Partnership is established in accordance with “Next Steps on the NHS Five Year Forward View” and the MoU between the Partners of The Black Country and West Birmingham STP. These terms of reference set out the membership, remit, duties and responsibilities of the Partnership. The Partnership will review its terms of reference annually.

2. Role:

The purpose of the Partnership is to bring together the statutory providers and commissioners of health and care services in The Black Country and West Birmingham to oversee the development and delivery of plans that will keep people healthier for longer and integrate services around the patients who need them most. To enable this, the Partnership recognizes the need to proactively engage with other significant elements within the local health and social care system, including through their attendance at Partnership Board meetings.

The objectives of the Partnership Board are to:

- Plan services across The Black Country and West Birmingham that are safer and more effective because they link together hospitals so that staff and expertise are shared between them
- Engage front-line clinicians in all settings to drive the real changes to the way care is delivered
- Determine the priorities of the Partnership
- Ensure alignment with Operating Plans
- Ensure that the findings from JSNA inform Partnership plans and strategic objectives
- Identify and ensure the delivery of strategic redesign work streams
- Ensure that Partners fulfil their statutory requirement to consult and engage with patients, public and stakeholders with regard to strategic and local commissioning plans and service changes
- Ensure that the equality and diversity implications of commissioning services and clinical/professional developments are properly considered and acted upon
- Monitor and review commissioning strategies, joint working arrangement, plans and

redesign work streams and their respective implementation.

3. Membership:

The voting members of the Partnership shall be the nominated single representatives of each Partner organisation that is a signatory to this MoU. Additionally, voting rights shall also apply to the STP Lead, the STP Professional Chair and the lay member/non-executive director nominated by the Chairs of NHS provider Trusts with Partner status.

The Partnership Board may agree that non-voting members may be in attendance at its meetings to contribute to its discussions where relevant and appropriate. In particular, the Partnership Board will, as a priority, identify how Primary Care should be represented (e.g. via established Federations of a certain scale or via LMC or RCGP representation). In addition, single representatives of NHSE/NHSI (in their regulatory capacity), Healthwatch, the voluntary sector, the Leadership Centre and The Strategy Unit will normally be in attendance.

Those leadings aspects of the Partnership's work will be invited to attend as required by the STP Lead.

Meetings of the Partnership Board will not normally take place in public since responsibility for engaging with the public and providing opportunities for questions to be raised remains with the Boards of statutory NHS partners and through existing Local Authority mechanisms.

4. Quorum:

The quorum for Partnership Board meetings shall be at least one third of the eligible membership including the following:

- Either the STP Lead or the Professional Chair
- At least one representative from each of the stakeholder groups
 - NHS provider Trusts (acute, community or mental health)
 - Local Authorities
 - NHS Clinical Commissioning Groups
- At least one representative from each of the four Black Country areas (who may be coterminous with the above representatives).

Where members are unable to attend a meeting they must arrange for their named and duly authorised representative to attend in their place.

If a member should be required to leave prior to the conclusion of the meeting, the Chair should confirm whether the meeting is still quorate. If the meeting is no longer quorate, it may continue but any decisions would have to be ratified at the next meeting or, where the Chair judges this would cause undue delay, by email.

Partnership Board decisions may be effected via email – either in the case of inquoracy or other urgent circumstance (at the discretion of the Chair) provided that:

- The Chair sets out the rationale for acting outside of an ordinary meeting;
- Those Partners participating in the email exchange and consenting to the decision would constitute a quorum for a physical meeting;
- The decision is reported to the next meeting and its ratification is minuted; and
- Email responses by Partners are copied to all members of the Partnership Board and form part of the papers for the next meeting of the Partnership.

5. Conflicts of Interest

The Partnership shall establish a register of interests for both voting and associate members.

At the beginning of each meeting, the Chair will ask all Partners and other attendees to declare if they have any conflicts of interest in any matters to be discussed. The Chair will determine how any declared conflicts will be managed during the meeting.

6. Voting:

It is desirable that Partnership Board decisions are made on the basis of a consensus amongst all Partner organisations present at the meeting.

Where it is evident to the Chair that such a consensus does not exist then decisions shall be taken on the basis of a simple majority (indicated by a show of hands). The rationale of those opposing the decision shall be recorded in the minutes.

Where a lack of consensus may adversely impact the delivery of STP plan (or in other cases at the discretion of the STP Lead), the dispute resolution approach set out in the MoU shall be invoked by the STP Lead.

Partnership decisions constitute the consensus or majority view of Partners in relation to the matter in question. They do not and cannot bind the action of Partner organisations' existing governance mechanisms.

In the case of a Local Authority that is a signatory to the MoU, the Partnership recognises

that there may be occasions on which voting on a Partnership decision may be in conflict with an Authority's statutory rights and responsibilities (for example, in relation to public consultation and the right of referral to the Secretary of State). Local Authority Partners shall have the right to determine when such circumstances exist and, in such circumstances, to exempt themselves from a Partnership decision.

7. Chair:

The STP Lead shall serve as the Chair of Partnership meetings. Should the Partnership come to a view that the appointment of an Independent Chair would be beneficial, a proposal will be developed for the approval of all Partners.

8. Secretary:

A named individual will be responsible for supporting the Chair in the management of the Board's business and will be responsible for:

- Preparation of the agenda in conjunction with the Chair
- Circulating the agenda and papers to Partners in advance of the meeting at least 5 working days in advance;
- Minuting the proceedings and resolutions of all meetings of the Partnership Board, including recording the names of those present and in attendance, and details of any conflicts and how they were managed;
- Circulating draft minutes to all members of the Partnership Board within 5 working days;
- Keeping a record of matters arising and issues to be carried forward; and
- Advising the Board on pertinent areas.

9. Frequency and notice of meetings:

Partnership Board meetings will normally take place monthly.

No unscheduled or rescheduled meetings will take place without members having at least one week's notice of the date. The agenda and supporting papers will (save in exceptional circumstances) be circulated to all members at least three working days before the date of the meeting.

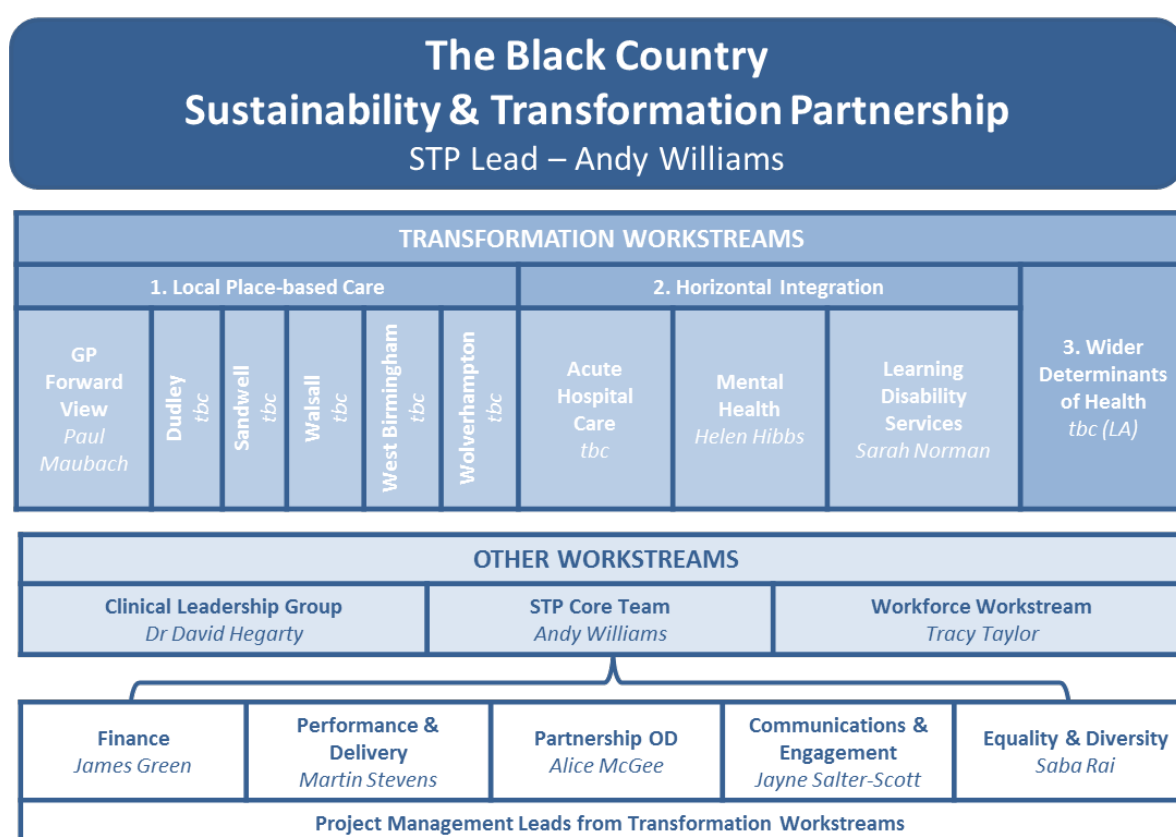
10. Partnership Infrastructure:

In order both to develop plans for consideration by the Partnership and to oversee the

implementation of plans agreed by the Partnership, an appropriate infrastructure needs to be established and resourced. That infrastructure shall be directed by the STP Lead and shall be accountable to the Partnership Board.

The Partnership infrastructure is formed of care-focused Workstreams and function-based Working Groups (see diagram below). The driving force for Partnership Board proposals should be the work of the professionally-led, care-focused Workstreams but those proposals, as they emerge, will need to be reviewed from the perspective of the function-based Working Groups. This is intended to ensure that, by the time proposals are considered by the Partnership Board, they have been well tested. The STP Lead may also draw on additional mechanisms, internal or external to the STP, to assess the appropriateness and robustness of emerging proposals.

Once proposals are approved by the Partnership Board, delivery is to be coordinated by the relevant Workstream, working closely with the affected system Partners.



The role and remit of these groups is summarised below. Groups are responsible for drafting their own detailed terms of reference for approval by the Partnership Board.

Partners recognize that accountability for place-based work sits with local governance mechanisms. Each Partner comes to the Partnership with multiple existing commitments to other bodies and needs to be conscious of this in Partnership discussions.

The role of the Transformation Workstreams is to:

- i) Develop proposals for their defined area of care that support delivery of the Five Year Forward View priorities and support the achievement of improved health and wellbeing, better outcomes and experience of care for patients, and the financial sustainability of the STP.
- ii) Oversee the delivery of proposals approved by the Partnership Board and all relevant Partners/external authorities.

a) Clinical Leadership Group (CLG)

The role of the CLG is to provide clinical leadership to the Partnership, ensuring that it develops robust proposals that are safe and effective, that align with the evidence base and that are clinically sustainable. The CLG's work will also inform the work of the CCGs' joint committee - the Black Country and West Birmingham Commissioning Board.

