

# Scrutiny Board

15 December 2015

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

## Membership

**Chair** Cllr Stephen Simkins (Lab)

**Vice-chair** Cllr Barry Findlay (Con)

### Labour

Cllr Ian Angus  
Cllr Philip Bateman  
Cllr Alan Bolshaw  
Cllr Paula Brookfield  
Cllr Craig Collingswood  
Cllr Dr Michael Hardacre  
Cllr Lorna McGregor  
Cllr Peter O'Neill  
Cllr Rita Potter  
Cllr Jacqueline Sweetman

### Conservative

Cllr Arun Photay

Quorum for this meeting is four Councillors.

## Information for the Public

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

**Contact** Abby Vella

**Tel/Email** 01902 553219 or [abigail.vella@wolverhampton.gov.uk](mailto:abigail.vella@wolverhampton.gov.uk)

**Address** Democratic Support, Civic Centre, 2<sup>nd</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

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

**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)

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

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interest**
- 3            **Minutes of the previous meeting (3 November 2015)** (Pages 3 - 8)  
[To approve the minutes of the previous meeting as a correct record.]
- 4            **Matters arising**  
[To consider any matters arising in the minutes.]

### DISCUSSION ITEMS

- 5            **Draft Budget 2016/17** (Pages 9 - 68)  
[To review the comments of each Scrutiny Panel and provide further feedback to Cabinet.]
- 6            **Corporate Performance Report - Quarter Two 2015/16** (Pages 69 - 112)  
[To review performance of the corporate performance indicators for quarter two 2015/16.]
- 7            **Information Governance Performance Report - Quarter 2 2015/16** (Pages 113 - 118)  
[To review and comment on the Quarter Two performance for Information Governance.]
- 8            **Quarter 2 Corporate, Social Care and Public Health Complaints Report** (Pages 119 - 146)  
[To review complaints management and performance for the period of 1 July 2015 to 30 September 2015.]
- 9            **Work Programme** (Pages 147 - 158)  
[To consider the Board's work programme for future meetings.]

### Attendance

#### Members of the Scrutiny Board

Cllr Ian Angus  
Cllr Philip Bateman  
Cllr Alan Bolshaw  
Cllr Paula Brookfield  
Cllr Craig Collingswood  
Cllr Barry Findlay (Vice-Chair)  
Cllr Dr Michael Hardacre  
Cllr Peter O'Neill  
Cllr Arun Photay  
Cllr Rita Potter  
Cllr Stephen Simkins (Chair)  
Cllr Jacqueline Sweetman

#### Employees

Adam Hadley	Group Manager - Democracy
Keith Ireland	Managing Director
Abby Vella	Graduate Management Trainee
Mark Perlic	Principle Welfare Rights Officer

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

*Item No.*    *Title*

- 1 Apologies for absence**  
Apologies for absence were received from Cllr Elias Mattu, Kevin O'Keefe, Mark Taylor and Tony Ivko.
- 2 Declarations of interest**  
There were no declarations of interest.
- 3 Minutes of the previous meeting (8 September 2015)**  
Resolved:  
That the minutes of the meeting held on 8 September 2015 be approved as a correct record and signed by the Chair.
- 4 Matters arising**  
There were no matters arising.

5 **Tracking and Monitoring of the Welfare Reform - Unclaimed Benefits Scrutiny Review**

Mark Perlic, Principle Welfare Rights Officer gave an update on progress of the implementation of recommendations resulting from the Welfare Reform – Unclaimed Benefits scrutiny review which had been undertaken in 2014-15. He reported that a working group had identified problems posed by welfare reform for residents, local organisations, businesses and the City of Wolverhampton Council.

The Principle Welfare Rights Officer highlighted that a number of issues were identified in relation to Universal Credit, concerning the communication of correct information to residents and housing providers. He reported that the Welfare Rights Service provided training for a range of local organisations including Age UK, Citizens Advice Bureau and YMCA. To date, these had been attended by 681 people.

The Principle Welfare Rights Officer also advised that the Specialist Support Team and Communications Team were working in partnership to provide online information and signposting and to anticipate the implications of providing an online directory. He advised that this directory had two phases. The first was identifying advice-giving organisations in the City. The second was identifying what assistance these could provide following the introduction of Universal Credit.

The Board thanked the Principle Welfare Rights Officer for his presentation of the report and Cllr Potter for chairing the review.

A discussion took place between Councillors about the directory which highlighted the following:

- The full implementation of the online directory would be a difficult process as it required hard to reach groups, such as those with a disability or pensioners, to have access to the internet.
- It would be an important resource for residents who had been refused or lost benefits or who were appealing against a decision.
- There was uncertainty about its impact on other services, the budget and allocating resources.
- The potential impact of this change on food banks should payments be missed.
- The referral of residents to credit unions and responsible lenders would be inaccessible to those who were not on the electoral register.

The Principle Welfare Rights Officer advised that the directory was almost in a position to be launched ready for the arrival of Universal Credit in Wolverhampton during early February 2016 and could be used to signpost both individuals and local organisations to the appropriate help. He was aware of the issue of appeals and dispute cases but reported that work was being done to target hard to reach groups. He referred to work being undertaken by a body of law students at the University in the area of disability benefits, which resulted in an additional £450,000 in benefits being granted to those with disabilities.

Cllr Batemen enquired about the figures in 3.4 of the report, which stated that 36% of residents in Wolverhampton had no internet access. In response to a question from

Cllr Potter, the Principle Welfare Rights Officer responded that there had been ward by ward mapping on this which he agreed to circulate.

The Managing Director reported that the board for Welfare Reform - Unclaimed Benefits had been working on this and had been liaising with the customer service team. He advised that the overall strategy aimed to increase the number of people using the web, to release telephones and have employees with the right expertise available to visit residents from hard to reach groups. He commented that the Council had adopted a 'digital by design' approach rather than 'digital by default', however, communities, families and the voluntary sector needed to be utilised to support people without access to the internet.

Councillors discussed recommendation 8 regarding Job Seekers Allowance sanctions and it was agreed that the statistics were concerning and an equality analysis of those who had sanctions applied to them should be undertaken.

In response to a question from Cllr Potter, the Principle Welfare Rights Officer explained that in relation to people directly paying rent – this was already the case for the private sector and was now being extended to the social housing sector.

The Chair raised a concern about the monthly arrears. He advised that as this policy develops, accessibility to computers should be increased through possible liaison with schools.

Resolved:

1. That progress made to implement recommendations from the Review of Welfare Reform – Unclaimed Benefits which concluded in January 2015 was noted.
2. That the board receive an update of the Tracking and Monitoring of the Welfare Reform – Unclaimed Benefits Scrutiny Review in six months' time.
3. That the Group Manager – Democracy circulate a ward by ward break down of accessibility to computers in Wolverhampton.

6 **Information Governance Performance Report - Quarter One 2015/16**  
Adam Hadley, Group Manager – Democracy, presented the quarterly one Information Governance Performance report.

The Group Manager – Democracy, reported that in the absence of local statistics for the cost of processing Information Governance (IG) requests, there was national base-lining data. He referred to paragraph 3.3 of the report which outlined these costs.

In reference to paragraph 3.4, the Group Manager – Democracy, advised that there was currently a review being undertaken about mandatory training for protecting information.

Cllr O'Neill enquired about the time spent by local authorities processing requests for information by the press and media.

The Group Manager – Democracy advised that the government was currently undertaking a review of freedom of information which he would circulate once published.

A discussion took place between the Councillors and the Managing Director about the identity of those requesting information. They recognised that processing these requests used a lot of resources and the costly exercise of processing freedom of information requests.

Resolved:

That the Group Manager – Democracy circulate results of the national review of freedom of information once published.

## 7 **Work programme**

The Group Manager - Democracy presented the work programme. He reported that the Chairs of the Review Panels were due to meet in November to discuss their work. He also commented that scrutiny of budget would take place in the next round of meetings.

It was agreed that the Tracking and Monitoring of the Welfare Reform – Employability and Skills report be moved to the 12 January 2016 meeting of Scrutiny Board.

The Chair reported that a meeting had been set up for the Chairs and Vice Chairs to discuss the development of the scrutiny function. The Chair invited feedback from Councillors about improving the scrutiny function.

Cllr Hardacre reported that following correspondence with various organisations during a scrutiny review, it appeared as though that obtaining Disclosure and Barring Service (DBS) clearance was left to the volunteers. It was agreed that this would be investigated further.

The Group Manager – Democracy requested that Specific Reserves Working Group be added to the Confident Capable Council work programme.

Cllr Brookfield enquired about additional panel and board meetings which were not scheduled in the work programme at the beginning of each municipal year. She commented that scheduled meetings throughout the year would be better than arranging additional ones.

The Chair advised that task and finish groups were also justified if there was a major issue to be worked on. It was agreed that this would be looked into further.

Resolved:

1. That subject to the following amendments, the work programme be agreed:
  - a. Tracking and Monitoring of the Welfare Reform – Unclaimed Benefits Scrutiny Review be moved to the 12 January 2016 Scrutiny Board meeting.
  - b. Specific Reserves Working Group be added to the Confident Capable Council work programme.

2. That the Group Manager – Democracy look into additional scrutiny meetings being included in the schedule of meetings.
3. That the process for volunteers obtaining DBS checks be investigated.

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# Scrutiny Board

## 15 December 2015

<b>Report title</b>	Draft Budget 2016/17	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader of the Council	
	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Mark Taylor Tel Email	Director of Finance 01902 55(6609) <a href="mailto:mark.taylor@wolverhampton.gov.uk">mark.taylor@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board	6 October 2015
	Children, Young People and Families Scrutiny Panel	25 November 2015
	Adults and safer City Scrutiny Panel	24 November 2015
	Health Scrutiny Panel	26 November 2015
	Vibrant and Sustainable City Scrutiny Panel	3 December 2015
	Stronger City Economy Scrutiny Panel	1 December 2015
	Confident and Capable Council Scrutiny Panel	2 December 2015
	Audit Committee	14 December 2015

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

The Scrutiny Board is recommended to:

1. Review the comments of each Scrutiny Panel and provide further feedback to Cabinet on the Draft Budget 2016/17.

## **1.0 Purpose**

- 1.1. The purpose of this report is to seek Scrutiny Board's feedback on the Draft Budget 2016/17 that was approved as the basis of consultation by Cabinet on 21 October 2015.

## **2.0 Background**

- 2.1 At its meeting on 21 October 2015, Cabinet considered a Draft Budget 2016/17 as the basis of budget consultation and scrutiny over forthcoming months.
- 2.2 The Cabinet report identified that due to the uncertain financial future, a full update of the Medium Term Financial Strategy (MTFS) 2016/17 – 2018/19 would only be conducted once the Spending Review and the Provisional Local Government Finance Settlement had been announced on 25 November and mid-December 2015 respectively.
- 2.3 The Cabinet report recommended that Savings Proposals amounting to £14.1 million and £7.1 million of Base Budget Revisions in 2016/17 proceed to the formal consultation and scrutiny stages of the budget process.
- 2.4 The Draft Budget 2016/17 has been considered by all scrutiny panels during November and December. The feedback from those meetings is included in Appendix A. This feedback along with further comments received at Scrutiny Board on 15 December will be sent as a formal response to Cabinet on 13 January 2016.
- 2.5 If there are substantial changes or recommendations of the Scrutiny Board are not accepted, then the Scrutiny Board will consider the budget again in January 2016, following an update to Cabinet on the Local Government finance settlement, which is scheduled for 13 January 2016.
- 2.6 If there are no changes to the savings proposals considered by Scrutiny, the outcome of this Board meeting will be incorporated into the final Cabinet budget report, scheduled for February 2016, ahead of Full Council considering the budget in March 2016.
- 2.7 In order to limit the volume of paper used as part of the budget reporting process, the Cabinet report has not been appended to this covering report. Board members are instead requested to bring their copy of the 2016/17 Draft Budget report, which was circulated with the 21 October 2015 Cabinet agenda. Detail of all the Council's individual savings proposals, including the latest to be considered by Cabinet on 21 October 2015, can be found on the council's website at:  
<http://www.wolverhampton.gov.uk/budgetsavings>

## **3.0 Budget Proposals**

- 3.1 All comments from Scrutiny Panels are included at Appendix A. The Board is requested to review the comments and further scrutinise the proposals for submission to Cabinet.

3.2 In addition to comment on investment in services and savings proposals, the Board may also request additional information or clarification. Any such requests will be noted separately, either for consideration by the Board or a Scrutiny Panel at a future date, or for information to be forwarded to the Panel members concerned.

#### **4.0 Financial implications**

4.1 The financial implications are discussed in the body of the report, and in the report to Cabinet. Should any of these proposals and options not be delivered, the projected budget deficit will increase by an equivalent sum and alternative savings will have to be identified.

[MH/08122015/V].

#### **5.0 Legal implications**

5.1 Legal implications are discussed in the report to Cabinet.

[TS/04122015/S]

#### **6.0 Equalities implications**

6.1 Under the Equality Act 2010, the Council has a statutory duty to pay due regard to the impact of how it carries out its business on different groups of people. This is designed to help the council identify the particular needs of different groups and reduce the likelihood of discrimination. An equality analysis screening has been conducted on each proposal, and fuller equality analysis will be conducted where appropriate. Further equalities implications are discussed in the report to Cabinet.

#### **7.0 Environmental implications**

7.1 Environmental implications will be addressed on a case by case basis as part of individual savings proposals.

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

8.1 Human resource implications are discussed in the report to Cabinet.

#### **9.0 Schedule of background papers**

9.1 Cabinet, 21 October 2015 Draft Budget 2016/17

- Children, Young People and Families Scrutiny Panel 25 November 2015
- Adults and safer City Scrutiny Panel 24 November 2015
- Health Scrutiny Panel 26 November 2015
- Vibrant and Sustainable City Scrutiny Panel 3 December 2015
- Stronger City Economy Scrutiny Panel 1 December 2015

- Confident and Capable Council Scrutiny Panel 2 December 2015
- Audit Committee 14 December 2015

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Adults and Safer City Scrutiny Panel 24.11.15

Details	Directorate	Comments
<p><b>Reshaping of Older People Services (Further details have been provided in the ‘Better Care Technology and Strengthening Support at Home’ report presented to Cabinet on 22 July and 11 November 2015)</b></p> <p>Progress the prior approval for the transformation of community based services and the creation of a new community offer, with the delivery and development extended and enhanced reablement and other services, including telecare, to support people to live independently in their own homes.</p> <p>Progress the prior approval of the formal consultation process on the proposal to decommission services at Merryhill House and Nelson Mandela House and transfer to external market providers.</p> <p>Progress the prior approval of the formal consultation process on the proposal to decommission services at Woden Resource Centre and re-provide high dependency day care in the external market through a personalised approach.</p> <p>Progress the prior approval of the pursuit of the externalisation of community reablement and the</p>	<p>People</p>	<p>Adult and Safer City Scrutiny Panel has carried out in depth scrutiny of ‘Better Care Technology and Strengthening Support at Home’ on 14 July and 10 November as pre-decision scrutiny items and has informed the Cabinet decision making process.</p> <p>Adult and Safer City Scrutiny Panel will maintain overview and scrutiny of the implementation of plans and progress of the reshaping of older people services.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comments
<p>commissioning of a specialist dementia reablement service.</p>		
<p><b>Restructuring of the Library Service</b></p>	<p>People</p>	<p>The ASC Panel highlighted the importance of the decision. The Panel felt strongly and were in total agreement that the revised proposal should be subject to pre-decision scrutiny. She advised that the next meeting of the panel would be 26 January 2016 and suggested that if this was not timely that a special meeting should be arranged.</p>
<p><b>Move Warstones Office Base (completion of 2013/14 savings proposal)</b></p> <p>Warstones is currently used as an office base for an internal service, the Assessment and Care Management Team, and also used by six community groups. We have explored other options for this building but have been unable to find a sustainable option. The proposal is to relocate the Assessment and Care Management Team and support the groups to relocate to other local community venues.</p>	<p>People</p>	<p>The Panel identified that schools that have transferred into Academies were not all fulfilling the 'Community Offer' and she asked that rather than checking just one school if all schools could be checked to ensure the Community Offer is being delivered. The Service Director confirmed he would follow up the question with the Director of Education. The Panel sought assurance that the time social workers spend on each assessment would not be reduced as a direct result of this proposal. The Service Director advised that very few people were presenting at Warstones</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
		<p>assessment centre and that the time spent actually assessing people should not be impaired. The Service Director agreed to take this issue away and give further consideration to it. Unison attends six weekly meetings during the transformation to discuss restructure and changeover of SW roles to more generic roles. ASC to receive further detail about the user groups following the transformation to ensure they are still meeting and older people are included and active.</p>

**Financial Transactions and Base Budget Revisions  
Adult Services**

Details	Directorate	Comments
<p><b>Early achievement of existing savings proposal – Learning Disabilities Assessment and Care Management Care Packages</b></p> <p>Early achievement of existing savings proposal (0074) -Learning Disabilities Assessment and Care Management-Care Packages.</p> <p>The proposal will achieve savings in care packages across Learning Disability Assessment and Care Management. This will be achieved through:</p> <ul style="list-style-type: none"> <li>- a robust programme of review of high cost residential and nursing placements, both in and out of City</li> <li>- increased use of assistive technology</li> <li>- promoting independence</li> <li>- increased value for money initiatives</li> <li>- increased and targeted commissioning</li> </ul>	<p>People</p>	<p>The Panel had confidence that this was achievable through a robust programme of review, increased use of assistive technology, promoting independence, increased value for money initiatives, and increased and targeted commissioning.</p> <p>The Panel sought assurance that the quality of care would not be affected and it was clarified that the savings would have effect on the assessment work as opposed to actual care of the individual.</p> <p>The Panel sought assurance that friendship groups would not be disrupted in moves and were advised that this was being taken into account in order of priority and that some individuals could not be moved at all but that all would be risk assessed on an individual basis to determine the best course of actions for each person.</p>



**Financial Transactions and Base Budget Revisions**

Details	Directorate	Comments
<p><b>Efficiency saving from the relocation of the Independent Living Service</b></p> <p>Realisation of £29,000 saving as the result of reduction in rent from the relocation of the Independent Living Service to Racecourse Road Industrial Estate.</p>	<p>People</p>	<p>No comment</p>
<p><b>Drawdown of one off grants for Adult Services</b></p> <p>As a result of grant funding being available it is possible to reduce the net costs of the service for 2016/17 without impacting on service delivery.</p>	<p>People</p>	<p>No comment</p>

**Financial Transactions and Base Budget Revisions**  
**Public Health and Wellbeing**

Details	Directorate	Comments
<p><b>Further review of utilisation of Public Health funding - Community Safety, Resilience, Healthier Schools</b></p> <p>It is proposed that the Community Safety team, the Resilience team and the Healthy Schools team are fully integrated into the Public Health &amp; Wellbeing service and resourced (both staffing and running costs) from the public health allocation.</p>	<p>People</p>	<p>No comment</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Budget Growth		Comments
Budget Pressure	Adults & Safer City	
National Living Wage (July 2015 adjustments)		
Adult Social Services Demography/Demand/Transition		
<b>Total Adults &amp; Safer City</b>		Panel was advised that the figures presented in the budget report may have to be revised following the Chancellors budget statement on 25 November 2015.

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

**Health Scrutiny Panel 2.12.15**

Details	Directorate	Comments
<p><b>Use of Public Health funding to support service areas with positive impact on public health outcomes</b></p> <p>Whilst ensuring strict adherence to the rules for spending the public health grant, this proposal seeks to utilise ring-fenced public health monies generated through efficiency savings from recommissioning/decommissioning activity relating to public health commissioned services.</p> <p>The objective is to support council services that make a positive impact on public health outcomes in order to reduce health inequalities and/or improve health.</p> <p>This will be achieved by identifying those services that will make the biggest impact on health improvement and/or reducing health inequalities in those areas with</p>	<p>People</p>	<p>That an update relating to the implications of the autumn statement on the savings proposal to the next meeting of this Panel on 14 January 2016.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comments
public health funds.		
<p><b>Further review of utilisation of Public Health funding - Community Safety, Resilience, Healthier Schools</b></p> <p>It is proposed that the Community Safety team, the Resilience team and the Healthy Schools team are fully integrated into the Public Health &amp; Wellbeing service and resourced (both staffing and running costs) from the public health allocation.</p>	People	That an update relating to the implications of the autumn statement on the savings proposal to the next meeting of this Panel on 14 January 2016.

