

| 2017-2018 - Key areas and actions for implementation   | Responsibility and expected implementation date       | Update at 30 September 2018   |
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| <p><i>Savings Targets</i></p> <p>This continues to be a key area for the Council to manage as it is faced with finding savings of £19.5 million by 2019-2020.</p>  | <p>Director of Finance<br/>July 2018</p>              | <p>On 17 October 2018, Cabinet approved that:</p> <ul style="list-style-type: none"> <li>• Budget Reduction and Income Generation proposals amounting to £695,000 in 2019-2020 proceed to formal consultation and scrutiny stages of the budget process</li> <li>• That Financial Transactions and Base Budget Revisions totalling a net reduction of £4.7 million in 2019-2020 be incorporated into the 2019-2020 draft budget</li> </ul> <p>Cabinet also approved a number of changes to items in the Medium Term Financial Strategy. As a result of the recommendations Cabinet also approved that further options are explored between October 2018 and January 2019 to address the updated projected budget deficit of in the region of £6.0 million for 2019-2020 based on the Council's high-level strategy.</p> |
| <p><i>Procurement, Contract Management and Monitoring</i></p> <p>Following the establishment of the contract monitoring team, contract management training is being rolled out across service teams and being tailored to their specific requirements.</p> | <p>Director of Commercial Services<br/>March 2019</p> | <p>The Commercial Team has held a number of internal contract training sessions. In addition, collaboration is taking place between Procurement and Commercial to establish external training for selected officers within the authority. Support is also provided as required to officers.</p>   |

### *Combined Authority*

The devolution deal 2 agreed in November 2017 covers a number of areas where the Government has committed to support the West Midlands as it develops its Local Industrial Strategy to drive regional economic growth. The deal sets out a number of initiatives on public service reform, ways in which the West Midlands could have more control of financing its activities, new arrangements for the adult skills budget and agreed governance changes, including a commitment to integrate the West Midlands Fire and Rescue Service into the Combined Authority, whereby a public consultation has been completed and will be submitted to the Secretary of State alongside the draft Scheme. A delivery plan for the devolution deal has been developed and work is underway to plan delivery impact within Wolverhampton.

A devolution deal for the adults skills budget is also progressing. The Adult Education Budget (AEB) grant funds activity in Further Education (FE) Colleges, Local Authority Adult and Community Learning services and at a much smaller scale through contracts with private training providers. Key Features include implementing a governance structure that ensures the Combined Authority is engaged with the Department so that there is an understanding of how post 16 policy aligns to AEB allocations and helping to achieve objectives for adult funding.

In March 2018, the Chancellor announced in the Government's Spring Statement, a Housing Deal for the Combined Authority, of £350 million of new Government funding to support the delivery of new

Managing Director  
Ongoing programme of work

### **Transport**

#### **Transforming Cities Funding (TCF)**

- As part of the TCF, the West Midlands Combined Authority will receive capital funding of £250 million from the national fund total of £1.7 billion.
- Funding will be provided over four years to 2021/22, and will be a single grant to the West Midlands.
- The Black Country is the main beneficiary from the Transforming Cities Funding. In addition to the £207m already allocated to the Wednesbury to Brierley Hill Metro Extension, the Black Country received £25.43m of the remaining £43m.
- This will benefit schemes including highways development (A4123, A454 and A449), Birchley Island, Dudley interchange and the Cycling Programme.

### **Skills & Productivity**

Adult Education Budget:

- In June 2018, the WMCA Board agreed the West Midlands Regional Skills Plan which sets out how WMCA will work with local partners and providers to better deploy AEB to meet the needs of residents and businesses.
- The WMCA's AEB allocation for 2019/20 will be confirmed by the Department for Education (DfE) in January 2019, and will be based on actual delivery to West Midlands residents in 2017/18.

### **Housing & Land**

Housing First

- WMCA had been awarded £9.6m for the delivery of Housing First for the period 2018-21.

homes in the West Midlands. The funding will deliver infrastructure to support the development of priority sites including in and around Wolverhampton.

Following discussions with Birmingham City Council, it has been agreed from a governance perspective that the transport plan, operations and infrastructure delivery for the Commonwealth games will be led by Transport for West Midlands with Birmingham City Council leading on infrastructure delivery. There are a number of named funded schemes in the bid, including the completion of the Metro in Wolverhampton city centre.

- Constituent Authorities had agreed to deliver 225 housing units per year, for three years, in order to conduct the pilot.