Specifically, CLG will:

- i) Identify priority areas for the STP to consider;
- ii) Identify and support a network of clinical champions to provide senior clinical advice to STP Workstreams in developing models of care or other interventions impacting clinical services;
- iii) Provide assurance about the proposals developed by Workstreams, including advising on the need for external review of proposals. As part of this, CLG will be guided by, and promote the use by Workstreams, of the Clinical Assurance Framework developed by the West Midlands Clinical Senate;
- iv) Ensure that clinical colleagues across The Black Country and West Birmingham (and, where relevant, in wider networks) are kept informed about the work and are engaged in that work as appropriate; and
- v) Work with clinical colleagues to support the implementation of STP plans following all necessary approvals.

b) STP Core Team

The co-ordination of STP activities is the responsibility of the STP Lead supported by a Core Team formed of project management leads from the Transformation Workstreams and the leads of the function-based working groups.

c) Workforce Group

The role of the Workforce Group is to:

- i) Assure the quality and sustainability of the future workforce implicit or explicit in Workstream proposals.
- ii) Ensure that Partner organisations are aware of the workforce matters that may have an impact on them, and organisational actions required.
- iii) Make proposals about the more efficient use of the workforce and/or the training and recruitment needs of the STP.
- iv) Liaise with educational providers (Health Education England, Universities, Colleges, Schools, Leadership Academy, etc.), regionally and nationally, to influence supply of future workforce capability/skills.
- v) Identify and manage workforce related risks.

The Group will liaise closely with the Local Workforce Action Board (LWAB) that has two areas of responsibility detailed within the terms of reference:

- a) Supporting STPs across broad range of workforce and HR related activity
- b) Local delivery of HEE mandate and strategic priorities affecting STPs

The LWAB role is to:

- Agree the workforce work programme to support STPs
- Oversee implementation of the work programme
- Engage with local and national stakeholders to co-ordinate inputs from both HEE and other STP member organisations.

The LWABs will develop 4 key products as part of the Sustainability and Transformation plan/partnership, these are:

- A comprehensive baseline of the NHS and care workforce within the STP footprint and an overarching assessment of the key issues that the relevant labour markets(s) present. This will describe the workforce case for change.
- A scenario based, high level workforce strategy that sets out the workforce implications of the STP's ambitions in terms of workforce type, numbers and skills, including leadership development
- A workforce transformation plan focused on what is needed to deliver the service ambitions set out in the STP.
- An action plan that proposes the necessary investment in workforce required to support STP delivery, identifying sources of funds to enable its implementation.

d) Finance Group

The role of the Finance Working Group is to:

- i) Provide leadership, strategic advice and guidance for the financial delivery of the Sustainability Transformational Plan (STP). This will include the provision of

director level advice and support to the programme.

- ii) Ensure that the strategy is fully costed, that its impact on the wider health and social care system is modelled and understood and that it meets the requirements to deliver a financially sustainable health system. This will be set out in a Strategic Financial Framework (StFF).
- iii) Provide assurance about the financial sustainability of proposals developed by the Workstreams.
- iv) Manage the financial resources committed to the programme by Partners, including the procurement of external advice and support.

e) Performance & Delivery Group

The role of the Performance & Delivery Group is to:

- i) Develop systems for monitoring key performance indicators across the STP, as agreed by the Partnership or as otherwise required by regulators, including but not limited to A&E, RTT and Cancer performance. The Group will provide leadership, strategic advice and guidance.
- ii) Make regular reports to the Partnership on performance related issues, including regular analysis of activity to plan, providing corrective actions, short-term improvements against quality and performance standards and mitigation where necessary.
- iii) Develop and monitor a programme plan for the work of the Partnership, ensuring that the activities of Workstreams and Working Groups are well aligned.
- iv) Advise the partnership on progress against the plan, highlighting exceptions and proposing mitigation (in collaboration with the relevant Workstream).
- v) Develop and manage a risk register for the Partnership's activities.

The executive lead of the Performance and Delivery Group will act as Programme Director for the STP.

f) Organisational Development Group

The role of the Organisational Development Group is to support the development of the Partnership and its ways of collaborating.

g) Communications & Engagement Group

The role of the Communications & Engagement Group is to:

- i) Ensure that Partner activities are coordinated and aligned in relation to the work of the STP, and that Partners discharge their statutory duties in relation to STP proposals;
- ii) Advise the Partnership Board and its Workstreams on communication and engagement matters including in relation to media management and public consultation requirements.

h) Equality & Diversity Group

The role of the Equality & Diversity Group is to ensure that equality & diversity considerations are included in the development of STP plans, and to facilitate collaboration between Partners, where appropriate, in the discharge of their statutory duties in relation to STP proposals.

Schedule Five – Resourcing

It is expected that delivery of the STP objectives is seen as the core business of each member organisation, and each will therefore commit in-kind resources to deliver of the STP objectives without recourse for additional resource to the system.

For the Partnership's initial phase, key personnel have been identified as indicated in Section Ten of Schedule Four, above. This includes both the senior leaders sponsoring a Workstream and management personnel who are dedicating an agreed element of their working time to the STP. It is expected that these persons will serve on an in-kind basis pending a review of resourcing in April 2018.

The Partnership Board may, from time to time, agree that system objectives cannot be delivered as described above, and that some additional resourcing is required to be deployed for system benefit. In such circumstances Partner organisations are expected to contribute in a way that is considered fair and proportionate. This will be agreed on a case by case basis as need arises.

Schedule Six – Engaging external resources

Circumstances may arise from time to time whereby the system requires expert external advice or services that are either not available to be sourced from a partner member, or are required for purposes of independence.

Such resources will only be commissioned by agreement of the Partnership Board or by the STP Lead or other officer duly delegated to commission such advice or services.

Where this is the case, to provide the necessary assurances to member organisations regarding value for money and probity, proper procurement process will be followed as set out in the SFIs and SOs of the organisation most appropriate to commission the advice or services.

Schedule Seven – Risk Register

Schedule Eight – STP Programme Plan

Report title	Safer Wolverhampton Partnership Annual Report 2016-17	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Paul Sweet Public Health and Wellbeing	
Corporate Plan priority	People - Stronger Communities	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All wards	
Accountable Director	Mark Taylor, Strategic Director - People	
Originating service	Community Safety, Public Health	
Accountable employee	Karen Samuels	Head of Community Safety
	Tel	01902 551341
	Email	Karen.Samuels@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Endorse the Safer Wolverhampton Partnership Annual Report 2016-2017 and support identified areas for development.

1.0 Purpose

- 1.1 To provide a summary of Safer Wolverhampton Partnership (SWP) progress during 2016-17 detailed within its annual report (attached at Appendix 1) and seek support for identified areas of future development.

2.0 Background

- 2.1 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 annual report summarises performance against the final year of the City's Crime Reduction and Community Safety Strategy 2014-2017 which 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

- 3.2 Wolverhampton's Integrated Offender Management (IOM) programme is well established, with arrangements in place to cater for adults and young people; however, organisational restructures impacted by national and regional policy change continue to provide challenges. Key highlights of 2016-2017 include the following:
- An extension of geographic boundaries for Probation services.
 - A reorganisation of the Black Country Magistrates Court.
 - 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.
 - Innovative Youth Offending Team (YOT) engagement of young people on the cusp of offending with 96 young people benefiting from additional support through delivery of 39 Community Resolution workshops.
 - Delivery of Youth Inclusion Support Panel delivering against youth crime prevention.

3.3 Violence Against Women and Girls

- 3.4 Delivery against the City's VAWG Strategy, covering domestic violence (DV), sexual violence (SV), female genital mutilation (FGM), 'so called' honour-based violence (HBV) and forced marriage (FM) is continuing successfully. SWP funded several posts to support delivery in the City, with key successes for the year including:

- Integration of the MARAC Coordinator into the City's Multi-Agency Safeguarding Hub (MASH) arrangements.
- Effective management of high risk cases has seen a reduction in repeat referrals requiring specialist intervention.
- Deployment of an Independent Domestic Violence Advisor (IDVA) within Early Help services to provide earlier intervention to families.
- Effective outcomes at court through the work of the specialist court IDVA.
- Excellent feedback from the Council's Ofsted inspection on partnership working to identify and address risks to children within households where domestic violence features.

3.5 Preventing Gang Involvement and Youth Violence

3.6 A refreshed Preventing Gang Involvement and Youth Violence strategy has provided an enhanced focus on earlier intervention and prevention for young people at risk for being drawn into this culture. A summary of provision has included:

3.7 Effective delivery of specialist commissioned intervention services covering:

- Training delivered to 18 community leaders to provide a critical incident call out provision providing a real-time response to diffuse escalating tensions.
- A programme of commissioned activity providing community outreach, family support, sport and mentoring opportunities.
- Delivery of a coordinated programme of summer holiday provision.
- An extension of membership to the Gangs Steering Group to include Early Help, Edge of Care and Missing Persons services to support integration of delivery into mainstream services.

3.8 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.

3.9 Substance Misuse

3.10 Recovery Near You is the City's contracted provider of the service. Highlights include:

- Effective delivery of engagement, assessment and treatment within the community and custody setting.
- Stable levels of completions for those treated for non-opiate drugs.
- An improvement in successful alcohol completions over the year.

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

3.12 Domestic Homicide Reviews (DHRs)

3.13 During 2016-17 SWP received notification from West Midlands Police's Public Protection Unit of three domestic violence related deaths in Wolverhampton that may meet the criteria of undertaking a DHR. One went on to be completed as a proportionate DHR due

to the extremely limited agency contact and the other two were deemed to either not meet the criteria or that no learning was anticipated.

3.14 Prevent and Cohesion

3.15 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 has taken a strong stance on integrating Prevent into mainstream services to provide a sustainable model for the City. Achievements during 2016-17 included:

- Completion of training for 94% of the City's schools, with the remaining schools set to receive training by the end of 2017.
- An extension of training totalling just under 13,000 employee completions since the introduction of the duty in 2015, including 85% of employees within primary and acute health settings.
- Strong and effective Channel Panel arrangements supporting individuals and institutions where extremism has been identified.
- Promotion of the City's diversity and regular monitoring of community tensions with an agile response to issues identified.

4.0 Evaluation of alternative options:

4.1 Production of an annual report is a statutory requirement for the Community Safety Partnership.

5.0 Reasons for decision(s):

5.1 The annual summary of performance is used to inform future planning and delivery around crime and community safety for the city.

6.0 Performance Summary

6.1 Overall performance for 2016-2017 has seen an upturn in total recorded crime (8.9%) in line with an increase across the West Midlands (11%) and nationally (10%). Vehicle crime, business crime and violent offences and robbery were all contributing factors, as well as a small increase in traditionally hidden crimes such as VAWG and Modern Slavery which can be viewed as a reflection of local efforts to increase confidence in reporting.