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Stronger City Economy Scrutiny Panel 1.12.15

Details	Directorate	Comments
<p><b>Phased Removal of remaining Grand Theatre Grant</b></p> <p>The proposal is a phased removal of remaining grant funding to Grand Theatre. Continuing the agreed approach to overall savings in the City Economy Service.</p>	<p>Place</p>	<p>Adrian Jackson, Chief Executive of the Grand Theatre had attended a previous meeting and an in depth discussion had taken place relating to this proposal.</p> <p>The Panel welcomed the appointment of the new Chief Exec and, in particular, his intention to have a business and profit centred approach to the theatre's development.</p> <p>The Chair highlighted that the budget cuts to venues in the City could have direct and negative impact on the overall Visitor Economy strategy if care is not taken. The Panel highlighted that it was important for officers to continue to advise and guide management of those venues to assist in their business development. The Panel requested future feedback on how the venues mentioned have produced business plans for future financial sustainability.</p>
<p><b>Review remaining Lighthouse Media Centre Grant</b></p> <p>The proposal is to remove the remaining</p>	<p>Place</p>	<p>The Panel were reminded that the position relating to the Lighthouse Theatre had been discussed at a previous meeting. The Financial Business Partner and the Service Director had met with the Lighthouse</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
<p>grant funding to Light House Media Centre. Continuing the agreed approach to overall savings in the City Economy Service.</p>		<p>Theatre management and given them an opportunity to come back to the Council for one off assistance, to help assist their future business planning. As yet they have not taken up the opportunity.</p>
<p><b>Further Restructure of City Economy Services</b></p> <p>Rationalisation of the City Economy Service to meet savings targets and increase flexibility to meet new economic priorities</p>	<p>Place</p>	<p>The Panel highlighted 'business rates retention' in the autumn statement and highlighted the need for employees in the City Economy Service, who work directly with potential investors, to be genuine account managers and add value to the business community.</p> <p>Whilst there were reductions to the mainline budget, it was explained that the Council had reached the financial stage of some substantial bids from European Union which would increase capacity around business support and additional support at the frontline. It is expected that the Council will also be able to continue the ERDF funded Black Country Gold Grant Scheme for businesses. Together with the ESF funded Skills and Employment bid there could potentially be up to ten people funded by European funding for the next three years.</p> <p>The need to match fund means that it was difficult to reduce mainline staffing any further.</p>
<p><b>Increase new commercial activities within</b></p>	<p>Place</p>	<p>Scrutiny of the cultural venues had taken place in</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comments
<p><b>cultural venues (Archives, Art Gallery, Bantock House)</b></p> <p>Increased net income across sites</p>		<p>depth at a recent scrutiny Panel meeting.</p>
<p><b>Further external funding of Outdoor events.</b></p> <p>Reduction of £20,000 from the remaining Outdoor Events budget. Part of the refinement to the Approach to City Economy Events Programme yet to be approved.</p>	<p>Place</p>	<p>The recent bonfire event at the Race course was praised as a really good family event. There had been an issue with the car park marshalling but this would be addressed at future events at the race course and the boxes would also be available.</p> <p>The Head of Visitor Economy was asked to consider the need to double up on events, such as horse racing and the Madness Concert that had taken place in the summer.</p> <p>The Panel requested further information back to the Panel about business plans at other venues.</p>
<p><b>Bilston Craft Gallery – review current service provision including delivery of exhibitions and craft play</b></p>	<p>Place</p>	<p>Bilston Craft Gallery – review current service provision including delivery of exhibitions and craft play</p>



**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
<p>Continue to deliver craft play and one off events that are externally funded at the Craft Gallery. The main collection and exhibitions to be relocated at the Art Gallery. Make the remaining space available for events and studio hire.</p>		<p>Continue to deliver craft play and one off events that are externally funded at the Craft Gallery. The main collection and exhibitions to be relocated at the Art Gallery. Make the remaining space available for events and studio hire. Place Since the report was written there had been a review of the situation and it had been agreed that the collections could be retained at Bilston Craft Gallery.</p> <p>The Panel highlighted that there may be groups in the Bilston area that would be willing to pay for room and venue hire.</p> <p>The Scrutiny Panel voiced concerns about maintaining and keeping the premises clean and operational, in addition to the delivery of the craft play service and one off events. The panel wanted to know what plans are in place about this.</p> <p>Panel heard that displays by local people in each venue generally required minimal input by curatorial staff, the groups tended to carry out most of the work to set up displays themselves.</p> <p>The Panel advised that a programme should be developed for Bilston Craft Gallery through rigorous</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
		business planning. Management confirmed that detailed five year business plans that have been produced for each venue to enable better control of income and expenditure, as well as planning.

**Appendix**

**Financial Transactions and Base Budget Revisions  
Stronger City Economy Scrutiny Panel 1.12.15**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
<p><b>Drawdown of one off grants for City Economy</b></p> <p>As a result of grant funding being available it is possible to reduce the net costs of the service for 2016/17 without impacting on service delivery.</p>	<p>Place</p>	<p>The Finance Business Partner outlined that the drawdown was as a result of grant funding being available to reduce the net costs of the service for 2016/17 without impacting on service delivery. Panel thanked the Finance Business Partner for identifying the drawdown funding.</p>

**Financial Transactions and Base Budget Revisions  
Children, Young People and Families Scrutiny Panel – 25.11.15**

Details	Directorate	Comments
<p><b>Building Schools for the Future Private Finance Initiative Refinancing</b></p> <p>A one off saving achieved by completing a refinancing of PFI Scheme in relation to Highfields and Penn Fields Schools. This will be achieved through the use of reserves; these reserves will be replenished in full during the remaining life of the PFI contract from the deferred income that will be held on the Council's balance sheet.</p>	<p>Education</p>	<p>The panel queried the implications of Highfields School becoming academy and the extent to which it would affect the achievement of the savings. Cllr Claire Darke explained that a future change in the status would not affect the savings and also there were no plans to look at achieving similar savings at other schools built as part of the Building Schools for Future programme. Cllr Val Gibson commented that each school will be looked at on an individual basis if there is an opportunity to refinance a PFI scheme in the future.</p> <p>The panel queried if the same method could be applied to all other PFI schemes to achieve similar savings. Cllr Darke explained that the option to re-finance would depend on the ownership status of the school and provision in the PFI agreement to make a change that could generate similar savings. The Council will look for opportunities to get a better financial deal from PFI agreements as and when appropriate.</p> <p>The panel queried if future PFI deals will be affected by the drive to encourage nationally that</p>

**Appendix**

**Financial Transactions and Base Budget Revisions**

		<p>all schools become academies. Cllr Darke explained that the Council will continue to look for opportunities to make changes that would be more financially beneficial and or generate savings.</p>
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**Children and Young People**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
<p><b>Youth Offending Team - efficiency savings</b></p> <p>The proposal is to reduce the budget for the Youth Offending Team (YOT) by £150,000. These savings are being achieved by the elimination of vacant staffing posts from a number of workstreams within the YOT. One 0.5 post is a management post, and efficiency savings are being created within the administration team and the sessional worker budget.</p>	<p>People</p>	<p>Cllr Val Gibson explained that the savings would be achieved by the deletion of a small number of posts. The deletion of these will have no impact on the service. Cllr Gibson explained that there is flexibility in the grant budget for further reductions.</p> <p>No comments recorded on the proposal.</p>
<p><b>Children's Services Redesign *</b></p>	<p>People</p>	<p>The panel agreed to consider this proposal as part of the discussion on the next agenda item.</p>

**Appendix**

**Financial Transactions and Base Budget Revisions**

\* Full details have been reported to Cabinet separately on 11 November 2015 (Children's Services transformation phase two report) which is subject to further discussion later in this meeting.

**Children and Young People**

<b>Details</b>	<b>Directorate</b>	<b>Comments</b>
<p><b>Drawdown of one off grants for Children and Young People</b></p> <p>As a result of grant funding being available it is possible to reduce the net costs of the service for 2016/17 without impacting on service delivery.</p>	<p>People</p>	<p>No comments recorded on the proposal.</p>

Financial Transactions and Base Budget Revisions

Education

Details	Directorate	Comments
<p><b>Primary Capital Programme (expansions) - utilise grant now secured to replace prudential borrowing</b></p> <p>Some of the Primary School Expansion programme has had to be funded by prudential borrowing in advance of the basic need grant being received. It is proposed to utilise the grant now secured to replace prudential borrowing.</p>	<p>Education</p>	<p>Cllr Darke explained the reasons for making the change to replace prudential borrowing with a grant.</p> <p>No comments recorded on the proposal.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

<b>Budget Growth</b>		<b>Comments</b>
<b>Budget Pressure</b>		
<b>Children, Young People &amp; Families</b>		
Fostering Allowances within Looked After Children's Services		<p>Cllr Gibson explained the reason behind the increase in fees.</p> <p>No comments recorded on the proposal.</p>
<b>Total Children, Young People &amp; Families</b>		



Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Vibrant and Sustainable City Scrutiny Panel 3.12.15

Details	Directorate	Comment
<p><b>Highways Management</b></p> <p>Introduction of enforcement measures on more of the bus lanes in the City.</p>	<p>Place</p>	<p>Cabinet Member for City Environment explained that this change is the next phase in a programme of work following the transfer of responsibility from the police to the local authority. The panel were advised that the scheme went live on 30.11.15. Cabinet Member for City Environment explained the circumstances were a fixed penalty notice would apply for people using bus lane which had been recorded by the camera. To date there had no successful appeals against the penalty notice due to the use of video recording evidence.</p> <p>Cabinet Member for City Environment explained that bus lane cameras only apply to small number of roads. Service Director - City Environment explained that the number of vehicles caught using the bus lane had reduced from 3,000 per week to 1,700 since it was introduced. The enforcement policy was aimed at improving traffic flow and not generating income.</p> <p>The panel queried the number of fines paid and unpaid since the scheme was introduced. Service Director - City Environment explained that about 70% of fines had been paid and the Council works hard to recover the debt, this</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p><b>Review residential parking across wider New Cross area</b></p> <p>To introduce a residents parking scheme across the wider New Cross area. The first phase will be the Wolverhampton Road area and the second phase the Graiseley Lane area. It is proposed that the residents parking scheme will be subsidised by the introduction of pay and display parking.</p>	<p>Place</p>	<p>will include the use of bailiffs. Service Director - City Environment agreed to provide details of the payment rates for traffic fines.</p>
		<p>Cabinet Member for City Environment explained that the proposed changes would affect parking at the rear of the hospital site. The Cabinet Member advised that in response to previous residents parking complaints there was a consultation on the introduction of residents parking permit scheme. However, it was not possible to devise a scheme that would meet the concerns of residents on the limits on parking space for visitors and or family members. The proposal is an alternative scheme which will be subsidised by funding from the introduction of a pay and display parking scheme for non-residents. The panel discussed the areas to be covered by the scheme. The panel were advised that it was estimated that 60 properties would be affected by the introduction of a pay and display parking scheme. Cabinet Member for City Environment acknowledged the concerns of local residents about the problems caused by parking.</p> <p>The panel sought reassurance that the scheme would not applied too rigidly in the dedicated parking spaces –for</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p><b>Carry out a phase two restructure within the Highways Service Street Lighting</b></p> <p>The phase two restructure will result in a reduction of operational staff carrying out both planned and reactive street lighting maintenance and a realignment of the service provision.</p>	Place	<p>example, the period that charges will apply.</p> <p>The panel discussed the impact of parking problems on the 59 bus service which often experience frequent delays as a result. The panel commented on the need to consider the travel needs of people using the bus service.</p> <p>No panel comments on the proposal</p>
<p><b>Alternative Environmental Enforcement Trial</b></p> <p>The trial will involve a private sector provider operating within the city issuing fixed penalties for environmental offences such as littering and dog</p>	Place	<p>Cabinet Member for City Environment explained the work of Kingdom Security in tackling problems of dog fouling and litter in the city. Cabinet Member commented on the media interest in the service. At present 70% of people pay their spot fines within the dates specified to avoid payment of a larger fine. A recent case led to a hearing in the courts where the decision was upheld and the original</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>fouling. The trial was approved on a 12 month basis by Cabinet (Resources) Panel on 30 June 2015. It commences on 10 August 2015 and will be reviewed after 3 months of operation with a view to tendering for subsequent years if successful.</p>		<p>fine increased to £770 to cover costs and charges. The panel queried that in the past Neighbourhood Wardens reported incidents of litter and public nuisance across the city, particularly in open green spaces. The incidents were then reported back to the Council to get the matter dealt with. Cabinet Member for City Environment explained that there is flexibility about where the resources are used. The current scheme is a 12 month trial and the work is not restricted to the specific areas and staff from Kingdom Security will be directed in response to public complaints. Cabinet Member for City Environment explained that he is open to suggestions about use of staff from Kingdom Security.</p>
<p><b>Surface water management</b> Budget realigned with future known commitments.</p>	Place	No panel comments
<p><b>Provision of Urban Traffic Control services for Walsall Borough Council</b> The proposal is as a result of efficiencies to be delivered by the merged Urban</p>	Place	Cabinet Member for City Environment explained that he had recently visited the control room. Cabinet Member commented on the benefits of being able to co-ordinate the service and suggested that panel should arrange to visit to control room to it in operation.

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>Traffic Control (UTC) service managed by Wolverhampton City Council.</p> <p><b>Amendments to Regulatory Services Operations</b></p> <p>The saving could potentially be met in a number of different ways:-</p> <ul style="list-style-type: none"> <li>- Deletion of a temporary District Officer post within the Residential team (nuisance, environmental crime, community safety, highways etc.)</li> <li>- Deletion of a Consumer Advice Officer post within the Trading Standards Team</li> <li>- A combination of the above two possibilities (half a post in each area)</li> <li>- Shared service provision savings through a Black Country arrangement</li> <li>- Overachievement of an income generation target</li> <li>- A combination of the above but with a preference for the lowest impact solution on the end user and the staff group.</li> </ul>	<p>Place</p>	<p>The panel commented on the reputation of the consumer advice service offered by Wolverhampton Council and the success of previous campaigns and its reputation in the region. The panel were concerned about loss of expertise. Cabinet Member for City Environment commented that the recent evidence from fraud operations involving different agencies showed a reduction in the amount of seized counterfeit goods from the past. Cabinet Member commented that he not did think that the change would have an impact on the delivery of the service.</p>
<p><b>Reconfiguration of Play Areas</b></p>	<p>Place</p>	<p>The panel expressed supported for the provision of local</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>Play areas will be reconfigured based upon their current condition and play value, and will take into consideration the proximity of alternative play areas within communities, ensuring adequate play provision remains within the city and that there is no impact upon the availability of play areas being within a ten minute walk, as in the Wolverhampton Open Space Strategy.</p> <p>A reduction in play areas will enable a more cost effective approach to maintenance of the remaining quality play locations within neighbourhoods and ensure that these remain of a high standard.</p> <p>Play areas will be assessed in order to identify those in poor condition and offering limited play value taking into consideration the location/proximity of other play areas close by.</p> <p>Information on the condition of play areas is known as a result of required</p>		<p>play provision and the importance of considering the implications. Cabinet Member for City Environment explained that the planned review will look at the possibility of consolidating existing play provision from more than one site to a single location. The aim is to provide quality local play provision with lower maintenance costs and enhance provision.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>weekly safety assessments on the condition of play locations, which is readily available.</p>		
<p><b>Review of the employee structure for the Market Service</b></p> <p>The restructure of the market service is dependent upon the Westside regeneration development and linked to the relocation of the Wolverhampton Market.</p> <p>The relocation of Wolverhampton Market will require fewer employee resources to operate. This will be achieved through the non-filling of vacant posts and employees requesting reduced working hours or VR.</p>	Place	<p>Cabinet Member for City Environment referred to the previous report presented to the panel on proposed changes to the market service. The proposal will involve the deletion of a vacant post.</p> <p>No panel comments.</p>
<p><b>Reduction in Waste Disposal Costs</b></p> <p>A review of the clinical waste collection service, the relevant legislation and</p>	Place	<p>The panel queried the lack of lack of green waste collection in the winter months and whether the period could be extended to those areas who make high use of the service. The panel discussed the policy of Birmingham to introduce</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>recent guidance from Defra has highlighted that some of the householders receiving a clinical waste collection do not need the service because the waste they are producing, whilst unpleasant, is not hazardous or infectious.</p> <p>If the waste produced is not clinical waste and does not require separate collection, treatment and disposal, it is proposed to offer householders an additional or larger sized brown bin to enable their waste to be collected discretely in an enclosed container by the normal household waste collection service on a weekly basis.</p> <p>The service is not being removed from any households, but measures are proposed to ensure the service is only being used for the disposal of clinical waste that actually requires this treatment.</p> <p>In addition, it is proposed to implement</p>		<p>an annual green waste collection charge and alternative options that would meet the needs of residents. Cabinet Member for City Environment explained the financial and practical difficulties of moving away from a city wide service to a service based on demand from areas wanting a green waste collection service during the winter months.</p>



Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>the policy of not paying discretionary recycling credits to third sector and charitable organisations. These organisations will still be able to receive financial benefit through the sale of any recycled waste they collect but would not in future receive the added financial income through recycling credits paid by the Council.</p> <p>There is a very stable market for used textiles, with a high market value for this material which is far in excess of the amount that is claimed as recycling credits.</p>		
<p><b>Grounds Maintenance reductions and efficiencies in service</b></p> <p>The proposal incorporates two different elements as follows: Cease more of the remaining box mowing operations in the City in</p>	Place	No panel comments

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>2016/17. Cease annual bedding outside the City centre in 2016/17.</p> <p>The impact of these changes will be:</p> <ul style="list-style-type: none"> <li>• Conversion of annual bedding display areas into shrub beds or lawn.</li> <li>• Flower beds converted to shrub beds or additional lawn.</li> </ul> <p>There will be an initial cost to convert the annual bedding areas and a higher productivity requirement for the in-house grass cutting workforce.</p>		
<p><b>One-off transport savings</b></p> <p>Additional Income generated by bus lane enforcement during initial peak post implementation.</p>	Place	No panel comments.
<p><b>Maintenance across City Environment Services Public Realm</b></p> <p>Efficiency savings to be generated from</p>	Place	No panel comments.