### **Cohesion & Integration – PSR**

#### West Midlands 5G

- The WMCA has successfully bid for regional 5G test bed status as part of the Government's Urban Connected Cities programme, which is a DCMS-led programme to accelerate the deployment of 5G next-generation mobile connectivity in the UK.
- The proposal is for the Black Country to have a test bed focussed on Industry 4.0.

### **Economic Growth**

#### Town Centres Programme

- Bilston has been agreed as one of the first wave centres agreed at the Housing & Delivery Board on 25 October.
- First wave centres will benefit from WMCA resources in terms of funding and staff resource and act as a test bed for interventions.

#### Cultural Development Fund

- Cultural Development fund bid, managed by Arts Council England has been submitted by CWC and partners including the University of Wolverhampton.
- If this bid is successful it will complement WMCA's Regional Skills Plan ambition to increase digital skills to support the growth of the creative tech businesses.

### **Environment**

#### Air Quality

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|   |  | <ul style="list-style-type: none"> <li>• Some air quality powers conferred in original devolution agreement. Devo 2 gives the WMCA the same legal powers as the local authorities on air quality</li> <li>• Air Quality is linked to the smart city programme, and planned investment in connectivity infrastructure such as 'smart streetlights' that can help support this.</li> </ul>  |
| <p><i>Corporate Landlord</i></p> <p>A draft Strategic Asset Plan has been produced and is to be finalised by the end of June 2018. The Disposal Programme for 2018-2019 and 2019-2020 has been identified and the delivery of the programme is in progress. Focal 365 has been implemented, data migration and cleansing is in progress and the system is being utilised.</p>   | <p>Director of Commercial Services</p> <p>March 2019</p> | <p>The Strategic Asset Plan was approved at Cabinet in October 2018 and has been published on the Council's internet site.</p> <p>The disposal programme continues to be delivered and to date £1.18 million has been achieved with a further £8.9 million to be achieved during 2018-2019.</p> <p>Focal 365 is due to be launched initially across Corporate Landlord by the end of November 2018.</p>   |
| <p><i>Cyber Security</i></p> <p>Maintaining robust, secure and up-to-date technology defences continues to be the Council's first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. System back-up's will continue to be undertaken in accordance with agreed time-tables and practise restores to the Council's non-production area are ongoing to ensure that back-ups have been undertaken correctly and can be restored.</p> <p>Preparation for the next PSN Certification has begun, the certification is due in June. Prior to this internal and external health checks will be undertaken to identify any vulnerabilities which will then be addressed prior to the renewal of the certification.</p> | <p>Director of Commercial Services</p> <p>March 2019</p> | <p>Regular maintenance and updates of the Council's cyber security technical defences continues to address any identified vulnerabilities.</p> <p>Rigour around system and data backups continues with regular practice restores to non-production environments.</p> <p>PSN certification has been gained again for 2018-2019 and best practices regarding people, process and technology perspectives will continue to be applied to ensure compliance during 2019-2020.</p> <p>Independent security practitioners will continue to be commissioned to check the robustness of the Council's cyber defences and to advise on methods/actions to strengthen them where appropriate.</p> <p>Employee awareness of potential threats and good working practices, through mandatory and associated training will continue in order to enhance the understanding of cyber</p> |

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| <p>An independent body will be commissioned to undertake a health-check review, once completed any recommendations arising from this will be actioned.</p> <p>Information Security and Cyber-Security policies will continue to be regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities.</p> <p>Employee awareness of potential threats and good working practices, through mandatory and associated training will continue in order to enhance the understanding of cyber security and good working practices, helping to minimise the opportunities.</p>  |   | <p>security and good working practices, helping to minimise the opportunities</p>   |
| <p><i>Project Governance including the Civic Halls</i></p> <p>In January 2018, the Council approved a further £23.7 million for a new scheme for the Civic Halls on the basis of a revised business case to address significant building fabric, structural and management issues following detailed technical surveys and reviews that were undertaken in 2017. Additional works include a substantial number of items not included in the original scheme such as a new electrical and engineering system, major structural work, including a new roof and the latest safety and security measures.</p> <p>A new governance and project management structure is being put in place, commensurate with the scale and complexity of this scheme, including the appointment of a more experienced Project Manager and a specialist in risk management. The new project</p> | <p>Director of Commercial Services<br/>March 2019</p> | <p>The new governance structure and project management structure for the Civic Halls has now been fully implemented and is helping to driving delivery of the project. The mechanisms of the Civic Halls new governance structure have also been implemented into other construction projects (Refer to the Internal Audit Report - Lessons Learnt).</p> <p>The Project and Works team have worked closely with the Programme team to develop a construction project assurance process The RIBA gateway process has been incorporated into the Council's reporting Verto system. This has aligned the transparency of the Verto reporting mechanism with the construction projects gateways.</p> <p>The output of the alignment will drive the transparent, consistent reporting of each individual construction project at each gateway. This will ensure that projects do not pass through gateways without full review and scrutiny.</p> |