7.0 Areas for Future Development

7.1 Several challenges and areas of development have been identified for 2017-2018.

7.2 Community Safety and Harm Reduction Strategy 2017-2020: A refreshed strategy was launched in April 2017 following SWP Board's priority setting workshop and a 12 week community consultation. The resulting refreshed strategic priorities will form the basis for delivery over the next three years:

- Reducing Reoffending

- Violence Prevention
- Reducing Victimisation

- 7.3 A reducing reoffending strategy will be developed either on a local authority or sub-regional basis to drive forward improvement and identify best practice models for local implementation.
- 7.4 Modern Slavery recently came within SWP's governance remit and is providing a clear focus for strengthening the statutory response, improve understanding the scale and nature of these crimes and working regionally to share learning and address cross-boundary issues.
- 7.5 Wolverhampton is developing a faith covenant for the City, working to formalise relationships and recognise the contribution of the City's diverse faith sector.

8.0 Financial implications

- 8.1 Commissioned services delivering against the Crime Reduction, Community Safety and Drugs Strategy 2014-2017 are funded from an allocated annual grant from the Police and Crime Commissioner (PCC). The 2016-2017 grant allocation (£369,000) was used to commission specialist services in support of strategy delivery; this was supplemented by an agreed carry forward of £169,000 from 2015-2016, increasing the total available resource to £538,000.
- 8.2 Planned delivery within both the current and future strategy will remain within available resources. The 2017-18 grant allocation is £340,000.

[AS/01082017/Z]

9.0 Legal implications

- 9.1 Development of this Annual Report fulfils a statutory requirement of SWP detailed in the Crime and Disorder Act 1998.

[RB/28072017/A]

10.0 Equalities implications

- 10.1 Delivery detailed within the Annual Report is reflected in the 2014-2017 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 full equality analyses. Delivery strengthens the City's efforts to further equalities and actively addresses disproportionality associated with certain crimes.
- 10.2 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.

11.0 Environmental implications

11.1 There are no environmental implications within this report.

12.0 Human resources implications

12.1 There are no human resource implications within this report.

13.0 Corporate Landlord implications

13.1 There are no Corporate Landlord implications for the Council's property portfolio.

14.0 Schedule of background papers

14.1 There are no background papers.

15.0 Appendices

15.1 Appendix 1 - Safer Wolverhampton Partnership Annual Report 2016-2017

Safer Wolverhampton Partnership Annual Report 2016-2017



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Introduction by Chair of the Safer Wolverhampton Partnership

The Safer Wolverhampton Partnership (SWP) annual report 2016-2017 highlights a year of achievements, challenges and details our renewed focus on ensuring the strategic priorities for the city appropriately reflect the city's need.

The strength of SWP delivery continues to be the commitment of its constituent partners across the statutory, voluntary and community and business sectors to inform the city's strategic crime and community safety priorities and to deliver improvements against these. During the summer of 2016, SWP Board reflected on progress against its strategy and in consultation with the community and key partners took the opportunity to shape future service delivery within the context of organisational change across our partners.

Performance against the 2014-2017 strategy objectives of reducing reoffending, gangs and youth crime, substance misuse and violence against women and girls, continued on a positive trajectory with an enhanced focus on prevention and early intervention; SWP accepted that work to increase the confidence of reporting traditionally hidden crimes such as hate crime and domestic abuse would result in an increase in these crime types. Whilst crime overall has increased over the year, reflecting increases across both the West Midlands and nationally, these should be seen against this backdrop of encouraging victims to come forward and report.

The year also provided an opportunity to look ahead at shaping our new strategy in consultation with partners and communities; delivery against our newly refreshed priorities of reducing reoffending, violence prevention and reducing victimisation is now being progressed.

In a year which has tested our national resolve with a series of terrorist attacks both in the UK and abroad, the city has taken significant steps to integrate Prevent into mainstream services and to monitor and respond to community cohesion issues proactively; consequently, the city remains staunchly proud in the celebration of its diversity and has strengthened its systemic support for vulnerable individuals and families; this is reflected in the city's Good Ofsted rating announced in March 2017.

Protect

The coming year will see new opportunities emerge in the development of cross-border working to improve practice and the introduction of changes in funding and commissioning arrangements with the West Midlands Police and Crime Commissioner; Wolverhampton is well-placed however, to maximise these opportunities and ensure the best outcomes for those who live, work and visit the city are realised.



Linda Sanders,
Chair,
Safer Wolverhampton
Partnership



**Chief Superintendent
Jayne Meir,** Vice Chair,
Safer Wolverhampton
Partnership



Councillor Paul Sweet,
City of Wolverhampton
Council

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 who come together to tackle crime and community safety issues across the city. It does not replace the work of the Police or the day-to-day business of the other participating agencies, but is widely considered as the most effective approach to finding joint solutions to local issues. The SWP receives an annual funding stream from the Office of the Police & Crime Commissioner (OPCC) to commission projects, interventions and posts to deliver strategic crime and community safety priorities across Wolverhampton. The main focus remains on collaborative working and influencing mainstream services. Membership is made up of a range of statutory, third sector, business sector and resident representatives.

SWP Board meets 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 were; reducing reoffending, tackling gangs and youth violence, addressing substance misuse in the context of offender management, and tackling violence against women and girls. The introduction of the Modern Slavery Act 2015 has provided a new focus for the partnership; governance was initially placed with the Adult Safeguarding Board, following a review in 2016 was moved to SWP. 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

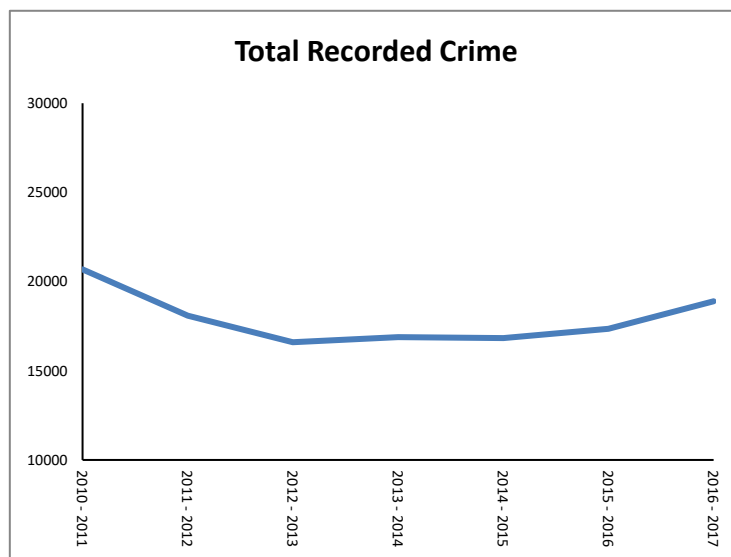
West Midlands Community Safety Partnerships (CSPs) continue to receive a grant from the Police & Crime Commissioner (PCC). The grant is used to commission specific service to aid delivery against strategic priorities. Appendix (A) shows a breakdown of expenditure and allocation for the financial year.

Services commissioned meet identified needs within SWP Community Safety Strategy; SWP commission with statutory and third sector organisations which are able to provide the specialist services required.

The budget allocation from the PCC has been granted annually which has limited commissioning to annual contracts providing challenges for longer term contracting and planning. From 2018 onwards the West Midlands PCC intends to change the way in which CSP's receive funding, with the new process yet to be confirmed. Proposals include the establishment of a West Midlands CSP through which future commissioning decisions and associated allocations will be agreed.

Crime throughout 2016-2017

In 2016 - 2017 Wolverhampton saw an 8.9% increase in Total Recorded Crime (TRC). This corresponds to a rise of 1548 crimes which gives Wolverhampton the third highest upturn in TRC across the West Midlands area. Overall Wolverhampton's TRC accounted for 9.1% of the total TRC in the West Midlands. This increase can be attributed to Vehicle Crime, which has risen by 352 offences over the 12 month period.



Business Crime increased by 7.5% (297 offences) with Violence offences rising by 203 offences, an 8.5% increase. The reporting of offences of Modern Slavery (MS), Female Genital Mutilation (FGM) has increased in Wolverhampton. FGM increased from 3 reported incidents to 17 with MS increasing from 2 to 8 offences.

Over the 12 month period Vehicle Crime increased by 25%. Wolverhampton were the best performing local authority area for this crime type and data shows that Wolverhampton were ranked 8th out of 15 areas within its most similar grouping. Robbery increased by 54 offences which is a rise of 15.9%. Domestic Burglary increased by 11 offences which is a 1.2% increase. Wolverhampton was the best performing area across the force for this crime type and are ranked 7th out of 15 for burglary, within its most similar grouping.

Performance regarding Public Place Violence with Injury (PPVwI) in 2016-2017 saw a slight increase of 7 offences, although other areas in West Midlands recorded higher reductions this crime type remains stable and controlled in Wolverhampton. Offences committed against young people (10-24 year olds) saw a 2.2% increase compared to the previous year. Violent crimes involving the use of a knife or bladed weapon increased in Wolverhampton in 2016-2017 by 4.9%, an increase of 9 offences over the 12 month period; this was the lowest increase for knife crime in West Midlands. Gun crimes have reduced by 1 offence in this current year giving a baseline of 33 offences. Wolverhampton was 1 of only 2 areas to record a reduction across the West Midlands area.

There were 49 Prevent referrals for Wolverhampton, this was a 3.9% decrease compared to the previous year. Hate Crime reporting increased by 13.3% (44) compared to the previous 12 month period which is the preferred outcome for this performance measure. 87% were racial and 3% were religious. Wolverhampton was ranked 5th in the West Midlands area for Hate Crime.

West Midlands Fire Service increased the number of Safe and Well Checks and the number of Vulnerable Persons Officer visits they have carried out within Wolverhampton to achieve their desired outcome of an increase, for the 2016-2017 performance period.

Reporting of Domestic Abuse experienced an increase of 5.3% with Serious Sexual Offences having a slight reduction of 1.3%. Offences of Female Genital Mutilation (FGM) saw an increase in recorded crime over the last 12 months (2). Reports of FGM increased from 3 reports to 17 incidents. The raising of public awareness around these crime types ensures that the increase will continue allowing for intervention and prevention.



Delivery against Strategic Priorities

The statistics and performance section shows that although overall crime had 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

Protect

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.