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>across Public Realm allocated revenue budgets covering all areas. In the event that unexpected demand arises, for example severe weather conditions, a specific reserve will be available to call upon.</p>		
<p><b>Environmental Maintenance</b> Review environmental maintenance operations based upon current performance and realise savings from sub-contract and maintenance budgets, together with deletion of a vacant post and reduction in hours across a number of posts.</p>	Place	No panel comments.
<p><b>Street Lighting – replacement of existing street lanterns with more efficient LED technology</b> Wolverhampton has an ageing street lighting stock, in line with other street</p>	Place	The panel discussed the costs and savings as a result of the policy. Cabinet Member for City Environment explained that there is no plan to turn off street lights. Cabinet Member for City Environment explained the programme to replace existing lights does present a risk as future advances in technology may offer bigger future savings in

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>lighting authorities throughout the country, therefore capital investment into new more cost efficient street lights will save money on maintenance and running costs.</p>		<p>energy costs.</p>
<p><b>Fleet review of capital spend profile of Vehicle Replacement Programme</b></p> <p>The replacement of vehicles is being reviewed, and where required, lifetimes are being extended as far as possible, in order to make savings on interest payments and Minimum Revenue Provision (MRP). The savings shown will therefore be made from the Treasury Management budget.</p>	<p>Place</p>	<p>Cabinet Member for City Environment explained that the policy is aimed at getting more use out of the existing fleet and to arrange maintenance programme of vehicles based on their condition.</p> <p>No panel comments.</p>
<p><b>Increase income targets for WV Active</b></p> <p>To increase income generation through the three mainstream leisure facilities operated by WV Active. Market segmentation data provided by Sport England will be used to identify latent</p>	<p>Place</p>	<p>Cabinet Member for City Environment commented on the success of WV Active programme and the focus on offering courses that meet the needs of customers. Cabinet Member commented on the positive marketing campaign to encourage people to use the facilities.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>demand within the city for sport and recreation activities that will assist managers to review the programmes use and include new or additional activities to attract new customers.</p> <p>The review of the programmes of use at the centres will provide the opportunity to deliver targeted interventions to sections of the community that will increase their opportunity to access the facilities. This will be achieved with the assistance of national governing bodies for sport.</p>		
<p><b>West Park Conservatory – alternative service provision</b></p> <p>Alternative service provision for West Park conservatory will be considered including providing members of the public with the opportunity to make an appointment to view the conservatory on a weekly basis.</p>	Place	The panel commented on the historical heritage of the site and possible alternative uses. The panel suggested that it would be help to have a champion that could promote interest in the site and public awareness. Cabinet Member for City Environment commented that ideas for alternative use such as wedding venue would be welcomed.
<p><b>Review of Stray Dog procedures and</b></p>	Place	The panel discussed the number of incidents reported

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p><b>charges</b></p> <p>Increased and new charges relating to stray dogs collected by the Council's Dog Warden which are subsequently returned to their owners. Currently stray dogs returned directly to owners' addresses are not charged for. Currently, the charge for collection of a dog taken to the kennels (£25) does not cover costs. The proposal is to increase charges in both of these scenarios to make a greater contribution to the costs of the service and reduce the council subsidy of the service. Increased charges will have the added impact of deterring future strays which will also reduce costs. It is envisaged that the total benefit arising from increased charges and reduced costs will be £10,000.</p>		<p>about stray dogs.</p> <p>Cabinet Member for City Environment explained that the policy was aimed at supporting responsible dog ownership. The owners of stray dogs should be expected to contribute to the costs of Council providing the service when a dog is looked after before being returned to their owner.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p><b>Review School Crossing Patrols</b></p> <p>Carry out a School Crossing Patrol review that will identify the priority rating of existing sites – those to remain because they are identified as high priority and those that can be de-established.</p> <p>Schools that are currently serviced by School Crossing Patrol personnel will be given the option to finance continued provision of a School Crossing Patrol at a site even if it is deemed low priority and the decision is taken to de-establish the site.</p>	<p>Place</p>	<p>Service Director - City Environment explained that it is not a statutory responsibility to provide the service. The planned review will look to identify priority sites. Schools will be given the option to continue financing the service if following the review it is considered to be low priority.</p>
<p><b>Review Allotment Costs</b></p> <p>Increase charges for plots on council allotment sites (excludes self-managed allotments).</p> <p>Increase in income will be implemented in line with Allotment Act 1922 - 12 months' notice period will apply.</p>	<p>Place</p>	<p>The panel queried the current annual cost of the service. The current charge is £24 a year and is proposed that this figure is increased to £38. Service Director - City Environment explained that the charges had not been increased by five years. The panel discussed the merits of freezing charges for services as opposed to annual inflation increases.</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

Details	Directorate	Comment
<p>Allotment holders will be encouraged to consider the option of self-management which would provide them with control over fee levels whilst achieving savings to the council via reduced maintenance costs.</p>		

**City Assets**

Details	Directorate	Comment
<p><b>Transfer non HRA tenanted garages from HRA to General Fund</b></p> <p>A technical accountancy exercise to transfer garages being rented by non-council tenants from the Housing Revenue Account (HRA) to the general fund. This will result in the income being accrued to the general fund along with the associated management and maintenance costs.</p> <p>The management arrangements will</p>	<p>Place</p>	<p>No panel comments.</p>



Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>remain unchanged through Wolverhampton Homes.</p>		
<p><b>Rationalise all catering across the Council</b></p> <p>This is an efficiency proposal by reviewing the creation of a single catering function across the City of Wolverhampton Council.</p> <p>It would entail the following:</p> <ul style="list-style-type: none"> <li>* A review of catering functions in Place Directorate</li> <li>* A review of catering functions in the People Directorate</li> <li>* This includes the review of all financial functions of the catering in the above areas and includes external contracts/leases</li> </ul>	<p>Place</p>	<p>Cabinet Member for City Assets commented that he was confident that the savings could be achieved.</p> <p>No panel comments.</p>
<p><b>Review Public Conveniences Provision</b></p>	<p>Place</p>	<p>Cabinet Member for City Assets outlined the proposals and the change would not affect the toilet facilities at Bob Jones Community Hub.</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>Review of charges to users of the six public toilets and the One Stop Toilet facility</p>		<p>The panel queried the proposed increase in the charge to use toilet facilities. Nick Alderman, Service Director - City Environment, explained that the proposal is to recommend an increase in the charge from 10p to 20p. The plans involve the closure of toilet facilities at Ashmore Park due to low levels of number using the facility compared to other sites. The panel commented that in response to complaints about vandalism that access to the facility was managed by a shop owner on the site, which may explain the low numbers recorded. The panel commented that the facility is an important community asset and is helping the shops to attract people.</p> <p>Cabinet Member for City Assets agreed to reconsider the proposal in response the comments of the panel.</p>

Financial Transactions and Base Budget Revisions

City Environment

Details		Directorate	Comment
<p><b>Capitalise thin surfacing of carriageways</b></p> <p>Change in financing arrangements of thin surfacing of carriageways in the city, from revenue to capital, resulting in a revenue saving.</p>	Place	No panel comments.	
<p><b>Car Parking Income</b></p> <p>Increase in budgeted car parking income based on levels earned in 2014 - 2015</p>	Place	No panel comments.	
<p><b>Landscape Income</b></p> <p>Increased income from Landscape and Ecology fees secured for 2016/17.</p>	Place	No panel comments.	
<p><b>Reduction in the annual service charge for the Leisure PFI scheme</b></p> <p>Wolverhampton Swimming and Fitness Centre is a leisure PFI scheme and the</p>	Place	No panel comments.	

**Financial Transactions and Base Budget Revisions**

<b>Financial Transactions and Base Budget Revisions</b>		
<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
council pays an annual service charge for the operation of the centre. Following a review of the payment profile a savings opportunity has been identified and agreed with the PFI provider. There will be no impact on the current level of service delivery.		

**City Assets**

<b>City Assets</b>		
<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<b>Highways Maintenance – Reduction in Borrowing following successful grant bid</b>  Re-profile prudential borrowing that supports the highway maintenance programme. Successful bid for Highway Maintenance Challenge Fund means that some prudential borrowing can be deferred to future years. The	Place	Cabinet Member for City Assets outlined the proposal.  No panel comments.

**Financial Transactions and Base Budget Revisions**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p>overall level of investment in capital highway maintenance will remain the same but by deferring the prudential borrowing we can save on interest charges.</p>		
<p><b>Acceleration of Savings in Facilities Management</b></p> <p>This is a re-profiling following a review of the outturn achieved for 2014/15. It is proposed to bring forward the savings expected for 2017/18 and place in the 2016/17 budget year. This was previously titled "Restructure of FM function"</p>	<p>Place</p>	<p>Cabinet Member for City Assets outlined the proposal.</p> <p>No panel comments.</p>
<p><b>Reprofile of School Meals Income Targets</b></p> <p>Schedule of Rate prices to schools to only be increased by 2.5% for 2016/17 onwards.</p> <p>This is due to efficiency savings due to</p>	<p>Place</p>	<p>Cabinet Member for City Assets outlined the proposal and explained that the charge would be a charge direct to schools and not on pupils. Cabinet Member explained that this change would represent a small increase in the current charge.</p> <p>No panel comments.</p>

**Financial Transactions and Base Budget Revisions**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p>the Universal Infant Free School Meal (UIFSM) and is based on achieving similar meal numbers for 2016/17. Please note this can only be done assuming the continuation of UIFSM (subject to review as initially a 2 year plan). Please note this is charge to schools direct; individual school governing bodies determine the charge to pupils.</p>		

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Budget Pressure	Budget Growth	Comment
<b>Vibrant &amp; Sustainable City</b>		No panel comments.
Waste Management and Disposal Partnership/Contract inflation		
Highways Maintenance Contract inflation. This is offset by a previously approved savings proposal for the same amount		
Grounds Maintenance and Street Scene inflation. This is partly offset by a previously approved savings proposal of £83,000		
Carbon Reduction Commitment		
Transport Director - Black Country		
Leisure & Communities, Leisure PFI utility pass through costs anticipated to rise in line with energy costs nationally. The increased costs are not as a result of greater use or an increase in facilities provided		
<b>Total Vibrant &amp; Sustainable City</b>		

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

**Confident Capable Council 2.12.15**

**Resources**

Details		Directorate	Comment
<p><b>Customer Services Transformation – accelerate existing savings</b></p> <p>Accelerate the migration of appropriate services into the contact centre using "lift and shift" methodology, in order to undertake end to end business process re-engineering and achieve efficiencies.</p>	<p>Corporate</p>	<p>The panel asked for an explanation of the "lift and shift" methodology. Cabinet Member for Resources explained that the term refers to the process of bringing in backroom function services to a central location and over a period of time making changes to make them efficient and responsive to customer needs. Sue Handy, Head of Customer Services, gave examples of services where changes had been made to make them more efficient by removing unnecessary stages in the process. This process has led to a reduction in the resources needed and lower administrative costs to the Council.</p>	
<p><b>Review of council tax scheme and discounts</b></p> <p>(i) To review council tax accounts with a single person discount and remove where there is no eligibility as set out in national</p>	<p>Corporate</p>	<p>Cabinet Member for Resources explained that the changes are to confirm eligibility and reduce the level of fraud. The process will involve introducing new procedures and the sharing of intelligence. The end of the discretionary council tax discount for the first 21 days will have implications for</p>	



Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>council tax legislation. (ii) To end the discretionary council tax discount given for the first 21 days that a property is empty.</p>		<p>Wolverhampton Homes and other housing providers in terms of the management of voids. There will be exemptions to the policy if the property needs major work done to meet the necessary standard.</p> <p>The panel queried the reason for not introducing the policy change earlier. Cabinet Member for Resources explained that there had been discussions three years ago to consider this issue. However, at the time there was a consensus that 21 days was a reasonable time period to grant a discount given for an empty property.</p> <p>The panel queried if the policy change applies to charities or voluntary sector bodies owing property. Cabinet Member for Resources explained that charities pay business rates and are not affected by the proposed changes and would receive either a discount between of 80% to 100% depending on circumstances on their business rates.</p>
<p><b>Review of ICT requirements</b></p>	<p>Corporate</p>	<p>No comments</p>

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p>Removal of legacy printing equipment and service desk software solution, has presented an opportunity to reduce support and maintenance costs.</p>		
<p><b>Efficiencies within Financial Services</b></p> <p>The proposal aims to reduce costs and deliver savings as part of a review of how services are currently delivered. This will be done through efficiencies delivered as part of the new bank contract, changing the provider of payment cards, reducing the number of printed payslips, a review of requisitioning across the organisation with a view to centralising and reviewing the current invoice scanning process with a view to providing an in-house solution.</p>	Corporate	No comments
<p><b>Revised approach to Procurement</b></p> <p>Restructure of Procurement Team to a Category Management approach.</p>	Corporate	No comments

Savings, Redesign and Income Generation Proposals by Cabinet Portfolio

Details	Directorate	Comment
<p><b>Review residual fraud resource (within Internal Audit)</b></p> <p>Following the transfer of the Benefit Fraud Investigation Team to the DWP as part of their Single Fraud Investigation Service Programme, we have assessed the council's residual fraud resource in order to ensure that we can meet our residual fraud responsibilities alongside central government anti-fraud initiatives. This will remain under review in order to ensure that this remains the case.</p>	<p>Corporate</p>	<p>Cabinet Member for Resources outlined the change. The proposal has been discussed with the Head of Audit and the Chair of Audit Committee. No panel comments</p>
<p><b>Charges for late payment of invoices</b></p> <p>Commercial organisations that do not pay invoices on time can be subject to late payment fees. These fees are set in law and comprise an interest charge (8% plus Bank of England base rate) plus a fixed fee varying from £40</p>	<p>Corporate</p>	<p>Cabinet Member for Resources outlined the change. The panel commented that this should have introduced earlier. Cabinet Member for Resources explained that there is an administrative cost involved in chasing late payment of invoices which would have affected the amount of any potential savings. Further the previous finance systems would not have been able to complete the task. The introduction of Agresso system has made</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p>to £100 dependent upon the amount overdue. There is a cost to the Council in chasing late payments and taking enforcement action. Under this proposal the feasibility of levying a late payment charge will be considered as a way of prompting payment on time, avoiding costly recovery action and improving collection performance.</p>		<p>it possible to recommend the introduction of charges for the late payment of invoice.</p> <p style="text-align: right;">-</p>

**Governance**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p><b>Review of Staff Training</b> A £90,000 reduction in the council's workforce development budget is proposed which includes:</p>	<p>Corporate</p>	<p>Cllr Paul Sweet, Cabinet Member for Governance, gave an overview of the proposed change. Cabinet Member for Governance explained that the changes have been discussed with employees and no concerns were expressed. The panel were</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

<ul style="list-style-type: none"> <li>- Termination of the Research in Practice contract for Adults and Children's services (£30,000)</li> <li>- Removal of the budget for the three year 'Grow your own Social Worker' programme in Children's Services, which ceases in 2015-16 (£50,000)</li> <li>- Reduction in the corporate employee training budget (£10,000).</li> </ul>		<p>advised that the reduction of £90,000 was equivalent of 10% of the total budget.</p>
<p><b>Governance Restructure</b></p> <p>As a result of previous Senior Management restructures, there is a need to reflect a leaner, flatter management structure across the Directorate by reviewing Middle Management posts.</p>	<p>Corporate</p>	<p>Cabinet Member for Governance explained that the changes would affect posts in middle management. The work is part of a process of wanting to deliver a leaner and more effective service. Cabinet Member for Governance acknowledged how well the workforce had responded to the challenge.</p> <p>The panel queried if the impact of previous restructures had led to increased levels of reported stress related illnesses. Cabinet Member for Governance commented that this issue has been considered in recognition of increased demands. Cabinet Member for Governance explained that a paper proposing changes to the current sickness absence policies will be considered by Cabinet Resources next week.</p> <p>The panel discussed the extent to which the loss of</p>

**Savings, Redesign and Income Generation Proposals by Cabinet Portfolio**

		<p>senior staff with knowledge and experience was impacting on efforts to deliver improved quality of services.</p> <p>The panel commented on the increase in the number of interim posts and the extent to which this had reduced the potential savings from previous restructures. Cabinet Member for Governance outlined the benefits of interims and their role in supporting the work of the Council. Cabinet Member for Governance explained that changes to internal structures were intended to create a leaner and flatter organisation and were not simply a cost cutting measure.</p> <p>The panel repeated concern about retaining knowledge and experience of local government within the organisation and the importance of keeping it. Cabinet Member for Governance expressed confidence in the recruitment process and that it is delivering the necessary employees with the necessary skills and experience.</p>
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Financial Transactions and Base Budget Revisions

Resources

Details	Directorate	Comment
<p><b>Net Employee On-cost Savings due to clearing strain balance owing to West Midlands Pension Fund at the end of 2014/15</b></p> <p>As reported to Cabinet on 22 July 2015, as a result of an underspend in 2014/15, instead of spreading the cost of pension strain over a period of up to three years, all sums due to the West Midlands Pension Fund relating to pension strain were fully accounted for in 2014/15. This enabled the Council to secure savings against the Council's pension liabilities for the period up to 2017/18.</p>	<p>Corporate</p>	<p>No panel comments.</p>
<p><b>Review of Centro Levy</b></p> <p>It is proposed that the corporate budget for the Centro levy is reduced in line with the revised forecast.</p>	<p>Corporate</p>	<p>Cabinet Member for Resources explained that the proposal follows a recommendation of the leaders of the local authorities that the levy should be reduced.</p>
<p><b>Review of Pensions costs</b></p>	<p>Corporate</p>	<p>No panel comments</p>

**Financial Transactions and Base Budget Revisions**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p>Review of the current payment on account arrangements and the costs associated with former employees.</p>		
<p><b>Treasury Management savings including Minimum Revenue Provision</b></p> <p>The proposal is to:</p> <ul style="list-style-type: none"> <li>- improve return on investments</li> <li>- review the MRP policy relating to income generating assets</li> <li>- review borrowing cost assumptions (increase in shorter term borrowing)</li> </ul>	<p>Corporate</p>	<p>Cabinet Member for Resources explained the background to the change and also the work of the treasury management team who look for opportunities to maximise income by taking advantage of changes in interest rates. The task is complicated by the level of uncertainty about the direction of national interest policies and their impact on savings rates. The low rates of interest rates presents a challenge in maximising returns on Council funds.</p> <p>Cabinet Member for Resources expressed his thanks for the work of treasury management team in looking after the Council's finances</p>
<p><b>Revenues and Benefits – Maximisation of grants and other efficiencies</b></p>	<p>Corporate</p>	<p>Cabinet Member for Resources explained the background to the proposed change. The panel queried if the proposal relates to the planned</p>



**Financial Transactions and Base Budget Revisions**

<b>Details</b>	<b>Directorate</b>	<b>Comment</b>
<p>As a result of grant funding being available it is possible to reduce the net costs of the service for 2016/17 without impacting on service delivery.</p>		<p>introduction of Universal Credit. Cabinet Member for Resources explained that this proposal was unrelated.</p>
<p><b>Accelerate Revenues and Benefits team restructure</b></p> <p>To bring forward from 2017/18 to 2016/17 the final element of savings being delivered by restructuring the Revenues and Benefits team.</p>	<p>Corporate</p>	<p>No comment</p>

2016/17 Draft Budget Assumptions

Budget Growth	
Budget Pressure	2016/17 £000
<b>Corporate</b>	
Pay Award	1,337
Pension	6,411
National Insurance	672
Pay Increments	1,248
Birmingham Airport Dividends	(132)
Treasury Management adjustments including Minimum Revenue Provision	2,398
West Midlands Integrated Transport Authority Levy offset by savings proposal	134
Anticipated rise in non-domestic rates	145
Anticipated rise in energy prices	162
Better Care Fund savings to be identified. Additional sum required in light of prior year overspends	1,300
FutureWorks - annual expenditure as reported to Cabinet on 10 April 2013. This will be offset by previously approved savings proposals for the same amount in 2017/18 and 2018/19	716
Increase in Pension Costs of former employees. This is offset by a previously approved savings proposal for the same amount	176
Insurance Arrangements	200
<b>Total Corporate</b>	<b>14,767</b>

**2016/17 Draft Budget Assumptions**

The panel queried the assumptions in the table. The panel were advised that the growth figure for pay award is based on an assumption about the outcome of national negotiations of a likely 1% increase. Cabinet Member for Resources commented on the challenge that care homes will face in paying the national living wage.

The impact of the proposals detailed in the Autumn Statement is still to be determined. The impact of changes to the business rates policy and responsibility for Public Health is a cause for concern.

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# Scrutiny Board

## 15 December 2015

<b>Report title</b>	Corporate Performance Report – Quarter Two 2015/16	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation	
<b>Accountable employee(s)</b>	Gareth Payne	Policy Officer
	Tel	01902 554103
	Email	gareth.payne@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board (SEB)	27 October 2015
	Cabinet (Performance Management) Panel	23 November 2015

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

The Scrutiny Board is recommended to review performance of the corporate performance indicators for quarter two 2015/16 and suggest which indicators (if any) should be referred to the appropriate Scrutiny Panel for further investigation.

## 1.0 Purpose

- 1.1. The purpose of this report is to update the board on the performance of the corporate performance indicators, for quarter two, published in the Council's Corporate Plan for 2015/16.