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| <p>includes a range of work-streams alongside the main design and construction works.</p> <p>Also, Audit Services have recently undertaken a lessons learned review in order to prevent similar issues with future projects. Once this report has been finalised, the recommendations arising from it will be implemented in accordance the agreed timescales.</p> <p>This framework will also be adopted for all future projects of this size, while for smaller projects the Council is introducing a local approach to project assurance which will encompass a series of gateway reviews.</p> |   |  |
| <p><i>General Data Protection Regulations</i></p> <p>The Council is putting into place appropriate policies, procedures and technologies to ensure that the handling and protection of its data is undertaken in a secure manner and consistent with both the provisions of the current Data Protection Act 1998, the new Data Protection Bill (which will become the Data Protection Act 2018) and the General Data Protection Regulation (GDPR) which comes into force during May 2018, and a work programme has been developed.</p>  | <p>Director of Commercial Services<br/>March 2019</p> | <p>Procurement have now contacted all suppliers and are developing a plan to ensure current contracts are varied to accommodate the new legislation, however this is still in progress due to this being a very large task.</p> <p>All standard contractual documentation has appropriate clauses to encompass GDPR, bespoke contracts also include GDPR compliant clauses.</p> <p>A new process has been established whereby any new contract has a GDPR Supplier Self-Assessment document issued at tender stage which is then considered by Information Governance to ensure compliance. No contract can be awarded without this document being approved by Information Governance.</p> <p>A systems audit is also underway to ensure all cloud and on-premise systems meet the requirements of GDPR.</p> |
| <p><i>Arm's Length Management Organisation Housing Partnership - Residential Landlord Services</i></p> <p>New Service Level Agreements and management arrangements are being put in place for the delivery</p>  | <p>Service Director – Housing<br/>March 2019</p>      | <p>Actions Complete:</p> <ul style="list-style-type: none"> <li>• Cabinet approved refreshed ALMO Management Agreement in September 2018</li> </ul>  |

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| <p>of Homelessness Prevention Services/Housing Option Services, Disabled Facilities Grants, Affordable Warmth and Home Improvement Agency Services with Wolverhampton Homes, following the 'transfer' of these services in December 2017. A legal review of the ALMO Management Agreement commenced in February 2018 and will be presented to Cabinet in July 2018 making any necessary recommendations to amend Management Agreement monitoring and/ governance and/or legal operating arrangements.</p>   |  | <ul style="list-style-type: none"> <li>• ALMO Company Board approved refreshed Board Governance and Membership and ALMO Management Agreement in September 2018 (AGM)</li> <li>• SLA for Homelessness Prevention between CWC and WH in place from June 2018. Service Pperformance now being reported to Cabinet Performance Panel quarterly.</li> <li>• Cabinet approved a new Housing Assistance Policy (Grants) in September 2018.</li> </ul> <p>Next Steps:</p> <ul style="list-style-type: none"> <li>• SLA for Private Housing / Home Improvement Services by 31 March 2019.</li> </ul>  |
| <p><i>Tenant Management Organisations - Residential Landlord Services</i></p> <p>An employee 'desk top' review commenced in February 2018 of these partnerships. Further to this review, an audit schedule has been agreed for 2018-2019 for all four TMOs operating in the City. Management Agents have been notified of the forthcoming audits commencing in May 2018. A number of TMO 'Modular Management Agreements' are not currently in place. New Key Performance Indicators (KPIs) for Landlord Services (including Health and Safety) monitoring are to be reported from Quarter 1 in 2018-2019. TMO operational performance and KPIs continue to be reported to the Cabinet Performance Panel.</p> <p>Dovecotes TMO has been placed under a performance improvement arrangement (via a Performance Improvement Plan agreed with Dovecotes TMO Board in March 2018), for six</p> | <p>Service Director – Housing<br/>March 2019</p> | <p>Actions Complete:</p> <ul style="list-style-type: none"> <li>• Audit of TMO for Bushbury – September 2018. Improvement Action Plan now inplace, 'Better Homes' Legal Agreement engrossed, Tenant Vote completed.</li> <li>• Audit of TMO for Dovecotes – October 2018. Improvement Action Plan now inplace.</li> <li>• Recruitment of Service Support Manager and Client Manager for TMOs complete</li> </ul> <p>Next Steps:</p> <ul style="list-style-type: none"> <li>• Audit of TMO for Springfield – commenced</li> <li>• Audit of TMO for New Park Village – commenced</li> <li>• Modular Management Agreements for all TMOs in place for 31 March 2019</li> </ul> |