There are a number of key thematic priorities including Child Sexual Exploitation (CSE), domestic violence (DV), radicalisation, Female Genital Mutilation (FGM) and Forced Marriage which require joint working across the city's strategic forums. The Board works closely with other strategic partnership boards in order to ensure that there is a focus on offenders, victims and vulnerable locations and links are in place with other thematic areas of development and service provision such as tackling gangs and youth violence and anti-social behaviour. Joint working protocols were developed and adopted in 2016 between SWP, Wolverhampton Adults and Children's Safeguarding Boards, Children's Trust Board and the Health and Well Being Board to formalise these relationships which have been strengthened in recent years.

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.

Reducing Re-offending

Partnership arrangements to reduce reoffending continue to change as a result of organisational restructures. Geographical boundaries of both the National Probation Service (NPS) and Community Rehabilitation Company (CRC) have grown to include the wider Black Country area, plus added pressures around increasing numbers of cohorts requiring supervision have resulted in the need to restructure.

In November 2016, West Midlands Police (WMP) as part of the 2020 Transformation programme implemented a priority review of reducing reoffending, moving towards prevention and early intervention methods. This change resulted in a shift in focus for Offender Management (OM) Teams with greater emphasis on vulnerability. Consequently, this is an area of particular priority for the coming year. There will be a strong drive to develop a Reducing Reoffending strategy to grow the new areas of focus.

There is a commitment to strengthen the framework at a West Midlands level under the Reducing Reoffending Board and streamline future meetings.

Youth Offending Team

In June 2016, the YOT utilised part of the PCC grant to part fund staffing to deliver bespoke Community Resolution Workshops for young people, these were held at 'The Way' venue in Wolverhampton.

Young people apprehended by the police for low level offending who are on the cusp of entering the Youth Justice system, are offered a brief assessment and intervention workshop which is designed to divert them from further offending and signpost them to appropriate services required.

39 Community Resolution workshops were held between June 2016 – April 2017

The variety of interventions available include workshops relating to 'Victim Awareness'; 'Responsible use of Social Media'; 'Crime and consequences'; 'Gangs and Youth Violence'; Substance Misuse and health issues; and Mental Health Liaison and Diversion. The workshops also provide the opportunity to meet with parents of young people and signpost for further support and resources. Since commencement in June 2016, 39 Community Resolution Workshop events have occurred, at which 96 young people have received this service.

In addition to the Community Resolution workshop the YOT has undertaken 55 ONSET assessments on pre-court young people with a view to targeting interventions to address their propensity for further offending and any safeguarding/wellbeing concerns.

Violence against Women and Girls (VAWG)



VAWG was one of the strategic priorities for SWP during 2016-2017. Delivery of the refreshed VAWG strategy 2016-2019, which was launched in May 2016, is directly supported by the PCC grant through the partnership.

Funding was granted to Wolverhampton Domestic Violence Forum (WDVF). Successes include:

- ✓ The Multi-Agency Risk Assessment Conference (MARAC) process has ran effectively and efficiently throughout 2016-17

Protect

- ✓ The MARAC Coordinator was integrated into Wolverhampton's Multi Agency Safeguarding Hub (MASH) in December 2016 and has improved joint working
- ✓ The work of the Independent Domestic Violence Advisers (IDVA) has seen a reduction in repeat cases at MARAC
- ✓ An IDVA works closely with Early Help to provide case management support to high risk cases increasing the robust service provided
- ✓ The specialist court IDVA provides support to victims through the court process which has contributed to the number of successful prosecutions
- ✓ Best practice and service excellence is ensured by holding quarterly meetings with all IDVA's to allow the sharing of new practices and a network of support
- ✓ Training is provided to organisations across the city to improve understanding, capacity and skills of frontline workers and managers around all strands of VAWG
- ✓ A successful Orange the World Campaign to raise awareness of VAWG involving over 35 organisations across the city.

OFSTED

VAWG services were commended in the 2016 OFSTED inspection of Children's Services. The council received a **GOOD** rating.

OFSTED said:

'MARAC arrangements are robust and well embedded.'

'Partner agencies work well together to ensure that the risks associated with children who are exposed to domestic violence are identified and assessed.'

MARAC

- An increase in MARAC cases - 652 cases discussed
- 5.1% increase on 2015-16
- An overall 35% repeat rate
- Early non- Police referrals increased from 25% of all referrals in 2015-16 to 31% in 2016-2017

Specialist DV Court

- 214 perpetrators were successfully prosecuted in 2016-2017

VAWG Training

- Over 25 organisations received training reaching over 880 people

Case Study

Provided by: WDVF IDVA Services

A Housing Officer at MASH contacted the IDVA following a call from a grandmother reporting concerns about domestic abuse (DA) in her daughter's (L) relationship, and concerns for her grandchildren. The IDVA's enquiries revealed no previous disclosures of DA relating to this couple, but the victim had been in previous abusive relationships, the children had previously been on child protection plans, and L was now pregnant again.

The Social Worker contacted the IDVA to discuss the case. L denied any DA, but her older children had said that they didn't like him and were frightened of him. L agreed to meet with the social worker with the IDVA present and disclosed serious DA to them. The IDVA's risk assessment indicated that L was at high risk of serious harm, and referred the case to MARAC. A safety plan was established for L and the children. L wanted to end her relationship but stay at home, (this was a tenancy in her name) to prevent any disruption to the children's routines. The IDVA arranged for a range of protective measures to be progressed including changing the locks, completion of a security audit, CCTV system installation, temporary accommodation and steps to secure a Non-Molestation Order.

The IDVA presented the case at MARAC and continued supporting L; to facilitate access to additional midwife checks, and support at family court, arranging access to addiction treatment services, community mental health support and to therapeutic support for the children. Although the children are back on a child protection plan, the plan recognises L's positive engagement with the IDVA and the Social Worker, as well as the appropriate actions she continues to take to protect her children.

To date there have been no breaches of the non-molestation order. L is well informed of her on-going safety plan, and what to do in the event of any changes. L and her children report that they feel safer.

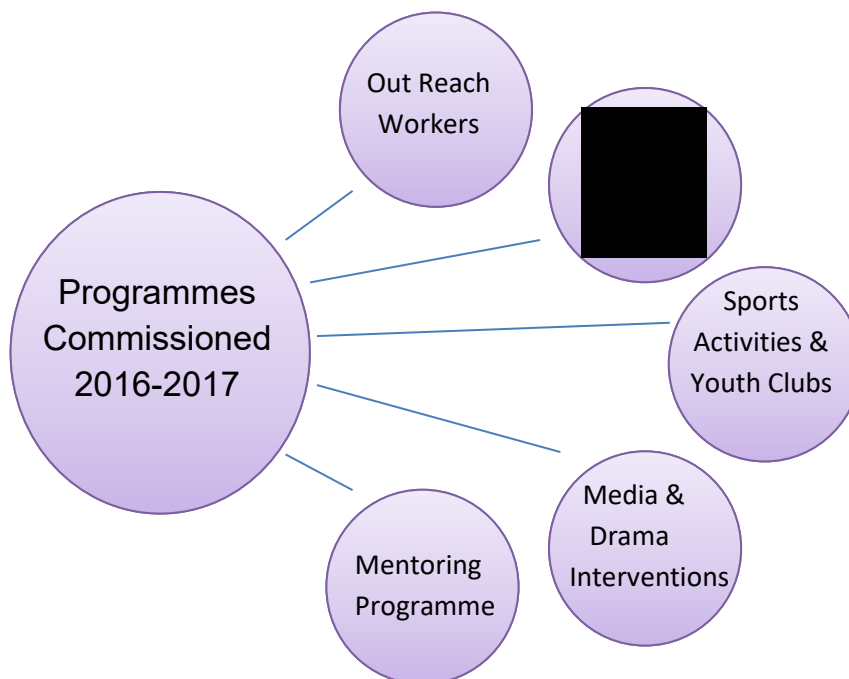
Preventing Gang Involvement and Youth Violence

Following the launch of the Preventing Gang Involvement and Youth Violence Strategy in 2016, an action plan continues to be implemented to ensure the successful delivery of the strategic priorities within the document. There is a strong focus on providing early intervention and prevention activities to those either at risk of gang involvement or to young people who are already affiliated with gangs or involved in youth violence.



Young People from The Hope Centre who designed some of the artwork in the Strategy

In order to provide preventative activities and interventions SWP commissioned several partner agencies to deliver services in specifically identified locations where both gang activity and youth violence has been identified as more prevalent.



The Gangs Steering Group has seen its membership increase during 2016-2017, to include key partners from Edge of Care, Looked after Children and Missing Persons Services. The welcomed addition of these services has helped to strengthen the Steering Groups response to youth violence and gang issues across the city; by highlighting emerging issues identified through their services which have informed the groups action planning.

Protect

The critical call out mediation service was re-commissioned in 2016-2017. The service, which is deployed in response to escalating gang and youth violence tensions provides support to individuals who have been directly involved as well as the wider family and community; this has proved to be invaluable in providing community reassurance and reducing the risk of further incidents. During this period the service was deployed successfully on four occasions.

To increase the capacity of this service, SWP funded a programme to train members of the Community Reference Group to become fully trained community mediators. Participants were selected due to their knowledge of gang related issues within their community and ability to understand and respond sensitively should the need arise. To date, 18 members of the group have been trained, and due to the success of the programme future training programmes are being planned with learning shared across the West Midlands and further afield.



The trained Community Mediators being awarded their certificates at a ceremony hosted by the Mayor of Wolverhampton

In addition, the Community Reference Group continues to meet to provide a vehicle for the two-way exchange of ideas and an insight into local need.

Case Study

Provided by Base 25: Commissioned to deliver Boyz 2 Men groupwork programme in High Schools for boys affected by gangs.

Don accessed the Boyz 2 Men group work programme in high school. His brothers were known gang associates and were all in prison. Dave felt the weight of the label often associated with this. Don had his own aspirations, but he struggled to talk about these. Don struggled to talk about what was concerning him. In the group, masked by humour, he shared a recent trauma where a family member nearly died and he helped to save them. The group responded positively to Dons story. School became aware of what was going on for Don and were able to put other support in place. Don started to arrive early for group to talk to the workers. Don has learnt that it's okay to talk. Don has a strong sense of pride and accountability. Don does not want to follow in his brother's footsteps.

Neighbourhood Engagement Review

The Neighbourhood Engagement Review concluded in November 2016; almost 500 residents responded to the community consultation, with partners feeding into the review which was completed in partnership with Wolverhampton Police. Several recommendations were made and approved by SWP Board with an aim to improve how engagement with communities is undertaken. Recommendations included:



Improved use of social media platforms to reach a wider audience



Increased advertising of community meetings and events



Vary times and locations of PACT meetings to increase membership



Targeted engagement work with under represented groups



Record, monitor and review performance to evidence impact and value

Protect

Implementation started in December 2016; initial results have been positive, with an increased social media presence combined with alternating PACT meeting venues and times; this has seen an increase in new attendees at some PACT meetings and in online communication with residents.