## 2.0 Background

- 2.1. The Council's planning and performance management approach for 2015/16 is focussed on the delivery of the Corporate Plan, which simplifies our priorities into 'Stronger Economy' (Place), 'Stronger Communities' (People) which is supported by a 'Confident Capable Council' (Corporate) in a 'plan on a page'.
- 2.2. The Corporate Plan is published with 71 performance indicators included and the targets that the Council aims to achieve by the end of March 2016. These indicators are broken down by the following corporate plan themes:
  - Place (Stronger Economy) – 25 Indicators
  - People (Stronger Communities) – 33 Indicators
  - Confidence, Capable Council – 13 Indicators
- 2.3. This report also includes performance as at quarter one for those indicators included in the Council's Corporate Plan, however only includes the actual at the end of that period (June 2015). A full quarter one report was not submitted to Scrutiny Board on 3 November, as scheduled, as this would have not contained the most up-to date information available at the time. However, the full quarter one report is available upon request.

## 3.0 Changes to the report structure and content

- 3.1. The format of the corporate performance report has been revised for 2015/16, to make it easier for the report to be interpreted. These changes also address issues identified (or that caused confusion) previously.
- 3.2. The corporate performance report is attached as appendix 1

## 4.0 Summary of performance

- 4.1. Data for **53 (75%)** indicators have been reported in quarter two and are included in this report. The remaining **18 (25%)** indicators are reported at more infrequent intervals and will be reported once data becomes available.
- 4.2. **Twenty-Six (37%)** measures have been reported as green. These measures have met or exceeded the set target for this quarter. However, the following measures have exceeded their target significantly (greater than **10%** of the target) and could be highlighted as 'good news' stories for the Council.

- Percentage of customers satisfied with street cleaning
- Number of financial health checks undertaken
- Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families programme
- Number of referrals made to Channel Panel (Prevent Agenda)
- Percentage of calls to Customer Services resolved at 1<sup>st</sup> contact

4.3. **Six (8%)** measures have been reported as amber. These measures have failed to meet or exceed to set target for this quarter, but have not exceeded the acceptable tolerance level. Until these meet or exceed their target (i.e. reported green), directorates should now employ more rigorous performance management arrangements on these measures.

4.4. **Seven (10%)** measures have been reported as red. These measures did not meet the set target for this quarter. A number of these were specifically discussed at Cabinet (Performance Management) Panel, including:

- **Rate of alcohol related emergency admissions (under 75 years per 100,000 population)**

*The indicator was described, as well as some of the key issues that have been learnt regarding alcohol harm in the city. It was agreed that local data would be used in future updates to indicate direction of travel.*

- **Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10 – 17) : Victims**

*A discussion was had about the way that this indicator was presented. The figure is a cumulative of quarters one and two, but this does not show the marked improvement shown in the figures specifically for quarter two.*

4.5. The Decent Homes measure in the Corporate Plan (WCPI012) has been removed from the Corporate Plan Report (and subsequently will be removed from the Corporate Plan), following the end of decent homes funding and thus large scale decent homes programme of works. New performance measures to monitor decent / non-decent homes will be introduced as part of the 2016/17 Corporate Plan refresh.

4.6. Furthermore, fourteen (**20%**) indicators have had data reported this quarter, but have not yet had targets supplied. This may be due to being the first year of data collection (baseline year). Targets will need to be confirmed for these indicators in the future, to allow an assessment of performance to be made in the future.

## 5.0 Financial implications

5.1. Monitoring of the performance indicators highlighted in this report is integral to the monitoring of the budget. Where there are areas of underperformance, there is often a direct impact on the budget and medium term financial strategy. The impact is assessed and monitored on a case by case basis and fed in to the budget process.

[GE/30112015/E]

## **6.0 Legal implications**

- 6.1. There are no direct legal implications arising from this report.

[TS/30112015/P]

## **7.0 Equalities implications**

- 7.1. Most of the performance measures in this report have equalities implications, however there are no equality implications relating to this report.

## **8.0 Environmental implications**

- 8.1. Some of the indicators in this report may have implications for the environment, however there are no implications arising directly from this report.

## **9.0 Human resources implications**

- 9.1. Some of the indicators in this report may have implications for human resources, however there are no implications arising directly from this report.

## **10.0 Corporate landlord implications**

- 10.1. Some of the indicators in this report may have implications for the Council's property portfolio, however there are no implications arising directly from this report.

## **11.0 Schedule of background papers**

- 11.1. Wolverhampton City Council's Corporate Plan 2015/16  
Corporate Performance Report – Quarter One



**Understanding this Report**

This shows the measure reference given to the performance measure.

This shows the target we have set ourselves by the end of 2015/16 (unless stated), as published in the Council's Corporate Plan 2015/16.

This shows the latest reporting performance figure (if applicable). The Red, Amber and Green (RAG) rating for the measure.

Measure Description	2015/16 Target	Previously completed reporting period	Latest completed reporting period
	Target	Outturn	Outturn
		Target	Target
		RAG	RAG

The measure description is the short name of the performance measure, as published in the Council's Corporate Plan 2015/16.

This shows the previously reporting performance figure (if applicable). The Red, Amber and Green (RAG) rating and Direction of Travel for the measure.



### Under Performance (Exception Report)

Corporate Plan Link	Measure Description	Baseline	End of Year Target	Q1 Actual	Q2 Actual	Q2 Target	RAG	Commentary
Promoting and enabling healthy lifestyles	Rate of alcohol related emergency admissions (under 75 years per 100,000 population) (WCPI027)	782 (2012/13)	To stabilise	Not reported until September 2016	851 (2013/14)	<782	▲	Please see Page 20
Promoting Independence for Older People	Number of carer assessments (WCPI030)	1124	1350	127	379	675	▲	Please see Page 21
Safeguarding People in Vulnerable Situations	Percentage of referrals to Adults Safeguarding where domestic violence is an identified factor (WCPI041)	10.4%	12%	9.6%	7.2%	12.0%	▲	Please see Page 27
Challenging and Supporting Schools to Provide the Best Education	Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share (WCPI049)	40%	20%	Not reported until September 2015	60% (46)	20%	▲	Please see Page 31
	Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share (WCPI050)	12%	0%	Not reported until September 2015	33% (2)	0%	▲	Please see Page 31
Keeping the City Safe	Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17) : Victims (WCPI054a)	361	To reduce	35 (83)	60 (141)	49 (116)	▲	Please see Page 33

**Under Performance (Exception Report)**

Corporate Plan Link	Measure Description	Baseline	End of Year Target	Q1 Actual	Q2 Actual	Q2 Target	RAG	Commentary
Confident, Capable Council	Percentage of our eligible workforce who have a current appraisal (WCP1063)	73.4% 	100% 	Not Available	53%	100%	▲	Please see Page 38

This section of the report provides an overview of the Corporate Performance Report, by Corporate Plan Theme and Aim. Data for 53 (75%) indicators have been reported in quarter two and are included in this report. The remainder 18 (25%) indicators are calculated at more infrequent intervals and will be reported once data becomes available.

	Total Number	Green Indicators	Amber Ambers	Red Indicators	Other
<b>Place (Stronger Economy)</b>	25	5	0	0	20
Delivering effective core services that people want	14	5	0	0	9
An environment where new and existing businesses thrive	8	0	0	0	8
People develop the skills to get and keep work	3	0	0	0	3
<b>People (Stronger Communities)</b>	33	14	6	6	7
People live longer, healthier lives	14	5	4	2	3
Adults and children are supported in times of need	8	4	2	1	1
People and communities achieve their full potential	11	5	0	3	3
<b>Confident Capable Council (Stronger Organisation)</b>	13	7	0	1	5

Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI001	<p>Amount of emissions from the council's vehicle fleet</p> <p><b>Performance Commentary:</b> The measurement and baseline is based on how much fuel is used by the fleet across the year. Further work is underway to identify ways of capturing emissions from the grey fleet and transport provision hired in by the Council which will lead to amendment of the baseline. Current performance indicates a marginal increase of 0.7% in emissions due to higher Q1 levels although the trend in the second quarter was improving and on target.</p>	2,947,511 kgs	Not reported until March 2016 <b>Interim:</b> 742,485	■	Not reported until March 2016	Not reported until March 2016 <b>Interim:</b> 1,471,797	■	Not reported until March 2016	Not reported until March 2016	■
WCPI002	<p>Percentage of customers satisfied with street cleaning</p> <p><b>Performance Commentary:</b> Annual Public Realm satisfaction survey was undertaken June/July. 180 people completed the survey and satisfaction levels were expected to be between 50-60 percent based on previous year's results. However the satisfaction rate was 71.7% and a big increase on the previous year's satisfaction of 53%. This follows the successful implementation of the environmental maintenance restructure and the optimisation of the street cleaning &amp; grounds maintenance routes, rounds and vehicles. The second successive Operation Spring Clean, Summer Challenge and this year's Cleaner, Greener, Better campaign raised the profile of cleaning activities via Wolverhampton Today/press releases and also engaged with community groups / businesses / sponsors to take part in clean up events across the city.</p>	55%	Not reported until September 2015	■	Not reported until September 2015	71.7% (129)	■	55%	●	

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI003	<p>Percentage of customer street cleaning enquiries responded to within set timeframe</p> <p><b>Performance Commentary:</b> Public Realm receives a large number of street cleaning requests every month. On average 431 enquiries are received each month with 55% of calls relating to fly tipping alone. All street cleaning requests are made via Customer Services by telephone, email or the Wolverhampton Report It app. All enquiries are logged on CRM by Customer Services and customer call volumes and response times are reported within CONFIRM. All enquiries are visited and evaluated and responded to depending on the nature of the cleaning required. Some enquiries are picked up as part of the cleansing programme; other incidents that are a hazard to pedestrians/drivers (i.e. dead animals/syringes/overflowing litter bins/spillages) are responded to the same day. Fly tipping and general street cleaning enquiries are responded to within 5 working days.</p>	94%	94%	94% (1,177)	94%	96% (1,276)	94%
WCPI004	<p>Number of people killed or seriously injured (KSI) in road traffic accidents</p> <p><b>Performance Commentary:</b> Accident data are collected by the police and made available to the Council via the Spectrum system. Annual results are generally not available until several months after the end of the year. Unfortunately, the system can be interrogated to enable interim figures to be provided, as delays in loading accident data onto the system may mean that any such interim figures are not reliable and potentially misleading.</p>	73.00	73.00	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI005	<p>Number of uses of cycle routes</p> <p><b>Performance Commentary:</b> Data is collected by automatic cycle counters in two locations on the west side of the city. The limited number of sites means that figures may not be representative of the city as a whole and any errors, for example due to equipment failure, will have a significant impact on the results. A full cordon survey of the city is carried out every 2 years using manual counting techniques and gives a much more accurate picture of cycle use. Increasing the cordon survey to annually would be expensive and difficult to justify.</p>	Not reported until March 2016	70,857	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016
WCPI006	<p>Percentage of traffic light faults responded to within 2 hours</p> <p><b>Performance Commentary:</b> Data is collected from the Council's Traffic Signal Fault Management System, contractors carrying out the repairs input fault clearances directly in to the system. Out of a total of 105 traffic signal junctions and 138 pedestrian crossings in Wolverhampton there were a total of 71 urgent faults attended to during the months of July/August/September 2015, with repairs completed within the contracted repair time in 70 cases.</p>	100%	100%	97%	100%	100%	100%

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Outturn	Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI007	Total length of cycle network  <b>Performance Commentary:</b> Cycle routes are added to the network by the Council through capital schemes or by private developers through the highway adoption process. The additional routes are recorded as construction work is completed and they become available for use, but the relatively small number of schemes each year means the increase during the course of the year is very uneven and does not lend itself to regular progress monitoring.	Not reported until March 2016	26km	■	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	■
WCPI008	Number of additional homes provided (net) (as part of the New Build programme)  <b>Performance Commentary:</b> The number of additional homes provided covers new build of all types (market housing, affordable housing and council Housing) as well as non-residential building converted to residential. The numbers are verified through the Planning system on an annual basis and inform the Council Tax database. Development of housing is encouraging with new Planning permissions and delivery of new homes on site. If this level of completions continue the target of 650 additional homes is likely to be met.	Not reported until March 2016	650	■	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	■



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI009	<p>Number of affordable homes completed</p> <p><b>Performance Commentary:</b> This includes new Council Housing and development by Registered Providers including non-residential buildings converted to residential. These numbers are verified through the Homes in Communities Agency on an annual basis. The Council has a number new build programmes either on site or about to start this year for example 15 homes completed at Thompson avenue during 2015/16. Major RPs are taking affordable housing in larger schemes including the former Jennie Lee Centre where there will be approximately 15 S106 affordable homes and Bilston Urban village, with many additional homes completed in future years. Changes to the social rent charging (1% reduction for 4 years) has cast uncertainty regarding the viability of social housing development programmes and may lead to a reduction in forecast outcomes.</p>	Not reported until March 2016	115	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016
WCPI010	<p>Number of homes improved to meet the statutory housing standard</p> <p><b>Performance Commentary:</b> This is a combination of the Council's statutory housing interventions within the private sector including action taken to address housing standards, empty homes brought back into use, and housing assistance grants awarded to vulnerable households. 219 households of the 300 annual target have received intervention to improve standards. Performance is therefore ahead of target.</p>	Not reported until September 2015	300	Not reported until September 2015	219	80	

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI011	<p>Number of vacant dwellings returned to occupation or demolished</p> <p><b>Performance Commentary:</b> This counts the number of long term empty properties that are brought back into use or are demolished due to condition. Officers work to identify property owners in the first instance and then work with them to assist them in bringing their property back into use. Where owners are uncooperative and the property is having a detrimental impact on the local environment, officers can and do take enforcement action. A quarter of the year's outturn has been achieved at the end of quarter 2. Whilst behind target this reflects annual trends, with a greater rate of completions coming through during quarters 3 and 4 as more complex cases are resolved.</p>	34	200	56	Quarterly Targets not set by Service Area	Quarterly Targets not set by Service Area	RAG
WCPI012	<p>Total number of homes improved to meet the decent home standard</p> <p>Due to the end of decent homes funding and thus large scale decent homes programme of works, this measure is being discontinued and alternative measures to monitor decency/non-decency will be developed for 2016/17</p>	Not reported until March 2016	3110	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	RAG
WCPI013	<p>Number of households accessing housing options services</p> <p><b>Performance Commentary:</b> This includes households accessing a range of services provided by the local authority's Housing Options service in terms of accommodation, advice and support for homeless people or those at risk of homelessness. With 583 households assisted during quarter 2, resulting in a total of 1,428 households assisted during the first half of the year this target is on track to be met by the end of the year.</p>	Interim 845	3110	Interim 1,428	Interim 2016	Interim 2016	RAG

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Target	RAG	Outturn	Target	Outturn	Target
WCPI014	<p>Number of landlords accredited through the Midland Landlord Accreditation Scheme (MLAS)</p> <p><b>Performance Commentary:</b>                      There are currently 203 landlords registered with the MLAS scheme which is within the annual target. Work is on-going to ensure landlords achieve the required number of CPD points through learning and development to remain accredited. Work is also being undertaken to develop the Rent with Confidence scheme which will incorporate the requirement for accreditation to achieve a high rating within the system.</p>	200	■	Not reported until September 2015	200	203	●

Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI015	<p>Total amount of investment in the city</p> <p><b>Performance Commentary:</b> Major development is occurring in three regeneration priority areas to stimulate the growth of the City; however these areas do not capture all of the investment that takes place in the City. For each of the regeneration areas the service is monitoring investment in physical development, particularly around the creation of new floorspace, housing development or associated infrastructure. In the last twelve months the following has been invested:</p> <ul style="list-style-type: none"> <li>• City Centre - £83 million</li> <li>• J2 - £596.5 million</li> <li>• Bilston - £2.65 million</li> </ul> <p>Through the regeneration programmes currently underway the investment will be monitored, for construction the expected timescale will be an annual return – for smaller investments these will be reported quarterly as they are completed. The investment data is monitored monthly by the Programme Boards. The data will be provided from contact with the Councils own investment or from the developer.</p>	£519.7 million	Not reported until March 2016	RAG	Not reported until March 2016	Not reported until March 2016	RAG	Not reported until March 2016	Not reported until March 2016	RAG

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCP1016	<p>Number of businesses located in the city's main economic growth areas</p> <p><b>Performance Commentary:</b>                      Within this quarter, the City Council has been performing a survey of the businesses within the Junction 2 area to establish a wide range of data including identifying the number of business and the level of employment. This exercise is nearing completion with the results due to be reported shortly. We have been able to establish that there are 80 businesses located in the J2 area and staff at the Growth Hub will soon be looking to contact these businesses to open a business relationship with them, and offer support for growth, training and funding. The City Centre has recently become a Business Improvement district and currently has 678 BID businesses and these will be updated quarterly going forward using information from the BID Company. Bilston has also recently undergone the same exercise, but the information on the number of Bilston BID businesses is not yet available. Annual targets are based upon a set of data released nationally in April each year. As an authority, we don't have access to interim data at this level. The data identified above will enable us to have an indication of business levels, but will not be comprehensive in line with national data. Alternative data sources are being investigated which include obtaining information from the business rates database on the level of 'live' companies in the growth areas.</p>	3,964		Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI017	<p>Number of jobs created in the city's main economic growth areas</p> <p><b>Performance Commentary:</b>            The number of jobs located in the main economic growth areas is directly linked to the survey activity identified in the commentary for WCPI016, which outlines the work being undertaken to identify businesses in the growth area and increase business engagement. Activities are now being coordinated via the Growth Hub help to assist businesses looking to expand and grow in the city. During this quarter, we have seen Wiggle move into Citadel Junction in Bilston, creating 300 new jobs. Since April 2015, 3,380 people have moved into employment with 1660 of those during the last quarter. A jobs fair as part of Wolverhampton business week in early October had over 50 employers present with over 1000 jobs on offer. Performance monitoring targets have identified the number of jobs created rather than the total number of jobs within the growth areas which could be captured in survey work.</p>	54,075		Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI018	<p>Number of visitors to the city's main cultural venues</p> <p><b>Performance Commentary:</b> Q2 figures are made up of submissions from Civic Hall, Wulfrun Hall, Slade Rooms, Outdoor Events, Art Gallery, Bilston Craft Gallery, Archives and Bantock. Figures for Grand Theatre, Light House Media Centre and Newhampton Arts Centre are yet to be submitted. With the exception of ticketed events, all methods of visitor number collection are currently under review following a change in structure and procedures. Baseline will be established as soon as possible. The concert venues have historically had a quiet Q2 due to this being low season in the industry, however, this year's figures are lower than usual due to programmed works in the Civic and Wulfrun Hall.</p>	122,392	Baseline to be established	80,714	Baseline to be established		
WCPI019	<p>Number of business start-ups supported</p> <p><b>Performance Commentary:</b> The survey been undertaken in the growth area of Junction 2, will also enable us to establish the level of businesses supported in that area. This survey will also be rolled out to the remaining growth areas of the city Centre and Bilston and will give us definitive levels of businesses supported in those areas. For the remainder of the city, levels of business support will be recorded through activity at the Growth Hub, whilst ensuring the growth areas data is not duplicated. This information will be available at six monthly intervals for the growth areas, and on a quarterly basis for the remainder of the City. This data will enable us to then establish a baseline of business support, and help us work towards future targets.</p>	94	Baseline to be established	166	Baseline to be established		



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI020	<p>Percentage of businesses surviving after the first five years</p> <p><b>Performance Commentary:</b> Currently we are able to report annually on this indicator with data reported by ONS in December each year. Currently, we have data on 5 year survivals levels which is being reported from the Growth Hub, and those levels of survivals are indicated within the report, 37 for this quarter. Going forward, the data provided from surveys of the three growth areas, will enable us to capture data regularly for those areas, with the Growth Hub collecting data for the City as a whole.</p>	Not reported until March 2016	36.9%	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016
WCPI021a	<p>Number of small and medium (SME) businesses supported : Small</p> <p><b>Performance Commentary:</b> The Growth Hub is now collecting information on the number of businesses supported, showing 129 during the last quarter. The data does not allow to show a breakdown between small and medium enterprises, but we have represented all business being supported as being small enterprises. Again, the data provided from surveys of the three growth areas, will enable us to capture data regularly for those areas, with the Growth Hub collecting data for the City as a whole.</p>	Not reported until March 2016	1765	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016
WCPI021b	<p>Number of small and medium (SME) businesses supported : Medium</p>	Not reported until March 2016		Not reported until March 2016	Not reported until March 2016	Not reported until March 2016	Not reported until March 2016

It is proposed to amalgamate these two measures together, rather than separating these into small and medium. Data for this measure is only separated for the purpose of reporting against the corporate plan. However, support is provided to small and medium enterprises regardless; and therefore separating these measures does not provide any added value to the council.