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| <p>months due to concerns around governance and performance. An outcome of a Housing Ombudsman Inquiry was also pending at March 2018.</p> <p>Bushbury Estate Management Board (TMO) continues its Application and Business Case to the Secretary of State and Minister of Housing , Communities and Local Government to enact the Right to Transfer of approximately 830 council freehold homes to a Preferred Transfer Partner by April 2019. The City continues in its duty to co-operate in the Right to Transfer legislative process.</p> |  |  |
| <p><i>Residential Site Management Agreement</i></p> <p>A review of the existing arrangements for Residential Site Management commenced in March 2018. A draft Management Agreement has been produced, but was not engrossed as at March 2018. It is anticipated a new interim Management Arrangement will be put in place by the end of Quarter 1 in 2018-2019, whilst a longer-term review of management options is undertaken in consultation with partners, residents and Wolverhampton Homes.</p>  | <p>Service Director – Housing<br/>March 2019</p> | <p>Actions Complete:</p> <ul style="list-style-type: none"> <li>• Legal Review of SLA for Residential Site Management complete</li> <li>• WH to take on Client role for contract agreed by Housing Board in Oct 2018.</li> </ul> <p>Next Steps:</p> <ul style="list-style-type: none"> <li>• Consultation with residents and Site Management Agent (Gypsy &amp; Traveller Council)</li> <li>• SLA in place between CWC and G&amp;TC by 31 March 2019.</li> </ul> |
| <p><i>Housing Policies</i></p> <p><b>City Housing Allocations Policy</b> – Cabinet received a report in April 2018 to ensure the City Housing Allocations Policy with Amendments meets the new requirements of the new Homelessness Reduction Act 2018. Landlord Management Agents will be</p>   | <p>Service Director – Housing<br/>March 2019</p> | <p>Actions Complete:</p> <ul style="list-style-type: none"> <li>• Cabinet agreed new Private Housing Assistance Policy in September 2018</li> <li>• Cabinet agreed refreshed Right to Buy Housing Policy in July 2018.</li> </ul>  |

required to operate in accordance with the Amended Housing Allocation Policy. Operational measures have been put in place with the ALMO (Wolverhampton Homes) to ensure operational compliance from 1 April 2018. A further Review (including formal consultation) of the Allocations Policy, including an Equality Impact Assessment is planned by Quarter 3 | 2018-2019

**Private Housing Assistance Policy** – A new Private Housing Assistance Policy is being developed to ensure continued compliance with the Regulatory Reform (Housing Assistance) England and Wales Order 2002, Housing, Grants and Construction and Regeneration Act 1996 and the Housing Act 2004.

**Housing Right to Buy Policy** – A report to Cabinet making recommendations to revise four elements of the Right to Buy Policy is to be presented to Cabinet by June 2018 to ensure continued compliance with Housing Act 1985

**Housing Enforcement / Illegal Evictions** – There is currently no City Policy or resources in place to administer legal requirements under Protection from Eviction Act 1977 and Housing Act 1980. A proposal to resource and develop a new service offer is to be developed. The option of an interim resource arrangement with another Local Authority will also be considered .

**Prevention of Homelessness Strategy** – A draft Homelessness Strategy is being consulted upon in readiness for Members consideration in June 2018.

- Cabinet agreed a new Homelessness Prevention Strategy 2018 - 23

#### Next Steps

- Review of City Allocations Policy – to commence
- Produce and consult upon Homelessness Prevention Strategy Action Plan 2018 – 23
- New Service Model for Housing Enforcement / Illegal Evictions

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| This would meet the obligations of the Homelessness Act 2002 and Code of Guidances. |  |  |
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