A review of the recommendations and changes will take place in September 2017 when the impact of the changes can be fully captured.

Business Crime

SWP contributed to a combined funding pot which enabled Wolverhampton Business Crime Reduction Group (WvBCRG), which was established in 2015 to begin proactive work to strengthen the business communities' response to crime. Activity and success over the past 12 months has included:

- Providing support to businesses, helping to protect themselves against becoming victims of crime
- Reducing victimisation of businesses by providing target hardening visits and fire safety inspections in partnership with West Midlands Fire Service
- Increasing communication between local businesses themselves and with the Police and other statutory organisations.
- Increasing trust between partners
- Helping prevent offending and reoffending by offering training skills programmes
- Making businesses aware of Cyber Crime vulnerabilities and strengthening on-line security

*WvBCRG started working with businesses on one Industrial Estate in Wolverhampton to assist in improving security, communication and trust. There was a **77% drop (39 to 9)** in crime reported to the police from the estate after the intervention.*

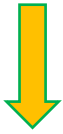
Substance Misuse

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.

Protect



Successful completions throughout 2016-2017 remained static at around 40% for those treated for non-opiate drugs.



Completion rates for Opiate use (drugs related to opium), have declined compared to 2015-2016. However, an improvement was seen during quarter 4 2016-2017 to 6.4%. To achieve the top quartile range for Opiate user completions; Wolverhampton would need just under 20 additional individuals completing treatment successfully.



Successful alcohol completions, after a short term decrease at the beginning of 2016-2017, are currently increasing at 42.9%, this is above the national average of 40.0%.

Of service users who engaged, 16.3% were within the criminal justice system. Successful completion rates for those in contact with the criminal justice system for all substance misuse treatment clients are generally lower than for the overall treatment of the general population.

Domestic Homicide Reviews (DHRs)

Domestic Homicide Reviews (DHR) continues to be a statutory obligation delivered by SWP.

A DHR is completed when a death meets specified criteria set by the Home Office; the aim of the review is to identify any learning for agencies who provided services to those involved to improve practice and prevent further deaths in the future.

A DHR case which commenced in 2015 was discontinued due to the Crown Prosecution Service not proceeding with the matter due to a lack of evidence. A Safeguarding Adult Review (SAR) report was completed as learning had been identified, this was finalised in 2016 and the learning shared across a range of agencies and frontline services.

During 2016-2017 SWP received three notifications of domestic violence related deaths in Wolverhampton that could meet the criteria for undertaking a DHR. From these, a proportionate review is currently being progressed on one case to identify learning from the limited agency involvement; the two remaining cases were deemed either not to meet the criteria or that no learning was anticipated learning; a decision on this latter case is awaited from the Home Office.

There is an on-going commitment to ensure that learning from DHRs is implemented and shared across organisations. The training officer commissioned as part of the VAWG delivery provides regular training sessions to all local organisations on DHR learning to ensure that this is understood and embedded within Wolverhampton.

Prevent and Cohesion

SWP continue to successfully provide governance for the delivery of Wolverhampton's response to the Prevent Duty. This is both a statutory and priority area of delivery for the partnership.

Although Wolverhampton is a low risk area, and is not given Home Office funding as a consequence, SWP continues to promote Workshops to Raise Awareness of Prevent (WRAP) training within the city, utilising its bank of 54 trainers. The Prevent and Cohesion Officer has worked closely with partner agencies, as well as all internal council departments and councillors to deliver WRAP. In addition, training has been promoted across all of Wolverhampton's Education providers to ensure that they are fully trained and aware of the Prevent agenda.

To date **94%** of schools, 2 out of 3 of the city's Further Education providers and Wolverhampton University have all received WRAP training with the remaining schools all set to receive training by the end of 2017.

In total, since the prevent duty came into force in July 2015 **12,909** individuals have received WRAP Training. In addition, 2237 or **61%** of the Councils workforce have completed online e-learning Prevent Awareness training.

There has also been a large-scale increase in training provided to NHS staff within the city. Significant training programmes undertaken by the Royal Wolverhampton NHS Trust and the Wolverhampton Clinical Commissioning Group have resulted in both the acute and community trust and the Primary Care provision within the city being compliant in their Prevent duty obligations, with over **85%** of staff in both being trained.

Channel Panel and Contest Board both continue to run and are well attended by partner agencies. Contest is organised around four principle work streams, which remain as:

Pursue	Prevent	Protect	Prepare
<ul style="list-style-type: none">• To stop terrorist attacks	<ul style="list-style-type: none">• To stop people from becoming terrorists or supporting terrorism	<ul style="list-style-type: none">• To strengthen our protection against terrorist attack	<ul style="list-style-type: none">• Where an attack cannot be stopped, to mitigate its impact

There has been considerable work completed by SWP across local authority boundaries in regard to Prevent, with the Prevent and Cohesion Officer attending regional Prevent meetings, and reaching out to other local authorities in order to share

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best practice. Links have also been established with the NHS England regional Prevent team, and there has been increased work with the regional Further and Higher Education lead.

During the first half of the year there was a focus on mapping unregistered education settings across the City; with an aim to ensure that venues were identified and all the appropriate safeguarding was in place, or assistance and support offered if required. This work has been flagged by Ofsted as being an area of focus and also features within the national Counter Extremism Strategy.

Wolverhampton prides itself on being a cohesive community, with there being very few issues reported. The city has not seen protests by extremist groups in the same way that neighbouring authorities have, in part due to the community being accepting of difference, and not giving extremist groups an inlet for protest. Where specific issues do occur, related to gangs or a spike in violence, the SWP provide a coordinated response utilising the combined resources of multiple agencies. SWP has a robust approach to monitoring community tensions across the city. Each month a standardised form is sent out to all councillors and community leaders in Wolverhampton, requesting they provide details of tensions that they are aware of. Tension reports are actioned by the relevant council or police department, with the individual who submitted the report being kept informed throughout. This reporting is in addition to the standard hate crime reporting that occurs via the Police; with both being collated to understand if there are pockets of concern that require specific targeted work to ensure community cohesion across Wolverhampton.

The city also has a dedicated Community Cohesion Forum, formed of statutory agencies, community groups and organisations, councillors and the faith sector. The Forum works to identify community concerns, and allows statutory partners the opportunity to ask the community for their assistance and input in upcoming work. There are good links with various faith groups in the city, including with Interfaith Wolverhampton, who engage on a variety of projects. Both Community Cohesion and Prevent agendas link with the Safeguarding Boards, acknowledging that both form part of a larger Safeguarding agenda within the city, and that issues related to radicalisation and community cohesion can link to other, wider safeguarding concerns.

Moving forward 2017-2018

The partnership will face new challenges over the next 12 months. The grant issued by the PCC has been reduced for the second year running with a reduction of 25% for 2017-2018 resulting in an increase in collaborative working and a streamlined programme of commissioning to meet SWP strategic priorities. The PCC has announced that the way that funding is distributed and services commissioned will significantly change from 2018 onwards.

Community Safety and Harm Reduction Strategy 2017-2020

The refreshed Community Safety and Harm Reduction Strategy 2017-2020 was launched in April 2017. SWP Board reviewed and agreed the strategic priorities in the summer of 2016 for the following three years. Following this a 12-week public consultation was held to allow comment on the draft of the new strategy document. The new priorities for the coming three years are:

- Reducing Reoffending
- Violence Prevention
- Reducing Victimisation

The priorities are purposely broader than they have been in previous strategies to enable SWP to adapt a flexible approach to emerging trends and be more responsive to emerging trends across the city. Delivery priorities will be set out for each year, informed by SWP's annual strategic assessment.

Reducing Reoffending Strategy

SWP will work with key partners from West Midlands Police, National Probation Service and Community Rehabilitation Company over the year to ensure that a well-informed and robust strategy is developed to drive forward this priority area.

Modern Slavery

Governance of Modern Slavery (MS) now comes under the remit of SWP, coordination at a strategic level is driven by West Midlands Anti-Slavery Network (WMASN) and locally by the Wolverhampton Anti-Slavery Partnership (WASP). Having reviewed the understanding and awareness of MS and Human Trafficking across the Local Authority and the partnership, it became apparent that further training and awareness was required. As well as an improved intelligence picture in order to better understand threat and risk across the City.

An initial MS intelligence profile has been produced; this highlighted the need for more robust data capture around this issue as MS crimes are extremely well hidden and not widely understood. National Crime Agency (NCA) statistics showed that during 2016 – 2017, the Local Authority referred 6 minors into the National Referral Mechanism (NRM).

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Home Office guidance suggests that there are in the region of 13,000 victims of MS in the UK. Victims in the UK come from 108 different countries, including UK victims. The highest numbers originate from Albania, and the most common exploitation of victims was forced labour.

Types of Modern Slavery:

Domestic Servitude

Sex Trafficking and Exploitation

Forced Labour

Bonded Labour

Child Labour

Forced Marriage

Organ Harvesting

Baby Farming

Globally it is estimated that there are between 21 - 36 million people in a condition of slavery, with 26% of these being children (U18 yrs).

Section 52 and 54 of the Modern Slavery Act 2015 sets out the Local Authority obligations regarding MS reporting and transparency in supply chains.

Faith Covenant

The Covenant, an initiative created by the All Party Parliamentary Group on Faith and Society, is a commitment by local authorities, partners and the faith sector to cooperate on issues across the city, and to agree to work closer together. This includes commissioned activity, subject to agreement to adhere to the Equality Act 2010.

SWP will work with statutory partners, alongside the third and faith sectors to create a Faith Covenant that reinforces the city's commitment to work alongside our faith sector and highlight the work that they do across the city. This work is also being fully supported by the Community Cohesion Forum, of which the faith sector is a key partner.

The Covenant in Wolverhampton will act as a vehicle for further engagement work with the faith sector in the city, and will form a key part of the city's community cohesion work going forward. It will recognise, and complement, existing work within Wolverhampton, such as the City of Sanctuary initiative, which faith groups within the city are already heavily engaged in.

Comic Relief Gangs Project

A consortium of partners was successful in securing a highly-contested funding allocation from Comic Relief totalling over £300,000 spanning a three-year period to deliver interventions and preventative activities to support young women and girls affected by gang related activity. Over 9 local partners will be involved in the delivery between 2017-2019.