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Target	RAG	Outturn	Target	Outturn	Target
	<p>Number of people accessing the creative economy, learning, training or volunteering opportunities</p> <p><b>Performance Commentary:</b> Information to inform this indicator has not been previously collected. Data is currently being collected that will inform the establishment of a baseline from which we can develop targets for forthcoming years. The indicator draws together 5 strands of activity within Cultural Services and Visitor Economy</p> <ul style="list-style-type: none"> <li>• People enrolled on Adult Education Creative Studies courses</li> <li>• Young people participating in a range of Cultural Learning activities/events i.e. Craft Play, School visits, Arts Forum, Family Learning.</li> <li>• Local History talks, launches, archive research, adults participating in learning with their children</li> <li>• People participating in work experience/internships/apprenticeships</li> <li>• Volunteers recruited and deployed in Cultural venues.</li> </ul> <p>Cumulative data at Q2 shows that 63% of the 2015-16 targets has been achieved. Participation in cultural learning by young people has been particularly strong, accounting for 8,930 (64%) of the total numbers for Q2. Although levels of activity in Q3 are traditionally lower than in Q1 and Q2, projections for Q3 &amp; Q4 indicate we are on track to meet the overall target.</p>	22,000		8,721		13,948	
					Quarterly Targets not set by Service Area		Quarterly Targets not set by Service Area



Ref	Measure Description	Previously completed reporting			Latest completed reporting		
		2015/16 Target	Outturn	Target	Outturn	Target	RAG
WCPI023	<p>Number of residents supported through education, training, employment or enterprise</p> <p><b>Performance Commentary:</b>            This figure includes employment, training and enterprise and will be collated in full annually (January 2016) to reflect academic returns. There has been a substantial increase in the numbers of residents in Q2 as a result of the inclusion of AES data. This will increase further in Q3 when the full data will be available including Connexions. This will enable a robust baseline for the forthcoming year to be established.</p>	2015/16 Target	Not reported until January 2016	Baseline to be established	Not reported until January 2016	Baseline to be established	RAG
			Interim 46		Interim 4207		

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI024	<p>Number of residents in key deprived areas supported through education, training, employment or enterprise</p> <p><b>Performance Commentary:</b>                      This figure includes employment, training and enterprise and will be collated in full annually (January 2016) to reflect the academic year. The substantial increase in numbers reflects the availability and inclusion of AES data. The high proportion within deprived areas reflects the fact that all Council services are working jointly to develop a range of programmes to move individuals towards employment. We have now delivered over 20 programmes across the city within our target areas including a number of sector based programmes providing work experience as well as qualifications and training. The programmes are delivered in partnership with grass roots organisations to ensure reach within the community alongside training providers such as the college and AES to provide bespoke training and qualifications. In addition work has been undertaken with YOO recruit to provide a route to maximise the uptake of Council position by residents from our most deprived communities.</p>	Not reported until January 2016	Baseline to be established	Not reported until January 2016	Baseline to be established	Not reported until January 2016	Baseline to be established
		Interim 46		Interim 1191			

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Outturn	Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI025	<p>Percentage of mothers smoking at the time of delivery</p> <p><b>Performance Commentary:</b> Implementation of CO monitoring at every antenatal visit and Healthy Lifestyle Service support for smoking cessation in pregnancy has contributed positively to the reduction in the percentage of women smoking at the time of delivery in the quarter reported. The England average for 13/14 was 12% and for Q1 2015/16 was 10.7%.</p>	16.9%	<18.8%	●	Not reported until December 2015	<18.8%	■			
WCPI026	<p>Percentage of individuals achieving targeted weight loss through a weight management programme</p> <p><b>Performance Commentary:</b> There has been an increase in the percentage of individuals completing a weight management programme and successfully achieving targeted weight loss demonstrating that Wolverhampton's whole systems approach with its obesity call to action is having a positive impact.</p>	45.1%	<39.9%	●	Not reported until December 2015	<39.9%	■			
WCPI027	<p>Rate of alcohol related emergency admissions (under 75 years per 100,000 population)</p> <p><b>Performance Commentary:</b> This annual figure shows a continued increase in alcohol admissions for 2013/14. Unfortunately because of the time lag in reporting this data it will not reflect the impact of initiatives that have been implemented since 2013/14. It should be noted that there has also been a national increase in alcohol admissions. England average for 12/13 was 637 per 100,000 for 12/13 and for Q1 2013/14 was 645 per 100,000</p>	Not reported until September 2015	<782	■	851 (2013/14)	<782	▲			



Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI028	<p>Number of new users of Telecare services</p> <p><b>Performance Commentary:</b> Realising the opportunities of better care technology is central to the redesign of older people's services. A report will be considered at 11th November cabinet. Subsequent to that, in partnership with Wolverhampton homes, staffing changes will be made including integrating Care Link and Telecare services and retraining to increase installation capability and to accelerate progress. A Better Care Technology programme of work is being finalised for implementation from November.</p>	500	82	●	75	166	●	175	175	◆
WCPI029	<p>Number of financial health checks undertaken</p> <p><b>Performance Commentary:</b> The number of initial contact financial health checks that have resulted in a potential or actual increase in income plus the number of full financial health checks undertaken by the Welfare Rights Service in quarter 2 is more than double the number undertaken in quarter 1 demonstrating the Welfare Rights Service is having a positive impact on maximising the income of vulnerable people in the city. There has been a change to the quarter 1 reported figure following a clarification to the definition of this indicator.</p>	2000	287	●	200	587	●	500	500	●

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI030	<p>Number of carer assessments</p> <p><b>Performance Commentary:</b> The national estimates of the increase in carers assessments as a consequence of the implementation of the Care Act have proved inaccurate. Take up has been much lower than anticipated nationally and locally. Due to the target has been reduced to bring it in line with last years out-turn. New Care Act compliant processes and documentation have also contributed to fewer joint carers assessments being undertaken in quarter 1 immediately following implementation. An action plan is being developed with carers as part of the development of a new Carers Strategy in order to improve performance.</p>	127	337	427	675	RAG	RAG
WCPI031	<p>Rate of permanent admissions to care homes for older people (per 100,000 population) (ASCOF 2A(2))</p> <p><b>Performance Commentary:</b> It is incredibly positive that the final out-turn figures for 14/15 confirm that that the 15/16 target for the number of admissions was achieved 12 months early. Comparator data shows that Wolverhampton is rated in the top quartile amongst comparator authority's and the upper mid quartile within the region, demonstrating that older people within the City are being helped to remain independent. This target has been set as part of the Better Care Fund (BCF) integrated work with health and uses the 2015 population projection as per BCF plans.</p>	643 (275)	643 (275)	630 (269)	643 (275)	●	●

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Outturn	Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI032	<p>Percentage of older people who have received reablement services who remain in their own home six months after discharge from those services</p> <p><b>Performance Commentary:</b> Offering older people reablement to recover from a fall or illness or to improve mobility and confidence is key in enabling them to remain independent. In the 12 months up to the end of March, 412 people had received reablement. At the end of September 337 were either receiving no services or services at home and fewer people were in residential or nursing care following reablement. Despite the lower result, performance remains within expected parameters.</p>	83.0% (365)	84.0%	◆	81.8% (337)	84.0%	◆			
WCPI033	<p>Percentage of Education, Health and Care Plans (EHCP) converted</p> <p><b>Performance Commentary:</b> EHC Needs Assessment /Transfer Reviews have just begun for academic year 2015/16. 84 have commenced, however as it is a 20 week process none have yet been completed. The baseline figure of 28% (339) children was the target for the 2014/15 academic year and was achieved. In the 2015/16 academic year, it is planned that a further 548 EHCP will be converted taking the total up to 887. The current statement cohort is 1190, however, this can change based on children with statements that have not yet been converted transferring in and out of the city. The target of 548 is 46% of the current statement cohort.</p>	23% (273)	75%		28% (339)	28%	■	Not provided by Service Area		●

Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn	RAG
WCPI034	<p>Percentage of disabled children in year 9 that have a Transition Plan</p> <p><b>Performance Commentary:</b> 100% of the 2014/15 year 9 cohort had a transition plan. Measurement against the 2015/16 year 9 cohort will begin from September.</p>	100%	Not reported until December 2015	80%	Not reported until December 2015	80%	Not reported until December 2015			
WCPI035	<p>Rate of adults aged 18-64 in contact with Mental Health Services who are in permanent residential or nursing care (per 100,000 population)</p> <p><b>Performance Commentary:</b> Work is ongoing to assess the remaining cohort that are in residential care for suitability for resettlement in the community and plans will be made to move those for whom it is appropriate throughout the year.</p>	14.4	30.7 (47)	29.4 (45)	31.4 (48)	24.8 (38)				
WCPI036	<p>Number of adults aged 18-64 in contact with Mental Health Services who have been resettled from permanent residential care into community based services</p> <p><b>Performance Commentary:</b> 10 people have already been successfully resettled from residential care into the community. Intensive work is being carried out with the remaining 25 people in order to progress their resettlement by the end of the financial year.</p>	35	8	6	10	10				



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI037	<p>Rate of adults aged 18-64 in contact with Learning Disability Services who are in permanent residential or nursing care (per 100,000 population)</p> <p><b>Performance Commentary:</b> The profiling for this indicator was contingent upon the completion of two major new supported living schemes at Carlton Road and Sunbeam. In one of these developments there has been a delay in the completion of building works. However it remains anticipated that by year end this target will be achieved. A number of new admissions to residential and nursing care in 2014/15 as affected this indicator. A robust programme to reduce admissions as well as move more people into supported living will lead to improved performance in 2016/17.</p>	110.5 (169)	106.6 (163)	109.2 (167)	103.3 (158)	◆	◆
WCPI038	<p>Number of new supporting living placements created for people with learning disabilities</p> <p><b>Performance Commentary:</b> 10 people have been helped to move into supported living placements this year and additional people continue to be identified and worked with in order to ensure that they are in the correct settings for their needs; however, this can be a lengthy process because Mental Capacity Act assessments and Court of Protection processes are often required. The target has been re-profiled due to delays in development of 2 new supported living new build schemes. New tenants will begin to move in over the coming months and individual care plans are in place to reach the 15/16 target.</p>	6	6	10	10	●	●

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI039	<p>Proportion of children identified as been at risk of Child Sexual Exploitation (CSE) whose level of risk has reduced</p> <p><b>Performance Commentary:</b> Performance in this area remains positive with Wolverhampton having made significant progress in the last year. In a number of cases over the summer individual children's situations meant that assessing reduction or cessation of risk was difficult because of the absence of school networks the school network. Small numbers make this indicator volatile.</p>	60%	60% (12)	●	60%	54% (13)	●	60%		◆
WCPI040	<p>Percentage of referrals to Children's Social Care where domestic violence is an identified factor</p> <p><b>Performance Commentary:</b> Identifying children who are at risk of or impacted by Domestic Violence is an important part of safeguarding vulnerable children. It is expected that the introduction of the Multi-Agency Safeguarding Hub (MASH) will increase the identification of children who are affected by domestic violence. In parallel, ongoing actions will be taken by the Domestic Violence Forum to increase awareness.</p>	40%	36.1% (816)	◆	40.0%	35.4% (1,141)	◆	40.0%		◆



Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period		
		Target	RAG	Outturn	Target	Outturn	Target	RAG
WCPI041	<p>Percentage of referrals to Adults Safeguarding where domestic violence is an identified factor</p> <p><b>Performance Commentary:</b> Whilst identifying domestic violence within adult safeguarding work is important, it is difficult to ascertain the extent to which the prevalence of dv is impacting on this result as distinct from awareness of issues leading to the identification of domestic violence. In cases where DV has been identified as a factor of why an adult may be vulnerable, appropriate investigations and safeguarding actions have been undertaken.</p>	12%	◆	9.6%	12.0%	7.2%	12.0%	▲
WCPI042	<p>Proportion of people who use social services who feel safe</p> <p><b>Performance Commentary:</b> This is an annually reported indicator. The 2014/15 was 74.8% compared with the 2013/14 performance outturn of 73.2% with the continuing improvement in performance demonstrating that some of the most vulnerable people in Wolverhampton feel that the City is a safe place to live. The target to improve further in 2015/16 showing ambition and a dedication to ensuring that people feel safe. 2014/15 comparator results show that for statistical neighbours the average result was 69.2%, across the West Midlands was 69.5% and nationally was 68.5%. Wolverhampton is in the top quartile nationally and among comparators and the upper mid quartile regionally.</p>	75.5%	■	Not reported until March 2016	75.5%	Not reported until March 2016	75.5%	■



Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI043	<p>Number of families who have been identified and with whom work has commenced as part of the second phase of the Troubled Families programme</p> <p><b>Performance Commentary:</b> In addition to the 273 families identified and with whom work has begun there are currently a further 116 cases that are awaiting checks to confirm the eligibility of the family on the expanded programme. The identification of families is on track but in order to ensure progress continues work is ongoing to embed the programme within both the council and partner organisations.</p>	483	109	●	109	273	●	231		●
WCPI044a	<p>Percentage of young people engaged in education, training, employment or enterprise : Young offenders</p> <p><b>Performance Commentary:</b> At the end of the quarter there were 35 young people included in the cohort, 21 of which were in education, training, employment or enterprise (ETEE) at the end of their order. This is a positive increase on the 12 that were in ETEE at the start of their order. 17 of the cohort are school-aged, 12 of which are in education, 71%. The remaining 18 are post-school cases of which 9 are in ETEE, 50%. None of the young people who are not ETEE are NALM (not available for the labour market)</p>	55%	61% (19)	●	55%	60% (21)	●	55%		●



Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI044b	<p>Percentage of young people engaged in education, training, employment or enterprise : Care leavers</p> <p><b>Performance Commentary:</b>            There are a number of joint initiatives with partners to raise aspirations and engagement of care leavers and improve their engagement with education, employment and training. There are 295 care leavers in the cohort, 170 of which are in Education, Employment or Training. Of the 125 who are not, 28 are not available for the labour market due to illness, disability, pregnancy, motherhood or being in custody. The definition of this indicator has been clarified and mirrors the national indicator which looks at the EET status of care leavers who are aged between 16 and 21 during the year.</p>	70%	N/A	■	70%	58% (170)	■	55%		●
WCPI045	<p>Rate of Looked After Children (LAC) (per 10,000 population)</p> <p><b>Performance Commentary:</b>            The children's services transformation work is finally seeing a direct impact on the reduction in Looked After Children. Plans with regard to reducing the number of current LAC through alternative permanency plans are on track whilst the creation of one 'Edge of Care' Service and the improved management oversight of those coming in to the system has seen a huge reduction in the number of children entering the system. As a result July and August evidenced an accelerated net reduction of LAC.</p>	109	133 (766)	◆	129 (744)	123 (711)	◆	124 (714)		●



Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI046	<p>Percentage of schools judged by OFSTED to be 'good' or 'outstanding'</p> <p><b>Performance Commentary:</b> The OFSTED Annual report on Schools will not be published until December for academic year 2014/15, this publication contains the official results for the percentage of schools judged by OFSTED to be "good or outstanding" and as a result this measure will be reported as part of the Quarter 3 report in January 2016.</p>	78%	Not reported until December 2015	■	78%	Not reported until December 2015	■	78%	Not reported until December 2015	■
WCPI047	<p>Percentage of pupils achieving level 4 in combined Reading, Writing and Maths at Key Stage 2</p> <p><b>Performance Commentary:</b> This indicator will be published by the Department for Education in the "Key Stage 2 Performance Tables 2015" in December and as a result this measure will be reported as part of the Quarter 3 report in January 2016.</p>	80.0%	Not reported until December 2015	■	80.0%	Not reported until December 2015	■	80.0%	Not reported until December 2015	■
WCPI048	<p>Percentage of pupils achieving 5 A* - C Grades including English and Maths</p> <p><b>Performance Commentary:</b> This indicator will be published by the Department for Education in the "Key Stage 2 Performance Tables 2015" in December and as a result this measure will be reported as part of the Quarter 3 report in January 2016.</p>	54.0%	Not reported until December 2015	■	54.0%	Not reported until December 2015	■	54.0%	Not reported until December 2015	■

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Outturn	Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI049	<p>Percentage of maintained primary and special schools with uncommitted balances greater than 8% of budget share</p> <p><b>Performance Commentary:</b> Local Authority officers met with the schools that had maintained significant balances above the 8% threshold during 2014/15 to discuss plans for the use of balances. Schools were also alerted to the possibility of clawback of unspent resources</p>	Not reported until September 2015	20%	■	60% (46)	20%	■	60% (46)	20%	▲
WCPI050	<p>Percentage of maintained secondary schools with uncommitted balances greater than 5% of budget share</p> <p><b>Performance Commentary:</b> Local Authority officers met with the schools that had maintained significant balances above the 8% threshold during 2014/15 to discuss plans for the use of balances. Schools were also alerted to the possibility of clawback of unspent resources</p>	Not reported until September 2015	0%	■	33% (2)	0%	■	33% (2)	0%	▲
WCPI051	<p>Number of unique hits on the Wolverhampton Information Network (WIN)</p> <p><b>Performance Commentary:</b> Over the last 3 months we have attended 10 different community events to promote WIN to a wider audience. This has obviously been successful by the amount of addition new hits that the service has received and it is currently anticipated that the year-end target will be met.</p>	53,292	150,000	●	109,099	50,000	●	109,099	100,000	●

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period		
		Target	RAG	Outturn	Target	Outturn	Target	RAG
WCPI052	<p>Number of listings on the Wolverhampton Information Network (WIN)</p> <p><b>Performance Commentary:</b> Over the last few months, numerous demonstrations of WIN have been undertaken which has resulted in various organisations contacting us directly to include their information on the portal. In addition, the establishment of a cross sector Information and Advice working group has helped to further promote the service.</p>	688	●	601	584	667	619	●
WCPI053	<p>Rate of recorded crime (per 100,000 population)</p> <p><b>Performance Commentary:</b> There has been a positive decrease in the number of recorded crimes in quarter 2 bringing the year to date result below the same period last year. Performance is on target for a reduction by the end of the year.</p>	To reduce	◆	1639 (4,147)	1629 (4,120)	3307 (8365)	3403 (8608)	●





Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Outturn	Target	RAG	Outturn	Target	RAG
WCPI054a	<p>Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17) : Victims</p> <p><b>Performance Commentary:</b> Performance against this indicator and in particular the increase in quarter 1 compared with the same period last year is reflective of a force-wide increase in violent crime (all ages), and of seasonal variations. Positively, the number of children and young people who were the victims of violent crime in quarter 2 was one fewer than the same period last year. This is encouraging however, due to the higher numbers in quarter 1, cumulative performance continues to increase.</p>	To reduce	35 (83)		24 (57)		60 (141)	49 (116)		
WCPI054b	<p>Rate of young people involved in violent crime (with injury) (per 10,000 population aged 10-17) : Offenders</p> <p><b>Performance Commentary:</b> Earlier targeted work has started to engage young offenders with specialist services before entry to the criminal justice system. In addition the work of the Youth Offending Team (YOT) provides bespoke interventions in relation to Youth Violence to those statutorily sentenced, with an increasing emphasis on an 'early help' approach targeting young people made the subject of 'Out of Court Disposals' for youth violence. This work is undertaken in partnership with the voluntary sector. This has had a positive affect on the number of children and young people who were the offenders in a violent crime which continues to decrease compared with the same period last year with performance on target to continue to decrease throughout the year.</p>	To reduce	14 (33)		15 (35)		26 (61)	28 (65)		

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period		
		Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG	
WCPI055	<p>Number of referrals made to Channel Panel (Prevent Agenda)</p> <p><b>Performance Commentary:</b> The number of referrals to the Channel Panel continues to increase and is likely to be further compounded by the introduction of Prevent legislation on 1 July 2015.</p>	To increase	●	5	0	●	13	3	●	



Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn	RAG
WCPI056	<p>Percentage of council tax collected</p> <p><b>Performance Commentary:</b> Enforcement activity is taking place each month with 72,000 reminders and 13,000 summonses for non-payment having been issued to date. Collection is more challenging this year due to the additional amounts which fall to be collected from working age recipients of council tax reduction.</p>	95%	26.7% (£25,235,366)	26.7%	51.3% (£49,735,708)		51.3%			●
WCPI057	<p>Percentage of business rates collected</p> <p><b>Performance Commentary:</b> Collection is currently ahead of target. Enforcement activity is continuing with reminders and summonses being issued for any non-payment. Collection includes full payment of the council's own charges for the full year. However, this positive effect of this early payment is expected to diminish as the year progresses.</p>	96.7%	26.7% (£25,235,366)	26.7%	57.5%		52.6%			●
WCPI058	<p>Percentage of spend with suppliers whose address includes a WV postcode</p> <p><b>Performance Commentary:</b> As part of Business Week, we recently held a "Meet the Buyer" event to engage with local businesses and met with more than two hundred suppliers, many from the local Wolverhampton area. Indicatively, our performance for this measure is around 36% to date, which suggests that we'll exceed the target set in the Corporate Plan for 2015/16.</p>	31.08%	Not reported until March 2016 <b>Interim:</b> 33%	31.08%	Not reported until March 2016 <b>Interim:</b> 36%		31.08%			●

Ref	Measure Description	2015/16 Target			Previously completed reporting period			Latest completed reporting period			
		Outturn	Target	RAG	Outturn	Target	RAG	Outturn	Target	RAG	
WCPI059	<p>Cost per square metre of our operational property portfolio</p> <p><b>Performance Commentary:</b> Activity and progress remains on target to reduce the cost per square metre of the operational property portfolio through the Corporate Landlord work and FutureSpace programme in line with the agreed objectives.</p>	Not reported until March 2016	Baseline to be established	■	Not reported until March 2016	Baseline to be established	■	Not reported until March 2016	Baseline to be established	■	
WCPJ060	<p>Percentage of customers satisfied with the customer service they received from the council</p> <p><b>Performance Commentary:</b> This quarter customer satisfaction is ahead of our benchmark target. National Customer Service Week 9 – 13 October, afforded the opportunity to promote the collection of this important data. At the end of this reporting year it is expected that Customer Service will have achieved the annual target. This data is used to make evidence based changes to service delivery across all Customer Service access channels – telephony, face to face or online. Although this is an annual target, data is collected on a monthly basis to allow evidence based improvements to be made as issues are identified rather than leaving data collection and improvements until an end of year outturn.</p>	Not reported until March 2016	70%	●	Not reported until March 2016	70%	●	Not reported until March 2016	70%	●	
								<b>Interim:</b> 81.88%			<b>Interim:</b> 87.76%

Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI061	<p>Percentage of calls to Customer Services resolved at 1st contact</p> <p><b>Performance Commentary:</b>                      During the quarter a number of services from across the organisation have transferred into Customer Service. End to end processes for these services have been revisited to improve rates of resolution at first point of contact for customers. Improvement in resolution at first point of contact for services historically fronted by Customer Services has been achieved through sharing of best practice through the National One Stop Shop Benchmarking Group. Further transfer of services into Customer Service and ongoing work to review existing processes should result in achievement of this target at year end.</p>	70%	84% (66,293)	●	70%	84% (56,476)	●	70%		●

WCPI062	<p>Percentage of completed website transactions</p> <p><b>Performance Commentary:</b>                      During the quarter there has been an increase in use of the on line Tip permit and booking function and the introduction of a facility to view council tax bills on line using the 'My Account' function on the website. Work to make the Councils website more transactional and achieve SOCTIM 4* has commenced; this together with the introduction of a customer engagement platform should see an incremental improvement in this performance target.</p>	Baseline to be established	63.9% (436)	■	Baseline to be established	52.1% (451)	■	Baseline to be established		■
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Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI063	<p>Percentage of our eligible workforce who have a current appraisal</p> <p><b>Performance Commentary:</b> A data cleanse of the appraisal data is currently ongoing and is expected to be completed by the end of October, at which time data for this measure will become available.</p>	Not available	100%	53%	100%		▲
WCPI064	<p>Number of workings days lost per Full Time Equivalent (FTE) to sickness absence</p> <p><b>Performance Commentary:</b> Whilst we do not have a 2015/16 target for this measure, performance between April – September could be considered quite high for this point in time. Our short term absence currently accounts for 23.6% (1.18 Days), whilst our long-term absence accounts for 76.4% (3.82 Days). Although performance for this measure is difficult predict, our end of year outturn could place us in the bottom quartile when comparing against All English Authorities, All English Metropolitan Boroughs and when compared to our Black Country neighbours.</p>	2.93 Days	Baseline to be established	4.99 Days	Baseline to be established		■
WCPI065	<p>Percentage of Freedom of Information (FOI) requests responded to within the statutory timeframe</p> <p><b>Performance Commentary:</b> One request went over as a result of an administrative error and existing issues with our manual database. This has been addressed within the team. The IG Team is working with ICT at present to develop an interim recording database, which will ensure that manual keying is kept to a minimum. ICT are working on this currently and we are hoping to have this in place by the end of the year.</p>	100.0%	97%	99.9%	97.0%		●

Ref	Measure Description	2015/16 Target		Previously completed reporting period		Latest completed reporting period	
		Outturn	Target	Outturn	Target	Outturn	Target
WCPI066	<p>Percentage of Subject Access requests responded to within the statutory timeframe</p> <p><b>Performance Commentary:</b> 1 request per each month</p> <ul style="list-style-type: none"> <li>July – this was a particularly voluminous case – which many of the SARs received for People are. Delays can occur when we receive multiple voluminous requests at the same time. We are building resilience within the team (through training) to ensure that demand can be met where high volumes of large cases are received for the same period.</li> <li>August – unfortunately this request sat in another IG inbox and wasn't picked up on in time – it turned out that we didn't hold the information anyway.</li> <li>September – this request was of a sensitive safeguarding nature, and went over due to a delay with receiving authorisation from the business to access a restricted file. A further delay was encountered from the business at the point of sign-off/approval.</li> </ul>	97.00%	85%	97.4%	85.0%	●	●

WCPI067	<p>Percentage of customers who feel informed about council performance</p> <p><b>Performance Commentary:</b> A survey (in conjunction with Public Health) will be used to collect data for this and other information from our customers. The survey is currently being developed and will be publicised in due course.</p>	Not reported until March 2016	Baseline to be established	Not reported until March 2016	Baseline to be established	Not reported until March 2016	Baseline to be established
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Ref	Measure Description	2015/16			Previously completed reporting period			Latest completed reporting period		
		Target	Outturn	RAG	Target	Outturn	RAG	Target	Outturn	RAG
WCPI064	<p>Percentage of employees who are aware of the council's corporate priorities and understand how they contribute to them</p> <p><b>Performance Commentary:</b>                      An internal survey will be used to ascertain the data for this indicator, which will be conducted in March 2016. However, Corporate Communications will undertake a short 'snap-survey' in November / December 2015, which will provide us with an indication of whether further work is required in order to achieve this target.</p>	80%	Not reported until March 2016	■	80%	Not reported until March 2016	■	80%	Not reported until March 2016	■



# Scrutiny Board

15 December 2015

<b>Report title</b>	Information Governance Performance Report – Quarter Two 2015/16	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O’Keefe, Governance	
<b>Originating service</b>	Democracy	
<b>Accountable employee(s)</b>	Anna Zollino- Biscotti Tel Email	Information Governance Manager  01902 555166 anna.zollino-biscotti@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Information Governance Board Strategic Executive Board Cabinet Performance Management Panel	4 December 2015 10 November 2015 23 November 2015

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review and comment on the Quarter Two performance for Information Governance
2. Identify and feedback any further action that may be necessary.
3. Recommend any issues to be referred to the Scrutiny Board for further consideration

## **1.0 Purpose**

- 1.1 To report on the performance of Information Governance for Quarter One (April – June 2015).

## **2.0 Background**

- 2.1 The Information Commissioner's Office (ICO) conducted consensual audits of the Council in October 2011 and July 2012.
- 2.2 The October 2011 audit covered requests for personal data and requests made under the Freedom of Information Act 2000 (FOI). The ICO's subsequent overall opinion was that there was a very limited assurance that processes and procedures were in place and being adhered to.
- 2.3 The ICO carried out a further audit on 19 July 2012 to measure the extent to which The City of Wolverhampton Council had implemented the agreed recommendations and identify any subsequent change to the level of assurance previously given. This was based on an update provided in March 2012 and subsequent management information. The ICO raised the Council's status from Red "Very Limited Assurance" to Amber "Limited Assurance" as an acknowledgement that progress had been made.
- 2.4 The Council provided a final management update to the ICO on 20 December 2012, after which the ICO confirmed that the audit process had been brought to a conclusion. Throughout 2013, work continued to ensure that a strategic approach was adopted to how the Council manages information assets.
- 2.5 In February 2014, the ICO asked for further updates on progress, as a result of information incidents the Council was managing. The Council was then placed under an enforcement notice to achieve 100% of employees having undertaken the mandatory 'protecting information training'.
- 2.6 In June 2014, the Council complied with the enforcement notice and achieved 100% of employees completing the 'protecting information' training.
- 2.7 In order to ensure ongoing improvements with information governance, this report outlines current performance.

## **3.0 Progress/Update**

- 3.1 The IG performance figures are contained in Appendix A.
- 3.2 The number of freedom of information requests from the media has now been included in the Information Governance performance reports. Please refer to Appendix A.

3.3 The Independent Commission on Freedom of Information has asked for a call for evidence to consider the implications of the Freedom of Information Act 2000, in particular, the balance between transparency and the burden of the Act on public authorities. The call for evidence closed on 21 November 2015 and the Independent Commission will publish responses early in the New Year. An update of the outcome and responses will be provided to the Scrutiny Board when available.

#### **4.0 Financial implications**

4.1 There are no financial implications associated with the recommendation in this report as Councillors are requested to review the progress made on information governance.

4.2 It is worth noting, however, that a failure to effectively manage information governance carries a financial risk. Inaccurate and out of date information can lead to poor decision making and a potential waste of financial resources. In addition to this, poor information governance can actually result in a fine of up to £500,000 from the ICO.

[GE/30112015/M]

#### **5.0 Legal implications**

5.1 The Council has a legal duty under the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004 to appropriately manage and protect information assets.

5.2 The integration of Public Health into the Council in April 2012 required the Council to provide assurance to the NHS that it had in place suitable information governance policies, procedures and processes.

5.3 Failure to effectively manage information governance could increase risk of exposure to fraud and malicious acts, reputational damage, an inability to recover from major incidents and potential harm to individuals or groups due to inappropriate disclosure of information.

5.4 The Information Commissioner has the legal authority to:

- Fine organisations up to £500,000 per breach of the Data Protection Act or Privacy & Electronic Communication Regulations
- Conduct assessments to check organisations are complying with the Act
- Serve Enforcement Notices and 'stop now' orders where there has been a breach of the Act, requiring organisations to take (or refrain from taking) specified steps in order to ensure they comply with the law
- Prosecute those who commit criminal offences under section 55 of the Act
- Conduct audits to assess whether organisations processing of personal data follows good practice
- Report issues of concern to Parliament.

[RB/01122015/Y]

## **6.0 Equalities implications**

- 6.1 There are no equality implications arising from this report and its recommendations.
- 6.2 All policies and procedures developed as part of the information governance maturity model will undergo an equalities analysis screen and full analysis if appropriate.

## **7.0 Environmental implications**

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

## **8.0 Human resources implications**

- 8.1 All employees are required to comply with Information Governance legislation and are required to complete the mandatory 'protecting information training'.

## **9.0 Corporate landlord implications**

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

## **10.0 Schedule of background papers**

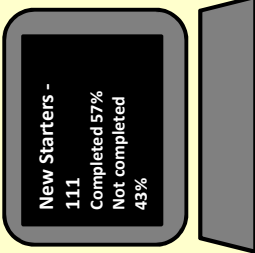
- 10.1 Update on Information Governance report to Cabinet – 26 March 2014.

# Information Governance Summary Quarter Two - 2015/16

## FOI number received (response rate) by Directorate Q2 - 2015/16

FOIs Directorate	July		August		September		Total
	Total	%	Total	%	Total	%	
Corporate	47	100.00% ★	28	100.00% ★	38	100.00% ★	113
People	25	100.00% ★	31	100.00% ★	18	100.00% ★	74
Place	35	100.00% ★	52	99.08% ★	19	100.00% ★	106
WMVPF	3	100.00% ★	0	100.00% ★	0	100.00% ★	3
WM Transport	0		0		0		0
<b>Overall</b>	<b>110</b>	<b>100.00% ★</b>	<b>111</b>	<b>99.10% ★</b>	<b>75</b>	<b>100.00% ★</b>	<b>296</b>
Media Requests *	27		30		20		77

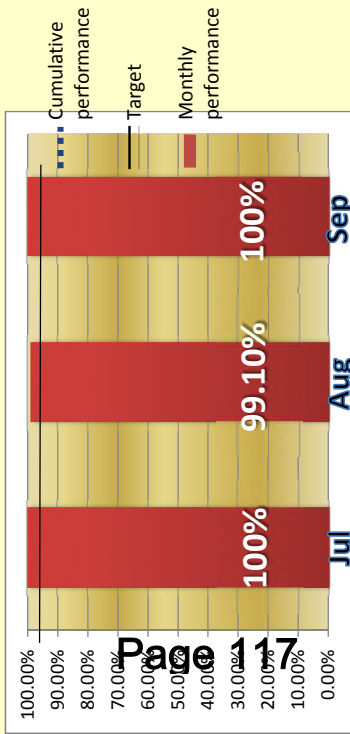
## Training Q2 2015/16



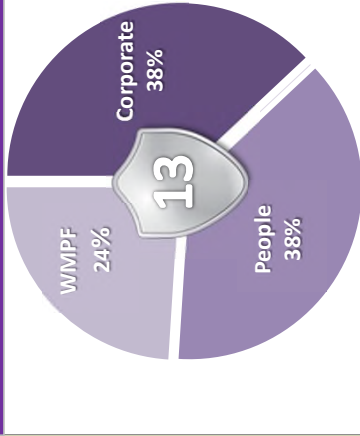
## SAR number received (response rate) by Directorate Q2 - 2015/16

SARs Directorate	July		August		September		Total
	Total	%	Total	%	Total	%	
Corporate	36	100.00% ★	23	100.00% ★	24	100.00% ★	83
People	12	91.67% ★	1	0.00% ★	4	75.00% ★	17
Place	9	100.00% ★	3	100.00% ★	13	100.00% ★	25
WMVPF	0	100.00% ★	1	100.00% ★	0	100.00% ★	1
WM Transport	0		0		0		0
<b>Overall</b>	<b>57</b>	<b>98.25% ★</b>	<b>28</b>	<b>96.43% ★</b>	<b>41</b>	<b>97.56% ★</b>	<b>126</b>

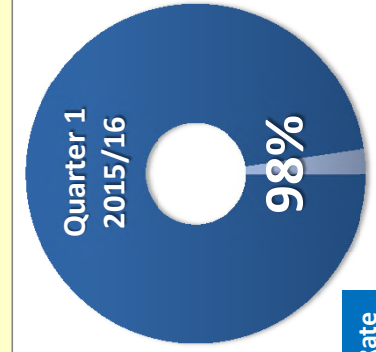
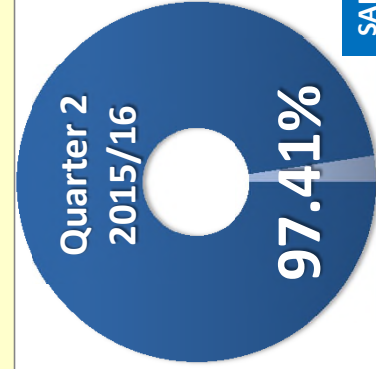
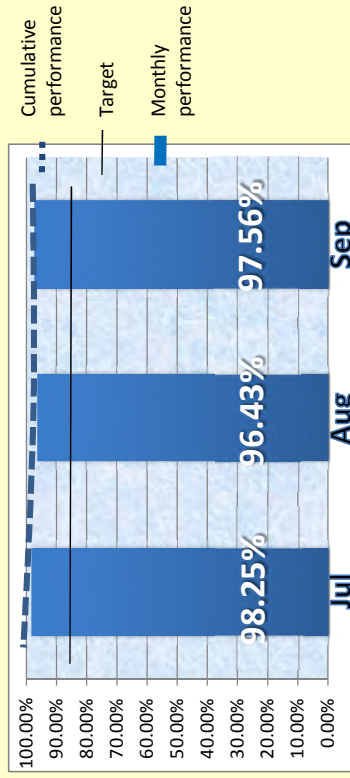
## Freedom of Information (FOI) Response Rates Q2 2015/16



## Information Incidents Q2 2015/16



## Subject Access Request (SAR) Response Rates Q2 2015/16



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# Scrutiny Board

15 December 2015

<b>Report title</b>	Quarter 2 Corporate, Social Care and Public Health Complaints Report	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Customer Services	
<b>Accountable employee(s)</b>	Alison Dowling	Customer Relations and Complaints Mgr
	Tel	01902 553203
	Email	Alison.Dowling@wolverhampton.gov.uk
	Sarah Campbell	Complaints Manager
	Tel	01902 551901
	Email	Sarah.Campbell@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Corporate Leadership Team	23 November 2015
	People Leadership Team	30 November 2015
	Place Leadership Team	1 December 2015
	Strategic Executive Board	8 December 2015

## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review complaints management and performance for the period 1 July 2015 to 30 September 2015.

## Recommendations for noting:

The Scrutiny Board is asked to note:

1. New combined report of Statutory Social Care, Public Health and Corporate Complaints for the period Quarter 2 (July to September 2015).

2. Part A of the report relates to statutory complaints activity for Adult Social Care, Children and Young People Social Care and Public Health, Part B relates to all other complaints activity governed by the corporate complaints procedure.



## **Part A – Adult Social Care, Children and Young People Social Care and Public Health Complaints Activity.**

### **1.0 Background**

- 1.1 Complaints activity concerning Adult, Children and Young People’s Services and Public Health are governed by legislative framework and have to be dealt with in accordance with statutory guidance.
- 1.2 For Children’s and Family Services, Regulation 14 (1) of The Children Act 1989 Representations Procedure (England) Regulations 2006 places a 10 working day time limit for resolution, most Stage one complaints should ideally be concluded within this time limit.
- 1.3 Where the service cannot provide a complete response, it can implement a further 10 days extension (regulation 14(5)). If necessary, the Complaints Manager may also suspend stage one until an advocate has been appointed (regulation 14 (3)). The maximum amount of time that stage one should take is 20 working days. After this deadline the complainant can request consideration at stage two if they so wish.
- 1.4 Where the complainant feels that they have not received a satisfactory outcome they will be informed that he/she has the right to move on to stage two if they wish.
- 1.5 In Early Help, which is not governed by the legislation of the Children Act 1989, the authority has adopted the legislative guidelines for timescales for response and closure to complaints across all service areas in order to provide a continuity of service.
- 1.6 Adult Social Care and Health complaints have to be dealt with in accordance with The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009. The Local Authority currently has a joint protocol for the handling of cross boundary complaints.
- 1.7 Public Health Complaints have to be dealt with in accordance with The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012.
- 1.8 Whilst the regulations do not stipulate timescales for resolution to complaints, the People directorate operate a ten day organisational timescale. This can be extended to 20 working days for more complex cases.
- 1.9 Non statutory People Directorate complaints are dealt with in accordance with the Corporate Complaints Procedure.
- 1.10 Details of the appropriate complaints procedures can be found on the Council Internet site.