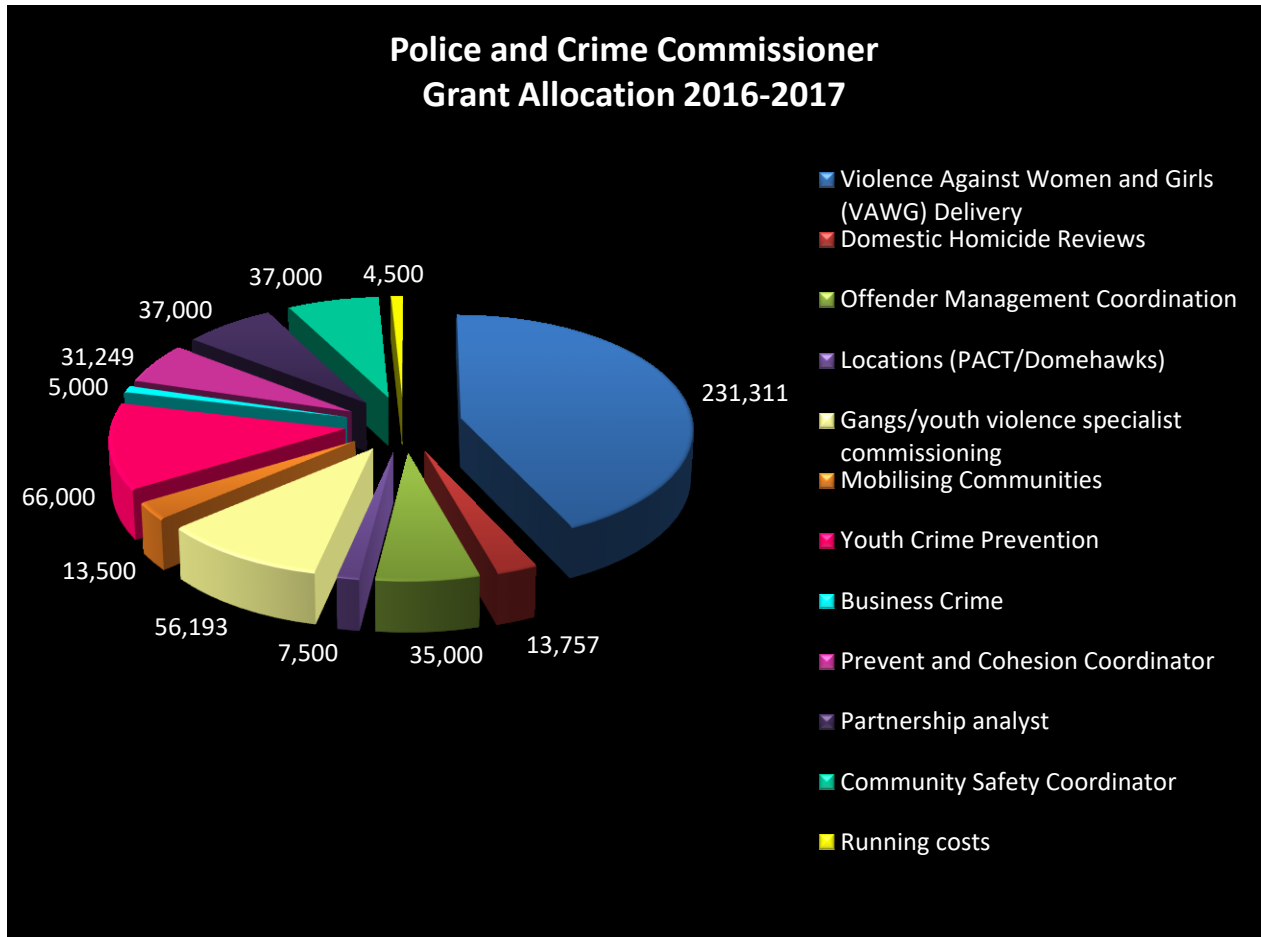
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Business Crime

WvBCRG will launch their 2017-2020 Business Plan during Autumn 2017. The plan will ensure that focus remains firmly on the business crime agenda and reducing victimisation amongst businesses. SWP will continue to be represented on the WvBCRG Board and will provide support to the group to deliver initiatives and build resilience in small medium size enterprises to improve the economic wellbeing these businesses across the City.

Appendix A: Budget Allocation 2016-2017

The Total income allocated from Police Crime Commissioner was £538,010, this amount includes an agreed carry forward from 2015-2016 of £168,638 which allowed for the continued delivery of all services commissioned during the previous financial year.



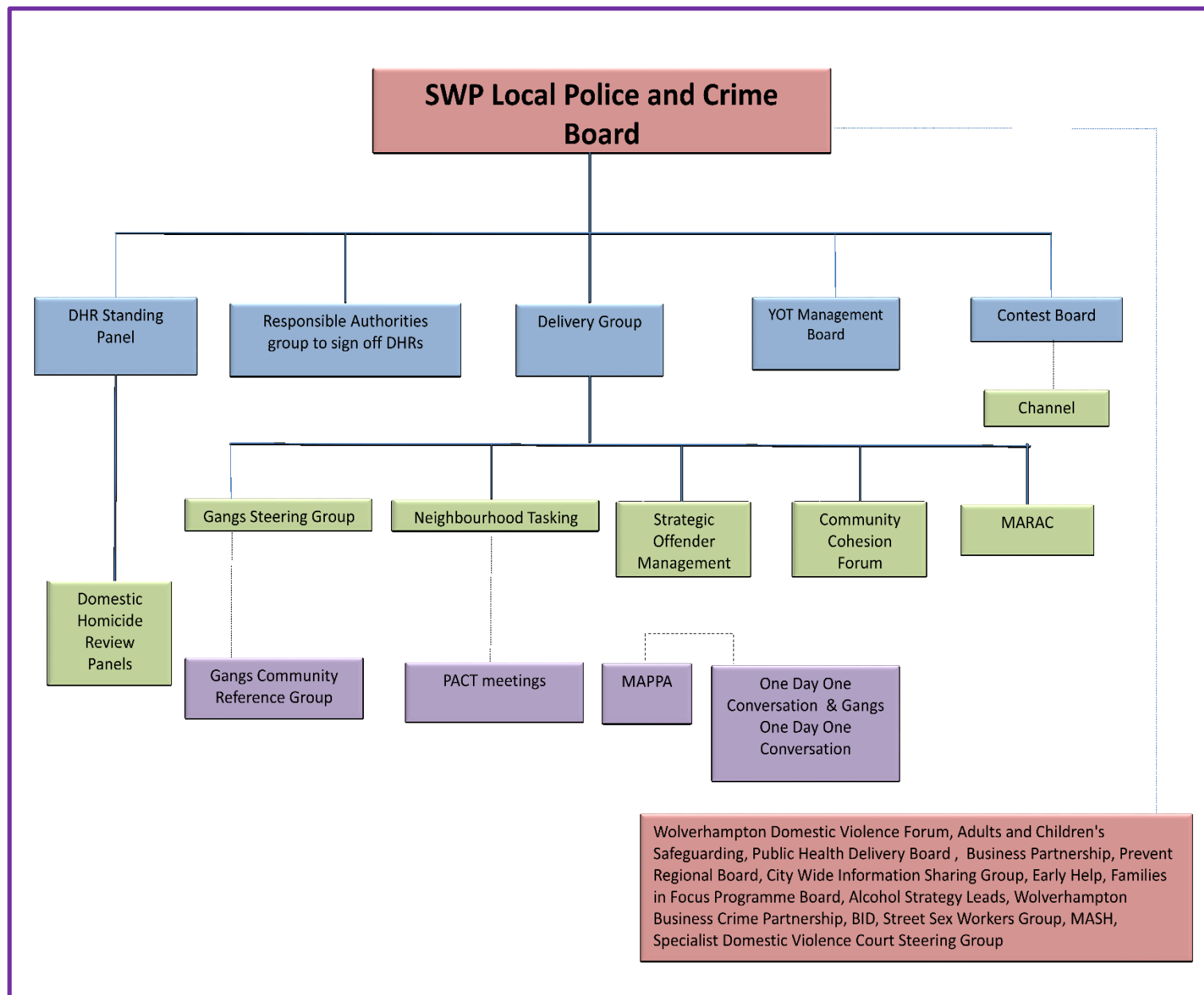
Appendix B: SWP Board Membership

- Business sector
- City of Wolverhampton Council
- Clinical Commissioning Group
- Community Rehabilitation Company
- Constituency based resident representatives
- Her Majesty's Prison Service
- National Probation Service
- 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)
- West Midlands Fire Service
- West Midlands Police

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- Youth Police & Crime Commissioners

Appendix C: Delivery Structure Chart



Appendix D: Performance Report 2016-2017

Reducing Reoffending							
KPI and preferred direction of outcome		Q1 2016-2017	Q2 2016-2017	Q3 2016-2017	Q4 2016-2017	Commentary	Data Owner
Proven Reoffending (youth and adult) to be below baseline Baseline 25.6%	To reduce	24.9% (2644 offenders of which 658 reoffended)	25.4% (2629 offenders of which 658 reoffended)	26.1% (2644 offenders of which 691 reoffended)	24.7% (5424 offenders of which 1338 reoffended)	Reoffending has increased quarter on quarter throughout 2016-2017. Overall performance at the end the year is above the national average rate of 25.3%	Probation CRC
Number of adults who successfully complete sentences served in the community (community orders and suspended prison sentences) Baseline 60%	To increase above baseline	77% 135 cases closed: 105 completed	62.2% 82 cases closed: 31 completed	84% 114 cases closed: 96 completed	78% 96 cases closed; 75 completed	Successfully completed sentences served in the community have increased in line with the preferred direction of outcome.	Probation CRC
Number of adults released from prison who successfully complete a period of post-release Community supervision (resettlement) Baseline 67%	To increase above baseline	55% 66 cases closed: 36 completed	70.5% 17 cases closed: 12 completed	85% 16 cases closed: 13 completed	86% 24 cases closed; 20 completed	This KPI has exceeded the baseline of last year by 19% and continues to increase throughout the year.	Probation CRC

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Reducing Reoffending						
KPI and preferred direction of outcome		Q1 2016-2017	Q2 2016-2017	Q3 2016-2017	Q4 2016-2017	Commentary
Number of adults who successfully complete unpaid work requirements of sentences Baseline 80%	To increase above baseline	97.3% 38 cases closed: 37 completed hours	97.6% 84 cases closed: 82 completed hours	83.3% 30 cases closed: 36 completed hours	100% 36 cases closed; 36 completed hours	A decrease has been seen across the 4 quarter periods although the baseline has been exceeded in 2016-2017.
	To reduce	31	25	41	29	There has been a decrease of 15 first time entrants to the youth justice system in 2016-2017. A decrease has been achieved against the baseline as is preferred for this indicator.
	To reduce	12.1% (8/66)	12.3% (7/57)	8.9% (5/56)	6.45% (4/62)	There has been a steady reduction since Q2 and levels are now nearing the baseline.

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Substance Misuse							
KPI and preferred direction of outcome		Q1	Q2	Q3	Q4	Commentary	Data Owner
		2016-2017	2016-2017	2016-2017	2016-2017		
DIP % of positive drug (opiate & non-opiate) tests at WV Baseline 65.2%	To decrease	62.1%	66.7%	70.0%	58.1%	Overall, 66.8% of tests in 2016-2017 were positive and the required decrease was not achieved. Performance was favourable in Q1, with Q2 and Q3 showing an increase and although Q4 had a 12% reduction this was not enough to achieve the target set.	SWP Analyst
Reduce Public Place Violence With Injury in Wolverhampton by 5% Baseline 1069	Reduce by 5%	284	308	272	264	The end of year reduction of 5% was not achieved. There was a decrease in the 3 rd quarter but overall there was an increase of 5% on the baseline figure.	SWP Analyst

KPI			Output for May 2016 (W-ton)	Output for November 2016 (W-ton)	Output for February 2017 (W-ton)	Output for February 2017- West Midlands	Commentary	Data Owner
Criminal Justice clients in treatment and as a % of the total treatment population	N/A		Opiate 250 (25%) Other drugs & alcohol 82 (11%)	Opiate 242 (25%) Other drugs & alcohol 48 (6%)	Opiate 247 (25%) Other drugs & alcohol 46 (6%)	Opiate 3277 (32%) Other drugs & alcohol 903 (12%)	Custody assessments are initiated by the Police in terms of an initial drug test where a trigger offence has been committed and or there is knowledge of current or previous drug use. Testing could be increased under Inspectors discretion to allow for wider screening and this is being explored. In addition, since Wolverhampton Magistrates Court has moved to Walsall, the required assessment diary is now booked 3 weeks in advance impacting on assessments. Plans are underway for a liaison presence to be established to pick up clients from Walsall.	Juliet Grainger Public Health

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Number (and as a % of total) of successful completions by Criminal Justice Clients	N/A		Opiate 17 (7%) Other drugs & alcohol 26 (32%)	Opiate 10 (4%) Other drugs & Alcohol 11 (23%)	Opiate 14 (6%) Other drugs & alcohol 12 (26%)	Opiate 162 (5%) Other drugs & alcohol 365 (40%)	Wolverhampton continues to perform better than the rate across the West Midlands for opiates and is similar to the regional average for alcohol. However, recent figures show the performance for alcohol has dipped slightly, an improvement plan is in place and additional clinics are being set up.	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 <5 (8%) Other drugs & alcohol 0 (0%)	Opiate 2 (29%) Other drugs & Alcohol 0 (0%)	Opiate 0 (0%) Other drugs & alcohol 0 (0%)	Opiate 11 (15%) Other drugs & alcohol 9 (6%)	This data shows consistently very low rates of representations compared to the regional average for opiates and other drugs	Juliet Grainger Public Health

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Gangs & Youth Crime							
KPI and preferred direction of outcome		Q1 2016- 2017	Q2 2016- 2017	Q3 2016- 2017	Q4 2016- 2017	Commentary	Data Owner
Reduce the number of violent crimes committed where a knife or sharply bladed instrument was present (all ages) Baseline 182	To reduce	40	49	51	51	There were 191 knife offences in Wolverhampton, 9 offences over the baseline figure. Compared to last year this is a 4.9% increase (182) Knife crime has been stable across the area for the 12 month period.	SWP Analyst
Reduce the number of violent crimes committed with use of a firearm (all ages) Baseline 34	To reduce	8	9	11	5	The first 2 quarters of the year showed a significant increase compared to the same time period of the previous year. The last 2 quarters showed reductions year on year, this culminated in a new baseline of 33.	SWP Analyst
Reduce Public Place Violence With Injury in Wolverhampton where the victim is aged 10 – 24yrs Baseline 444	To reduce	114	116	118	106	Levels have decreased since the 3 rd quarter of this year. Annual total 2016-2017 of 454 is slightly higher than the annual total for 2015-2016 of 444.	SWP Analyst
Reduce Public Place Violence With Injury in Wolverhampton where the offender is aged 10-24yrs Baseline 161	To reduce	36	24	32	28	There has been a 24.5% decrease in the level of offending by young offenders in 2016-2017.	SWP Analyst
Reduce Personal Robbery in Wolverhampton where the victim is aged 10-24 Baseline 106	To reduce	37	30	33	30	The annual total for this crime type increased by 22.6% from 106 offences in 15-16, to 130 in 2016-2017.	SWP Analyst
Reduce Personal Robbery in Wolverhampton where the offender is aged 10-24yrs Baseline 32	To reduce	15	12	11	9	There has been an increase of 15 offences which equates to a 46.8% increase in this crime type when comparing 2015-2016 with 2016-2017.	SWP Analyst

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Violence Against Women & Girls							
KPI and preferred direction of outcome		Q1 2016- 2017	Q2 2016- 2017	Q3 2016- 2017	Q4 2016- 2017	Commentary	Data Owner
Domestic Abuse reported to the Police (% that are recordable offences) Baseline 5723 (44.2%)	To increase	1495 (43.6%)	1543 (44.3%)	1522 (45.8%)	1471 (42.4%)	There was an increase in the yearly figure from 5725 to 6031 of recordable offences.	SWP Analyst
Serious Sexual Offences – reported to the Police Baseline 542	To increase	107	115	167	146	The annual total has decreased from 542 offences to 535. This is a 7 offence difference but this means that the target to increase the reporting of this crime type has not been met and the current level is below the baseline.	SWP Analyst
Number of Forced Marriage incidents recorded by the Police (% that are recordable offences) Baseline 8	To increase	3 (33%)	1 (100%)	1 (0%)	0 (0%)	Levels continue to be very low. Year to date there have been 5 incidents reported; a 3 incident decrease compared to the previous year.	SWP Analyst
Number of 'so called' Honour Based Abuse incidents recorded by the Police (% that are recordable offences) Baseline 37	To increase	8 (87.5%)	5 (60%)	3 (0%)	8 (62.5%)	Recorded levels have increased in the last quarter. The year total did not reach the baseline of last year (37).	SWP Analyst
Number of Female Genital Mutilation recorded crimes	To increase	2 (50%)	4 (0%)	7 (0%)	4 (0%)	There has been an increase of incidents recorded by the police in 2016-2017. This is a significant increase of 14 incidents. There has been 1 recorded crime during this period which was recorded as a Common Assault.	SWP Analyst
Number of Domestic Homicides		7 Domestic Homicides Reviews to date. 4 required review (DHR). 3 completed 1 current.					Karen Samuels

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Violence Against Women & Girls						
KPI and preferred direction of outcome		Q1 2016- 2017	Q2 2016- 2017	Q3 2016- 2017	Q4 2016- 2017	Commentary
Number of cases taken to MARAC	To increase	156	175	155	166	There were 166 cases heard at MARAC Jan-March 2017 and 204 children affected. Overall there were 652 cases heard at MARAC during the year, a 5% increase on 2015-16, with 934 children affected. We continue to deliver training to embed the DV care pathway into frontline services, so increasing the earlier (non-Police referrals) to MARAC, which has increased to 31% of all referrals.
	To reduce	46 (29%)	58 (33%)	62 (40%)	59 (36%)	Overall there were 652 cases heard at MARAC during the year of which 225 were repeats (35%).
	To increase	176 (75%)	141 (72%)	165 (69%)	181 (74%)	There has been an 11% increase in successful outcomes for VAWG offences in 2016-2017 compared to the previous year.
	To increase	12	9	13	8	The aim was to increase referrals but unfortunately, they have reduced by 24 over this current 12 month period compared to the last data set.

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Vulnerability							
KPI and preferred direction of outcome		Q1 2016- 2017	Q2 2016- 2017	Q3 2016- 2017	Q4 2016- 2017	Commentary	Data Owner
Number of Prevent referrals received Baseline 51	To increase	13	11	15	10	In February 2017, there were 7 referrals, 6 came from education and 1 from training. 3 referrals occurred in March 2017 these came from education (2) and MASH (1). Unfortunately, in 2016-2017, the target of increasing the number of PREVENT referrals was not met.	Bob Harley CTU
Hate Crime - number of recorded crimes Baseline 330	To increase	92	106	97	79	Levels have decrease since Q2 of 2016-2017. The hate crimes recorded in the final quarter of the year were broken down as 82% race, 9% homophobic and 5% disability. With a total of 374 offences in 2016-2017 this is an increase of 44 offences compared to the previous year.	SWP Analyst
WMFS: Number of Home Safety Checks carried out in Wolverhampton area Baseline 2663	To increase	643	1049	852	691	There has been an increase in checks in this 12 month period compared to the last year (21.4%), 572 more checks were carried out this year.	Chris Wilkes WMFS
WMFS: Number of Vulnerable Persons Officer visits carried out in Wolverhampton area Baseline 120	To increase	73	20	11	48	There was a total of 152 VPO visits during 2016-2017, an increase of 32 visits compared to the previous year.	Chris Wilkes WMFS

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Report title	Reorganisation of Educational Provision – Whitgreave Infant and Whitgreave Junior Schools	
Decision designation	AMBER	
Cabinet member with lead responsibility	Councillor Claire Darke Education	
Corporate Plan priority	People - Stronger Communities	
Key decision	Yes	
In forward plan	Yes	
Wards affected	Bushbury North; Bushbury South and Low Hill; Fallings Park;	
Accountable Director	Mark Taylor, Strategic Director - People	
Originating service	School Planning and Resources	
Accountable employee	Bill Hague Tel Email	Head of School Planning and Resources 01902 555100 Bill.Hague@wolverhampton.gov.uk
Report to be/has been considered by	People Leadership Team Strategic Executive Board	14 August 2017 22 August 2017

Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Approve the commencement of informal consultation on the proposed merger of Whitgreave Infant School with Whitgreave Junior School.
2. Delegate authority to the Cabinet Member for Education, in consultation with the Assistant Director - School Standards, to consider the outcome of informal consultation on the proposed merger of Whitgreave Infant School with Whitgreave Junior School and to determine whether or not to proceed to formal consultation.

1.0 Purpose

- 1.1 To introduce the proposal to merge Whitgreave Infant School with Whitgreave Junior School and to seek approval to commence a period of informal consultation on the proposal.

2.0 Background

- 2.1 Strategic policy regarding the organisation of primary school provision in the City is outlined within the Council's Primary School Organisation Strategy 2016-2018 (PSOS). This strategy was approved by Cabinet in July 2016 following consultation with key stakeholders.
- 2.2 The PSOS recommends that, "... the Council invites responsible bodies (e.g. Governing Bodies or Trusts) to consider the merger or amalgamation of infant and junior schools whenever the Headship of a school becomes vacant. For mergers to be considered, the leadership of the establishment that is proposed for expansion must be at least 'Good'."
- 2.3 The PSOS outlines a number of advantages of bringing infant and junior schools together, including:
- Reducing the number of major transitions that pupils face
 - Reducing the likelihood of lost learning at the beginning of Key Stage 2
 - Increasing the opportunity for specialist teachers to work with a wider range of pupils
 - Providing the opportunity for a consistent approach to the curriculum to be adopted
 - Ensuring the continuity of teaching, learning and achievement
 - Cost savings through economies of scale
- 2.4 The PSOS explains that, "The 'merger' of infant and junior schools is the process of joining the schools together by discontinuing one establishment and expanding and altering the age range of the other".