### **2.0 Complaints Intervention**

2.1 The following actions are in operation to monitor satisfactory resolution of complaints in a timely manner:

- Proactive chasing of managers responding to complaints, in accordance with escalation plan in operation.
- Mediation between complainants and investigating officers.
- Quality assurance checks undertaken of complaint response letters.
- Weekly reporting to Service Directors and Heads of Services on the status of complaints, detailing any areas for concern where managers will need to prioritise outstanding complaints and resolution in order to receive a satisfactory prompt outcome for the complainant.

### **Customer Feedback Activity**

#### **3.0 Children and Young People (Appendices 1 and 3)**

During this quarter:

- 3.1 A total of 34 formal complaints were received compared to 39 in quarter 1; representing a decrease of 12.82%. However, when compared to the half yearly figures from 2014/15 where 64 complaints were received, there has in fact been an increase of 14.06%.
- 3.2 15 new complaints were received for the Children in Need/Child Protection (CIN/CP) teams representing 44% of all complaints. This compares to 24 cases (62%) for the previous quarter. Pleasingly this shows a considerable reduction in volume of new complaints for the CIN/CP teams.
- 3.3 18 complaints were received by the Looked After Children teams compared to eight the previous quarter. This represents an increase of 125%. The areas of particular concern are the Looked After Children (LAC) Team 3 and the Leaving Care/Transition Team. From the Leaving Care/Transition Team complaints, two related to the 'Staying Put' Policy and two concerning disagreement with placement moves.
- 3.4 One complaint related to Early Help Services compared to six the previous quarter.
- 3.5 38 complaints were resolved which was eight more in volume than those resolved in the previous quarter.
- 3.6 50% were responded to within the initial ten day statutory timescales, compared to last quarter's figure of 40%. However, overall 84% were closed within 20 working days, compared to 70% in quarter 1. The average number of days to close for all complaints over the term fell from 15 to 13 days.
- 3.7 Of the 38 cases closed; 18% were upheld, compared to quarter 1 figure of 33%; and 45% were partially upheld, compared to quarter 1 figure of 37%. The volume of complaints where the Council was not found at fault has increased from 30% to 37%.

- 3.8 One complaint is currently being considered at stage two of the Children's Act Statutory Complaints Procedure by two external investigating officers. This complaint relates to an assessment undertaken by the CIN/CP service – the complaint was not upheld at stage one. The outcome of this will be shared in the next reporting period.
- 3.9 Top featured categories for formal complaints received were Communication (14 cases) and Quality of Service (nine cases). The complaints in relation to communication tend to arise from the failure to keep families up to date on the progress of their involvement with social care.
- 3.10 There has been a reduction in volume of complaints relating to the conduct/attitude of the social care professional. Two cases were received in this quarter compared to six in the previous.

#### **4.0 Adult Social Care and Public Health (Appendices 2 and 4)**

During this quarter:

- 4.1 31 formal complaints were received compared with 20 complaints in the previous quarter, representing an increase of 55%, and an increase of 72% when compared against quarter 2 of 2014/15. One related to Public Health functions.
- 4.2 The main areas of increase are the Adult Community Team East where seven cases were received compared to one in quarter 1; and the Therapy Assessments where three cases were received compared to none in quarter 1.
- 4.3 The highest volume of complaints was received by the Adult Community Team East where seven complaints were received.
- 4.4 40% of complaints were upheld, compared to quarter 1 when the figure was 15%, representing a significant increase. Cases which were partially upheld have reduced from 50% to 36%; and those cases which were not upheld have decreased from 35% to 24%.
- 4.5 The number of complaints responded to within the initial ten day timescale has increased from 15% to 40%. However, 60% of all complaints closed were completed within the Secondary target of 20 days; which was the same as in the last quarter.
- 4.6 The average number of days to close all complaints over the term increased from 18 days to 22 days.
- 4.7 The Customer Relations and Complaints Team received seven further queries which, after initial enquiries, were found to fall outside the jurisdiction of the People Directorate or were treated as requests for service or informal complaints. These were redirected accordingly.
- 4.8 30 compliments were received.

#### **5.0 Local Government Ombudsman (LGO) Enquiries or Investigations or Corporate Stage 2 investigations**

Three cases are currently being considered by the LGO:

- An enquiry was received relating to lack of support and financial assistance to family foster carers. This was **upheld** at stage one. The complainants took legal action against the Authority and stage two was declined. Following a previous enquiry from the LGO, stage one was reconsidered and **upheld**. The case was kept open for an extended period for consideration at stage two; however, upon closure, the complainants contacted the LGO who are now undertaking a full investigation.
- Another enquiry relates to the provision of CAMHS support for a young person where a previous Statutory stage 2 which had been undertaken and **upheld**. However, the advocate requested consideration at stage three. The grounds for progression to stage three were a different set of circumstances and, therefore, not appropriate for escalating to stage three. Due to continued dissatisfaction, the case is now being considered by the LGO.
- The Adult Social Care enquiry relates to the review of the rate of Direct Payment to employ a Personal Assistant (PA), which was **not upheld**. The relevant information has been provided to the LGO who have made a final decision and found **no fault** with the local authority.

## **6.0 Learning from Complaints (Appendix 5)**

- 6.1 Children and Young People, Adult Social Care and Public Health services are committed to learning from customer feedback and require the completion of a Learning Log/Implementation Plan from each complaint investigated. Where complaints highlight that things have gone wrong, managers are required to identify any remedial and improvement action.
- 6.2 Feedback from compliments is also considered as it provides a valuable source of information affirming when services make a difference and personal attributes of the worker has added value to the outcome for users and carers.
- 6.3 Feedback is provided to all Heads of Service and Senior Management Teams on a regular basis, in order to promote positive learning and to influence service improvement.
- 6.4 Service Directors are provided with a summary of learning from complaints and implementation plans on a quarterly basis, such that they form a regular agenda item for discussion.
- 6.5 Head of Service are provided with completed Implementation Plans in order to ensure recommendations are implemented.

## **Part B – Corporate Complaints Activity**

### **7.0 Purpose**

- 7.1 The purpose of this report is to provide a summary of the corporate complaints, compliments, Local Government Ombudsman and Housing Ombudsman enquiries received by the Council during Quarter 2 (July to September 2015).
- 7.2 All corporate complaints, compliments, Housing Ombudsman and Local Government Ombudsman enquiries are considered a form of customer feedback. The Customer Feedback team monitor and record all enquiries. The team analyses and monitors customer feedback which provides details about the types of complaints that are received by the authority, and highlights suggested customer driven improvements to service provision or delivery to directorates.

## **8.0 Stage one complaints**

- 8.1 During Quarter 2 (July to September 2015) the Council received 82 stage one complaints; all complaints are assessed as to whether they are upheld (Council at fault) or not upheld (Council not at fault) by the Corporate Complaints Manager/Complaints Assistant. Of the 82 stage one complaints received during Quarter 2, 75 (91%) complaints were not upheld (council not at fault) and seven (9%) were upheld (council at fault). As a result of continuous monitoring with service managers, the issues identified from the upheld (council at fault) complaints have been addressed. As a remedy to the complaint, an apology is issued to the customer informing them of the improvements that have been made to service delivery as a consequence of their complaint. Appendix 6 shows a summary of stage one complaints received.
- 8.2 During Quarter 2 (July to September 2015), Revenues and Benefits received the highest number of stage one complaints (13), followed by Waste Management (12); however, none of Revenues and Benefits complaints were upheld (council not at fault). These figures have decreased for both teams in comparison to the number of complaints received during Quarter 1; Revenues and Benefits has decreased by 19% and Waste Management by 43%. The average response time for both these service groups is nine days; this has contributed significantly to achieving an overall response time of 13 days to complaints for Quarter 2 (July to September 2015).
- 8.3 The target response time for stage one complaints is 95% of complaints responded to within an average of 21 calendar days. During Quarter 2 (July to September 2015) 100% (82) stage one complaints were responded to within this target timescale. The Customer Feedback Team also provide support to investigating officers to ensure that they meet these target response deadlines. Investigating officers are contacted on a weekly basis through phone or email to confirm deadlines; where delays are unavoidable, the Customer Feedback team ensure that complainants are kept updated.

## **9.0 Stage two complaints**

- 9.1 If a customer is not satisfied with the response provided at stage one of the complaints procedure, they have the option to escalate their complaint to stage two.

9.2 During Quarter 2 (July to September 2015), the Council received 11 stage two complaints; this equates to 13% of stage one complaints escalating to stage two in this quarter.

9.3 The Council received 11 stage two complaints; seven for Place Directorate, two for Corporate Directorate and two for People Directorate; none of those stage two complaints were upheld (council not at fault). This is reflected in Appendix 7.

## **10.0 Local Government Ombudsman enquiries**

10.1 During Quarter 2 (July to September 2015), the Council received two LGO enquiries; both enquiries were for the Place Directorate; one enquiry related to Bereavement Services and one enquiry related to Planning Department. Both enquiries are still under investigation and an update will be provided within Quarter 3 Report (October to December 2015). This is reflected in Appendix 7.

## **11.0 Local Government Ombudsman assessment enquiries**

11.1 In order for the LGO to determine whether a case should be formally investigated, local authorities are requested to provide further information about a complaint; this information is requested via an "assessment enquiry".

11.2 During Quarter 2 (July to September 2015) the Council received six LGO assessment enquiries; two for Corporate Directorate, two for Place Directorate and two for People Directorate.

11.3 Of the two for Corporate Directorate, two were received for Revenues and Benefits; one progressed to a full LGO investigation and one advised by the LGO to complete the corporate complaints procedure.

11.4 Of the two for Place Directorate, one was received for Bereavement Services; the LGO instructed to progress to a full investigation. One was received for Public Realm Services; the LGO advised that they had decided not to investigate.

11.5 Of the two for People Directorate, one was received for Adult Social Care; the LGO instructed that they would progress to a full investigation. One was received for Children Social Care; the LGO instructed that the case had been passed to their investigation team for further consideration.

## **12.0 Housing Ombudsman**

12.1 During Quarter 2 (July to September 2015), one initial enquiry was received from the Housing Ombudsman; the Housing Ombudsman advised that the complaint be progressed to stage two of Wolverhampton Homes' complaints procedure.

## **13.0 Compliments**

13.1 During Quarter 2 (July to September 2015), the Council has received 119 compliments from customers. Bereavement Services accounted for the highest number of compliments with 40, followed by Planning with 24 and Housing Options/Outreach with 22. All compliments are recorded by the Customer Feedback Team and reported as part of the team's quarterly monitoring process.

#### **14.0 Customer Focus Groups**

14.1 Complaint Focus Groups are arranged by the Customer Feedback Team on a quarterly basis. They are attended by customers who have raised issues with the Council regarding specific issues. A focus group took place on 21 October 2015; the group discussed opening times for Anchor Lane and Shaw Road. The group also reviewed new marketing leaflets for bin contamination and recycling. The notes from this focus group have been circulated to all attendees and relevant officers within appropriate service groups. Findings from the focus group will be presented to the appropriate Heads of Service and to the next Service Improvement Group which will be attended by senior officers from the relevant service areas. Officers will be expected to consider and, where possible, act on findings presented to ensure that improvements within their services are customer led. Outcomes from Service Improvement Groups are then fed back to focus group attendees.

#### **15.0 Service Improvement Reports**

15.1 When a complaint is upheld (Council at fault) and the findings of a subsequent investigation are for a change to policy or service delivery, the Customer Feedback Team produce a service improvement report. Recommendations within these reports are agreed with appropriate Heads of Service and shared with the relevant Service Director, Strategic Director and the Managing Director.

15.2 One service improvement report has been compiled regarding a stage two complaint for Bereavement Services. Two service improvement reports are currently being compiled for the People Directorate regarding two upheld Senstart LGO enquiries.

#### **16.0 Ward Data**

16.1 During Quarter 2 (July to September 2015), ward complaint data has been collated; monitoring ward data provides an insight into trends and numbers in complaints for each ward. This information is detailed at Appendix 5.

#### **17.0 Monitoring Information**

17.1 There are no concerns with the data analysis, and there is no evidence of any groups being disproportionately affected. The equalities data is based upon what complainants have provided and therefore there are no concerns of any groups being disproportionately affected. This is reflected in Appendix 4.

#### **18.0 Service updates from the Complaints Report Quarter 1 – 2015-16**

### **18.1 Local Government Ombudsman enquiries**

Three final outcomes have been received from the LGO during Quarter 2; two enquiries in relation to Senstart and one for Adult Social Care. With regards to the two enquiries for Senstart the LGO decided that there was maladministration and recommendations were made for improvements. The recommendations related to:

- Case one - review timescales for placement breakdown and methods of recording targets reviews
- Case two – consultation with the independent school to provide educational resources and a financial remedy made to the complainant

With regards to the case for Adult Social Care, the LGO decided that there was no evidence or fault on the part of the Council.

### **18.2 Housing Ombudsman enquiries 2014-15**

Two enquiries in relation to Wolverhampton Homes have now been finalised; one enquiry was not upheld and one case was concluded with no further action.

### **18.3 Service Improvement Reports**

The Scrutiny Panel requested that future complaint reports provide an example of an upheld complaint which resulted in a service improvement report. During quarter 1 (April 2015 to June 2015) Bereavement Services were found to be at fault at stage two for record keeping. The Corporate Complaints Team liaised with this service and a programme has been set up by the Bereavement Manager to work with document specialists to ensure that all records are both readily available and accessible.

## **19.0 Financial Implications**

19.1 There are no financial implications associated with the recommendation in this report. [GE/30112015/E].

## **20.0 Legal Implications**

20.1 The statutory complaints procedure must comply with various statutes. These include:

- Children and Family Services - The Children Act 1989, Representations Procedure (England) Regulations 2006. The Local Authority functions covered include services provided under Parts III, IV and V of the Children Act 1989
- Adult Social Care - The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009; which came into force on 1<sup>st</sup> April 2009.



- Public Health - The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012.

[RB/01122015/U].

## **21.0 Equalities Implications**

21.1 There are no equalities implications associated with this report.

## **22.0 Environmental Implications**

22.1 There are no environmental implications associated with this report.

## **23.0 Human Resources Implications**

23.1 There are no human resource implications associated with this report.

## **24.0 Corporate Landlord Implications**

24.1 There are no corporate landlord implications associated with this report.

## **25.0 Schedule of Background Papers**

25.1 None for consideration.

## **Appendices**

1. Children and Young People Customer Feedback Dashboard
2. Adult Social Care and Public Health Services Customer Feedback Dashboard
3. People Directorate Organisational Learning
4. Corporate Complaints Equalities Data Stage 1
5. Corporate Ward Data
6. Corporate Customer Feedback Stage 1 Dashboard
7. Corporate Customer Feedback LGO Enquiries and Ward Data

## Appendix 1 - Quarter 2 (July - September 2015)

**Formal complaints received**



*This represents a decrease of*

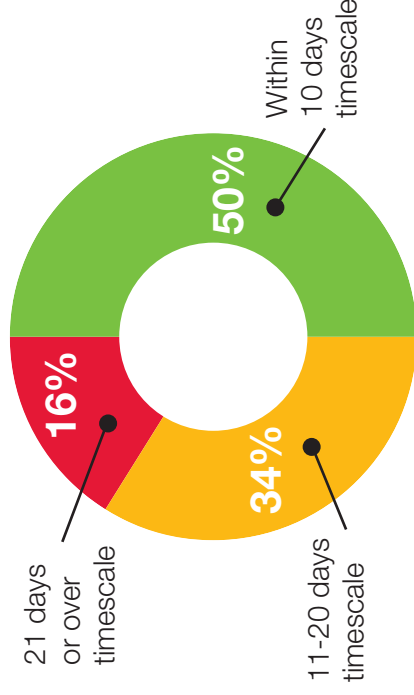


**12.82%**

**Stage 1 complaints comparison for quarter 2**



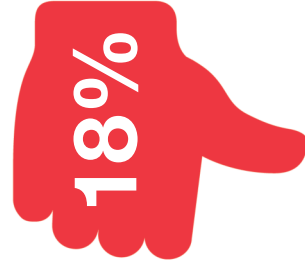
**Response timescales**



**Average complaint response time**



**Complaints where the Council is at fault (upheld)**



Issues have been identified from upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

**Complaints where the Council is partially at fault**



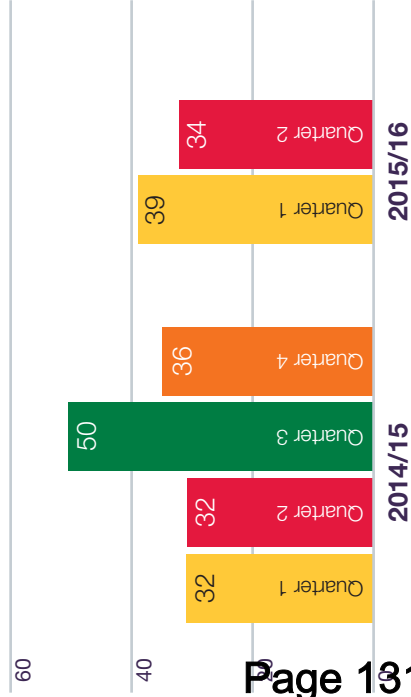
**Complaints where the Council is not at fault**



## Appendix 1 - Quarter 2 (July - September 2015)

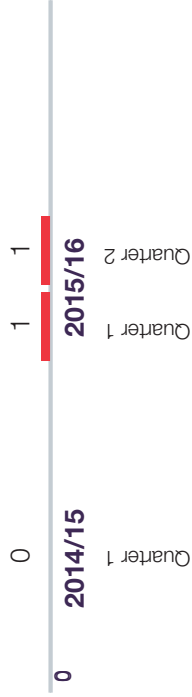
### Stage 1 complaints comparison

Breakdown by quarter



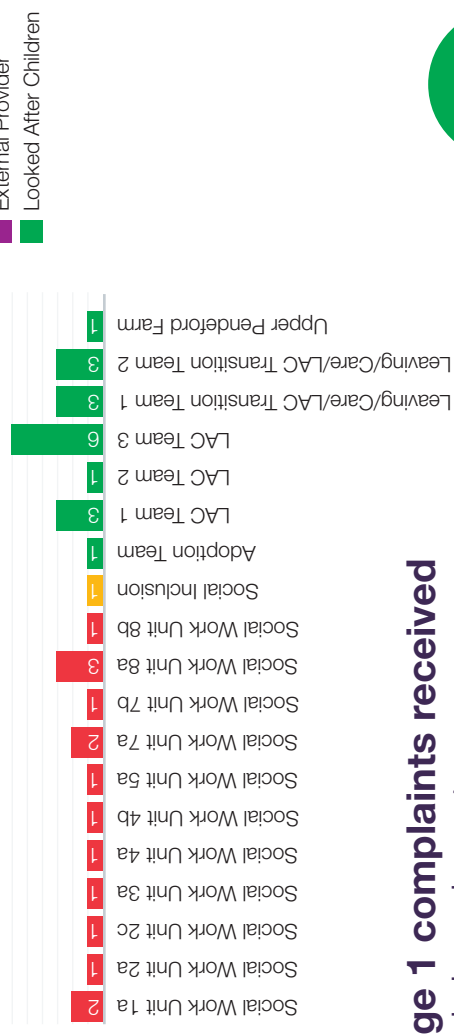
### Stage 2 complaints comparison - LGO enquiries or investigations