3.0 Whitgreave Infant School:

- 3.1 Whitgreave Infant School is a mixed community school that caters for children aged between 3 and 7 years, located in Low Hill Crescent, Low Hill. The school is in the Bushbury South and Low Hill ward. The school currently offers 60 places per year group (Reception to Year 2); 180 places in total and has a 60 place nursery. Whitgreave Infant School is co-located on the same site as Whitgreave Junior School but their facilities are separated by a playing field.
- 3.2 Individual school performance is independently assessed by Ofsted. Whitgreave Infant School was inspected and judged to be 'Good' by Ofsted in June 2014 and is a Local Authority Category A school. Children achieve well from relatively low starting points and performance at the end of Key Stage 1 is similar to national levels, with around 70% of children achieving the expected standard in reading, writing and maths.

- 3.3 The headteacher of Whitgreave Infant School retired on 31 August 2017. The governing boards of both Whitgreave Infant School and Whitgreave Junior School agreed to appoint the headteacher of Whitgreave Junior School, described by Ofsted as 'an inspirational leader', as the acting headteacher of Whitgreave Infant School with effect from 1 September 2017.

4.0 Whitgreave Junior School:

- 4.1 Whitgreave Junior School is a mixed community school that caters for children aged between 7 and 11 years, located in Goodyear Avenue, Low Hill. The school is in the Bushbury South and Low Hill ward. The school currently offers 60 places per year group in Years 3 – 6; 240 places in total. Whitgreave Junior School is co-located on the same site as Whitgreave Infant School but their facilities are separated by a playing field.
- 4.2 The school was judged 'Outstanding' by Ofsted in November 2015 and is a Local Authority Category A school. Performance at the end of Key Stage 2 remains strong and children make significant progress in both English and maths throughout Key Stage 2.

5.0 Governance:

- 5.1 In January 2017, the headteacher of Whitgreave Infant School formally announced her intention to retire at the end of the academic year 2016/17. Consequently, in line with published strategic policy within the PSOS 2016-2018, the Council invited both Whitgreave Infant School's Governing Board and Whitgreave Junior School's Governing Board to consider the future organisation of their schools.
- 5.2 The recommendation from both schools' governing boards was to merge Whitgreave Infant School and Whitgreave Junior School.
- 5.3 In order to ensure a smooth transition which does not jeopardise the existing high-quality provision and recognises the importance of effective partnership working, it was agreed to federate the governing boards during Summer Term 2017, prior to seeking formal approval to propose the merger of the schools.
- 5.4 A federation is where one governing board governs two or more schools. In order to achieve federation, consultation was undertaken by the respective schools' governors between 8 May 2017 to 26 June 2017. The federation was agreed on the 19 July 2017 and came into effect on 1 September 2017.

6.0 Proposed Merger of Whitgreave Infant School with Whitgreave Junior School

- 6.1 The Cabinet is recommended to approve the commencement of informal consultation on the proposal to merge Whitgreave Infant School with Whitgreave Junior School to create a primary school for children aged 3 to 11 years with effect from 1 September 2018.
- 6.2 When proposing to merge schools, local authorities must follow statutory processes and timescales as outlined in The School Organisation (Prescribed Alterations to Maintained Schools (England) Regulations 2013 and The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013. To enable the proposed merger;

- Whitgreave Infant School would be discontinued on 31 August 2018.
- The age range of Whitgreave Junior School would be altered from 7 to 11 years to 3 to 11 years with effect from 1 September 2018.
- The recorded capacity of Whitgreave Junior School would be expanded to include the physical capacity of Whitgreave Infant School's buildings with effect from 1 September 2018.

6.3 The statutory consultation processes and the potential timeline for decision making can be found in section 8.0 of this report.

7.0 Future Provision:

7.1 If the proposal to merge Whitgreave Infant School with Whitgreave Junior School is ultimately approved:

- All pupils on roll as at the 31 August 2018 would automatically transfer to the primary school.
- The primary school would have 60 places per year group in Reception to Year 6 and a 60 place Nursery.
- All employees (as at 31 August 2018) at Whitgreave Infant School would transfer to the primary school (teaching and non-teaching trade union representatives will be fully engaged in the consultation process should Cabinet choose to proceed).
- The primary school would be located in the existing buildings of Whitgreave Infant School and Whitgreave Junior School.

8.0 Potential Consultation and Decision-Making Timeline

8.1 As indicated above, when proposing to merge schools, authorities must follow statutory processes and timescales. Should the proposal proceed the following indicative timeline would apply:

2 October 2017 – 19 November 2017 (Stage 1 – Informal Consultation – 7 weeks)

Informal consultation with stakeholders including pupils, parents, employees and governors.

December 2017

The Cabinet Member for Education in consultation with the Assistant Director - School Standards, considers the outcome of informal consultation and determines whether or not to proceed to the next stage of the process.

4 January 2018 (Stage 2 – Publication)

If the Council decides to continue, a public notice would be published summarising the proposal. A copy of the full proposal and the reasoning behind it would also be made available.

4 January 2018 – 31 January 2018 (Stage 3 – Formal Consultation – 4 weeks)

Formal consultation period (representation) – Offers stakeholders the opportunity to make formal comments or objections regarding the proposal.

21 February 2018 (Stage 4 – Decision)

The Cabinet of the Council would consider the outcome of consultation and make a final decision on the proposals. This decision would then be subject to a four-week appeals period.

1 September 2018 (Stage 5 – Implementation)

Subject to approval, proposals would be implemented as published.

9.0 Evaluation of alternative options:

9.1 Alternative options have been considered by both Council representatives and the school's governing boards including;

- Amalgamation – The closure of both schools and the establishment of a new primary school. Whilst this option would ultimately result in the establishment of a primary school and offer the corresponding benefits, it would also result in a new school number being issued. As such, both establishments' existing Ofsted judgements would no longer be recognised.
- Maintaining two separate schools – Continuing with the current organisation of provision. This option would not align to school aspirations and also not offer the anticipated benefits detailed in section 2.3.

10.0 Reasons for decision(s):

10.1 This proposal is in line with the Council's strategic policy as detailed within the Primary School Organisation Strategy 2016-2018 and would maximise the opportunity for the benefits detailed in section 2.3 to be realised.

11.0 Financial implications

11.1 The proposed merger of the schools would provide opportunities for efficiency savings and maximise the use of school resources, benefitting both schools longer term budget positions. The local authority schools funding formula includes a lump sum payment of £125,000 per school so the proposed merger would eventually release £125,000 of the Dedicated Schools Grant which would be available for allocation across the remaining schools in the City. In the year of conversion, 2018-19, the primary school would retain the full allocations originally made to the separate schools. A transitional year then follows, 2019-20, where the newly created primary school would receive a lump sum of £125,000 plus a proportional amount that would equate to £87,500, to help support the schools transition from separate infant and junior to a primary school.

11.2 Subject to approval of the proposal, it is recognised that there would be a need to invest in ICT to consolidate the infrastructure between schools. Given financial constraints facing the authority, it is anticipated that this cost would need to be met by the primary school utilising a proportion of the aforementioned lump sum allocation.

11.3 Subject to approval of the proposal, investment would also be required to merge the School Information Management System (SIMS) databases into one database, again it is

anticipated that this cost would need to be met by the primary school utilising a proportion of the aforementioned lump sum allocation. Final costs are not yet confirmed, however the costs of this and the ICT work are expected to be in the region of £40,000.

- 11.4 As the schools are located on separate sites, a path is required to support the transition to one school, facilitating movement of employees and equipment between the sites. Estimated costs of this work are between £75,000 to £125,000. A contribution towards this cost will be sought from the school; however, if this is not secured it is anticipated the cost of the path can be funded from existing maintenance budgets as part of the delivery of Schools Capital Maintenance Programme. Subject to approval to proceed, further clarity regard costings will be provided within future reports.
- 11.5 At the end of the financial year 2016-17, the schools balances were both in surplus; Whitgreave Junior School had £277,200 revenue whilst Whitgreave Infant School had £90,500 revenue and £12,700 capital. Based on the budget forecasts received, both schools are expected to have surplus balances at the anticipated point of transfer, 1 September 2018. Such balances would be combined for use in the single school, subject to the discretion of the local authority. Should, either of the schools move into a deficit position, the combined deficit/surplus will transfer to the newly created primary school.

[HM/16082017/D]

12.0 Legal implications

- 12.1 The legal implications arising from this report are stated in the body of the report. In addition, any proposals to alter the structure of school provision in the area would need to comply with the detailed provisions in the Education and Inspections Act 2006 to ensure sufficient consultation is undertaken and that relevant stakeholders are notified of the proposal/decisions in a timely manner.

[Legal Code: TS/10082017/W]

13.0 Equalities implications

- 13.1 This report has equal opportunity implications as the contents have direct relevance to educational provision for children and young people in the City.
- 13.2 Consultation would form part of the equality analysis. As part of this consultation the views of a range of stakeholders including; pupils, parents/carers, school employees, headteachers, school governors, trade union representatives, Councillors, members of parliament and diocesan authorities would be sought. This analysis will also draw on the relevant equalities related aspects of the PSOS 2016-2018.

14.0 Environmental implications

- 14.1 There are no environmental implications to this report.

15.0 Human resources implications

- 15.1 The employees of the schools in scope are employed by the local authority. There would therefore be no transfer of employment and it is anticipated that terms and conditions of employment would remain unaffected. However, it may be required to review the leadership structures of the schools. The appropriate human resources policy and process would be followed ensuring consultation with the affected employees, should the proposal be adopted.

16.0 Corporate landlord implications

- 16.1 Any works undertaken on the site that may impact upon the condition data held by Corporate Landlord will be updated to reflect the changes. Corporate Landlord will also work with Legal Services and the Geographic Information System (GIS) Team to inform them of the changes to the site and its change in status from infant and junior schools to a primary school.

17.0 Schedule of background papers

- Primary School Organisation Strategy 2016-2018
(<http://wolverhampton.moderngov.co.uk/documents/s27973/School%20Place%20Planning.pdf>)
- Whitgreave Infant School Ofsted Inspection Report – June 2014 (www.ofsted.gov.uk).
- Whitgreave Junior School Ofsted Inspection Report – November 2015 (www.ofsted.gov.uk).
- Cabinet (20 July 2016) School Place Planning.

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