Breakdown by quarter



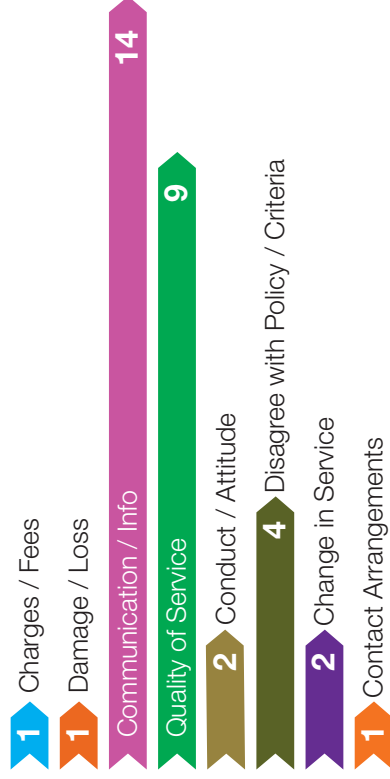
### Stage 1 complaints received

Breakdown by service area



### Stage 1 complaints received

Breakdown by category



26

Compliments

11

Informal complaints

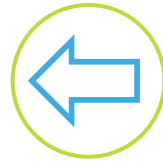
## Appendix 2 - Quarter 2 (July - September 2015)

**Formal complaints received**



Page 132

*This represents  
an increase of*

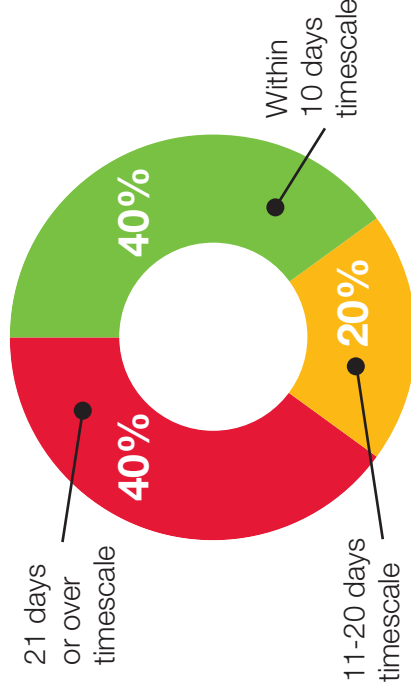


**55%**

**Stage 1 complaints comparison for quarter 2**



**Response timescales**



**Average complaint response time**



**Complaints where the Council is at fault (upheld)**



Issues have been identified from upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

**Complaints where the Council is partially at fault**

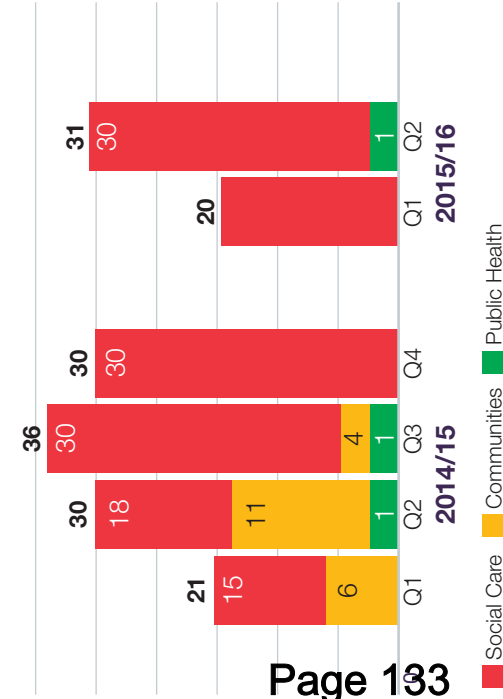


**Complaints where the Council is not at fault**



## Appendix 2 - Quarter 2 (July - September 2015)

### Stage 1 complaints comparison Breakdown by quarter



Page 133

### Stage 1 complaints received Breakdown by service area



### Stage 1 complaints received Breakdown by category



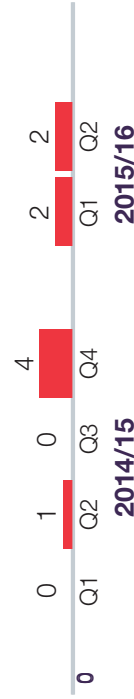
30

Compliments

7

Informal  
complaints

### Stage 2 complaints comparison - LGO enquiries or investigations Breakdown by quarter



## Appendix 3 - Quarter 2 (July - September 2015)

Learning from Customer Feedback is an increasingly important part of the Authority's philosophy. Managers responding to complaints are encouraged to identify any shortcomings within the service. In a service striving for excellence there is no room for complacency and where there is an open culture of reflective learning, complaints can at best be used in the design, delivery and improvement of services, as well as highlighting concerns for the safety and welfare of adults: children, young people and families. Below are brief descriptions of learning from complaints for this quarter.

### ASC - Therapy Assessments

Complaint in relation to the length of time it is taking for an assessment of needs for equipment. **Learning:** A review of the prioritisation procedure is to be undertaken, and a business case has recently been prepared and sent to HOS and Service Director with recommendations on how to tackle waiting list and future demand.

### ASC - Community Team West

Delay in obtaining respite care for elderly relative. **Learning:** The new allocated social worker to agree a plan of action to share with the team to ensure that the experience is used to reduce the risk of this situation happening again. Also, to emphasise the importance of clear communication.

### ASC - Community Team East

The protracted process and delays in ascertaining information, arranging meetings and generally progressing care and assessments to elderly father. **Learning:** Better communication of financial issues. In the absence of the allocated social worker, and if the situation is escalating, then consideration should be given to reallocate case.

### Children and Young People - Adoption Team

A complainant made a series of complaints regarding the delay in passing on or possible mislaying of contact letters to be sent to the children's birth mother. **Learning:** A standard message on the inbox stating the inbox is checked on a weekly basis and advising the public of whom they should contact if a response is not received within a week or if the matter is urgent.

### Children and Young People - Residential Children's Home

A member of staff allowed a young person to borrow another young person's bike which was never returned. **Learning:** Staff now have to ensure that an Inventory is completed for all young people. Large items will be labelled and secured in a separate containment away from the items belonging to the Home.

### Children and Young People - Leaving Care/Transitions Team

Young person unhappy with the potential change of placement and wishes the decision which has been made to be looked at in terms of him being able to remain in his current placement where he has made significant progress in his behaviour and attitude. **Learning:** To ensure that we are happy with the level of care there will be 6 weekly care planning meetings in which the support the placement offers and their ability to keep young person safe will be monitored and reviewed. Young person will also be invited to attend these meetings.

### Early Help Services

This complaint related to a delay in the Education, Health and Care needs assessment being undertaken and documentation provided, and the subsequent provision of aids to assist at school. Due to various factors exceptions had to be placed on the statutory timescales to complete the assessment.

**Learning:** Where there are exceptions to comply with statutory processes, it is imperative to notify the family and explain the reasons why. Protocols have now been put in place between statutory services regarding the provision of radio aids.

### Children and Young People - LAC Team 3

Two sisters wish to keep their current social worker when they are transferred to another team.

**Learning:** A better transition/handover of case needs to be implemented providing the young people with reassurance and support with a consistent social worker.

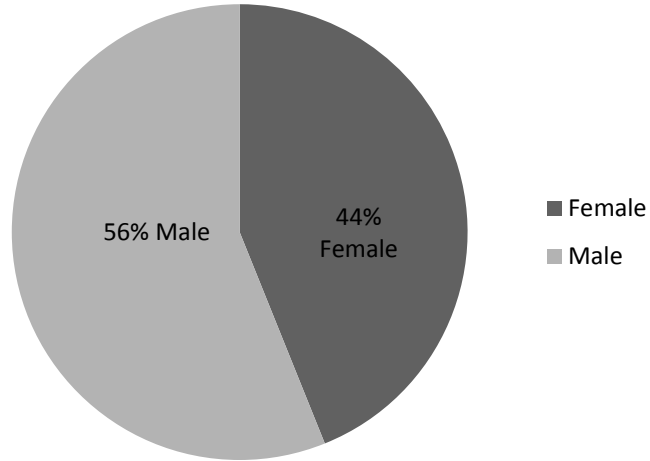
### Children and Young People - Social Work Unit

Complaint surrounds the decision to change young person's placement to return home and the young person's wishes for the placement change to be 'frozen' until complaint responded to.

**Learning:** Communication is the key to a positive working relationship with everyone, and regular consultation with the young person would also have been beneficial in this matter. To ensure that all relevant work is completed with all parties is essential in order to better understand perspectives of the situation as well as assisting, supporting and enabling the plan to be successful and being able to achieve the desired outcome of a successful rehabilitation home for young person.

### Appendix 4

#### Equalities data for stage 1 complaints – July 2015 – September 2015



Service Group	Female	Male
Governance	2	7
Finance	6	6
City Assets	6	6
City Environment	11	23
Customer Services	1	1
Older People	5	1
Corporate	2	0
City Economy	2	2
Transformation	1	0
<b>Total</b>	<b>36</b>	<b>46</b>

## Appendix 5

### Complaint Ward Data Quarter 2 – July - September 2015

<b>Key</b>
<b>G=Gender</b>
<b>E=Ethnicity</b>
<b>D=Disability</b>
<b>A=Age</b>

Ward	Number of complaints received	Complaint upheld	Equalities Data	Nature of complaint
<b>Bilston East</b>	2	Yes	G=Male E= D= A=	Complaint regarding incorrect information on the open register
		No	G=Male E= D= A=	Complaint regarding tree cutting
<b>Bilston North</b>	1	No	G=Female E= D= A=	Complaint regarding refuse officer conduct
<b>Blakenhall</b>	5	No	G=Female E= D= A=	Complaint regarding disposal of community assembly hall
		No	G=Female E= D= A=	Complaint regarding lost property at library
		No	G=Female E= D= A=	Complaint regarding tree overhanging garden
		No	G=Female E= D= A=	Complaint regarding court summons
		No	G=Male E=British D= A=45-PA	Complaint regarding tree blocking light not being cut back



<b>Bushbury North</b>	5	No	G=Female E=White/British D= A=	Complaint regarding lack of action to request
		No	G=Female E=White/British D=Yes A=25-44	Complaint regarding officer conduct
		No	G=Male E= D= A=	Complaint regarding Cemetery grass cutting and maintenance
		No	G=Male E= D= A=	Complaint regarding fair
		No	G=Male E= D= A=	Complaint regarding traffic signs & closure of disabled bays in Wolverhampton
<b>Bushbury South and Low Hill</b>	3	No	G=Female E= D= A=	Complaint regarding maladministration
		No	G=Female E= D= A=	Complaint regarding tree inspection
		No	G=Male E= D= A=	Complaint regarding incorrect advice provided by officers to tenant
<b>East Park</b>	3	No	G=Female E= D= A=	Complaint regarding conduct of council tax officer
		No	G=Female E= D= A=	Compliant regarding benefits and tax
		No	G=Male E= D= A=	Complaint regarding rent letter and call times

<b>Ettingshall</b>	9	No	G=Female E= D= A=	Complaint regarding leisure centre reception staff
		No	G=Female E= D= A=	Complaint regarding cancellation of leisure membership
		No	G=Female E= D= A=	Complaint regarding customer service
		No	G=Female E= D= A=	Complaint regarding homeless application
		No	G=Female E= D= A=	Complaint regarding non receipt of housing benefit
		No	G=Male E= D= A=	Complaint regarding refuse site
		No	G=Male E= D= A=	Complaint regarding flag stone in market
		No	G=Male E= D= A=	Complaint regarding recycling bin not being emptied and officer conduct
		No	G=Male E=British D= A=16-24	Complaint regarding refuse collection
<b>Fallings Park</b>	2	No	G=Female E= D= A=	Complaint regarding recycling
		No	G=Male E= D= A=	Complaint regarding lack of support with parking issues

<b>Graiseley</b>	2	No	G=Female E=Asian/Indian D=No A=25-44	Complaint regarding council tax demand
		No	G=Male E= D= A=	Complaint regarding lack of warden control on Park
<b>Heath Town</b>	4	No	G=Female E=British D=No A=45-PA	Complaint regarding food waste collection
		Yes	G=Male E= D= A=	Complaint regarding failure to empty green bin
		No	G=Male E=Asian/Indian D=Yes A=	Complaint regarding electoral officer
		No	G=Male E=British D=No A=16-24	Complaint regarding registration of marriage
<b>Merry Hill</b>	2	No	G=Female E=British D=Yes A=PA-74	Complaint regarding facilities at leisure centre
		No	G=Male E= D= A=	Complaint regarding inflatable world at park
<b>Oxley</b>	4	No	G=Female E= D= A=	Complaint regarding open register
		No	G=Male E=British D=No A=45-PA	Complaint regarding election letters
		No	G=Male E= D= A=	Complaint regarding no response to service request

		No	G=Male E= D= A=	Complaint regarding parking enforcement
<b>Park</b>	4	No	G=Female E= D= A=	Complaint regarding school transport decision
		No	G=Male E= D= A=	Complaint regarding lack of service
		No	G=Male E= D= A=	Complaint regarding leisure staff customer services
		Yes	G=Male E=Asian/Indian D=No A=45-PA	Complaint regarding refuse collection/bin contamination
<b>Penn</b>	1	Yes	G=Female E=White/British D=No A=45-PA	Complaint regarding inconsistent responses during project
<b>Spring Vale</b>	1	No	G=Female E= D= A=	Complaint regarding tree roots
<b>St Peter's</b>	4	No	G=Female E= D= A=	Complaint regarding officer conduct in library
		No	G=Male E= D= A=	Complaint regarding bus lane
		No	G=Male E=Asian/Indian D=no A=25-44	Complaint regarding council tax information
		No	G=Male E= D= A=	Complaint regarding FOI department
<b>Tettenhall Regis</b>	2	No	G=Male E=	Complaint regarding library services

			D= A=	
		No	G=Male E= D= A=	Complaint regarding refuse collection
<b>Tettenhall Wightwick</b>	3	No	G=Female E= D= A=	Complaint regarding library procedure
		No	G=Male E= D= A=	Complaint regarding leisure centre swimming lessons
		No	G=Male E= D= A=	Complaint regarding grass cutting
<b>Wednesfield North</b>	6	No	G=Female E= D= A=	Complaint regarding library staff
		No	G=Female E= D= A=	Complaint regarding new bin request
		No	G=Male E= D= A=	Complaint regarding customer service re: refuse
		No	G=Male E=British D=Yes A=	Complaint regarding travellers
		No	G=Male E= D= A=	Complaint regarding tree being overgrown unsafe and blocking light
		Yes	G=Female E= D= A=PA-74	Complaint regarding refuse officer conduct
<b>Wednesfield South</b>	1	No	G=Female E= D= A=	Complaint regarding lack of response from council tax

<b>Email Complaint</b>	9	No	G=Female E= D= A=	Complaint regarding inflatable world at park
		No	G=Female E= D= A=	Complaint regarding library staff
		No	G=Female E= D= A=	Complaint regarding officer conduct during house inspection
		No	G=Female E= D= A=	Complaint regarding Wolverhampton Show
		No	G=Male E= D= A=	Complaint regarding leisure centre reception staff
		No	G=Male E= D= A=	Complaint regarding council tax service
		No	G=Male E= D= A=	Complaint regarding councils policy on leisure membership
		No	G=Male E= D= A=	Complaint regarding staff member
		No	G=Male E= D= A=	Complaint regarding tree causing damage
<b>Outside area</b>	9	No	G=Female E= D= A=	Complaint regarding quality of service and unpaid fees
		Yes	G=Female E=White/British D=No A=45-PA	Complaint regarding Registrars reception

		No	G=Male E= D= A=	Complaint regarding cemetery
		No	G=Male E= D= A=	Complaint regarding council tax court summons
		No	G=Male E= D= A=	Complaint regarding lack of action from transportation
		No	G=Male E= D= A=	Complaint regarding lack of response from council tax
		No	G=Male E= D= A=	Complaint regarding outstanding council tax due to probate
		No	G=Male E= D= A=	Complaint regarding selective housing licence
		Yes	G=Male E= D= A=	Complaint regarding leisure centre membership policy
<b>Total</b>	<b>82</b>	<b>7</b>		

## Appendix 6: Quarter 2 (July - September 2015)

**Complaints received**



**Complaints where the Council is at fault (*upheld*)**



Issues have been identified from upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

**Complaints where the Council is not at fault**



**Response timescales**



0%  
Not responded to within timescales

**Average complaint response time**



**Stage 1 complaints comparison for quarter 2**



Complaints received down by



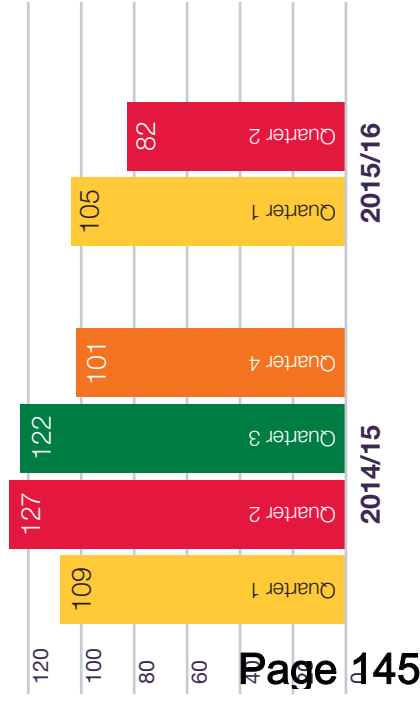
due to service groups being more pro-active in resolving complaints at service level.



## Appendix 6: Quarter 2 (July - September 2015)

### Stage 1 complaints comparison

Breakdown by quarter



### Stage 1 complaints

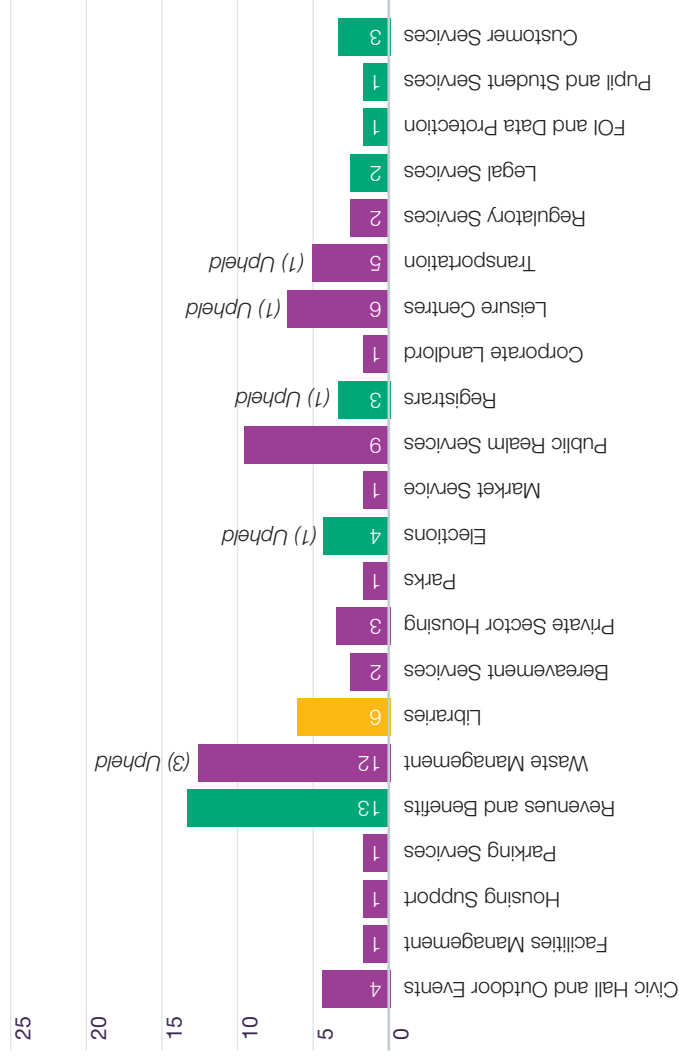
Breakdown by directorate



### Stage 1 complaints received

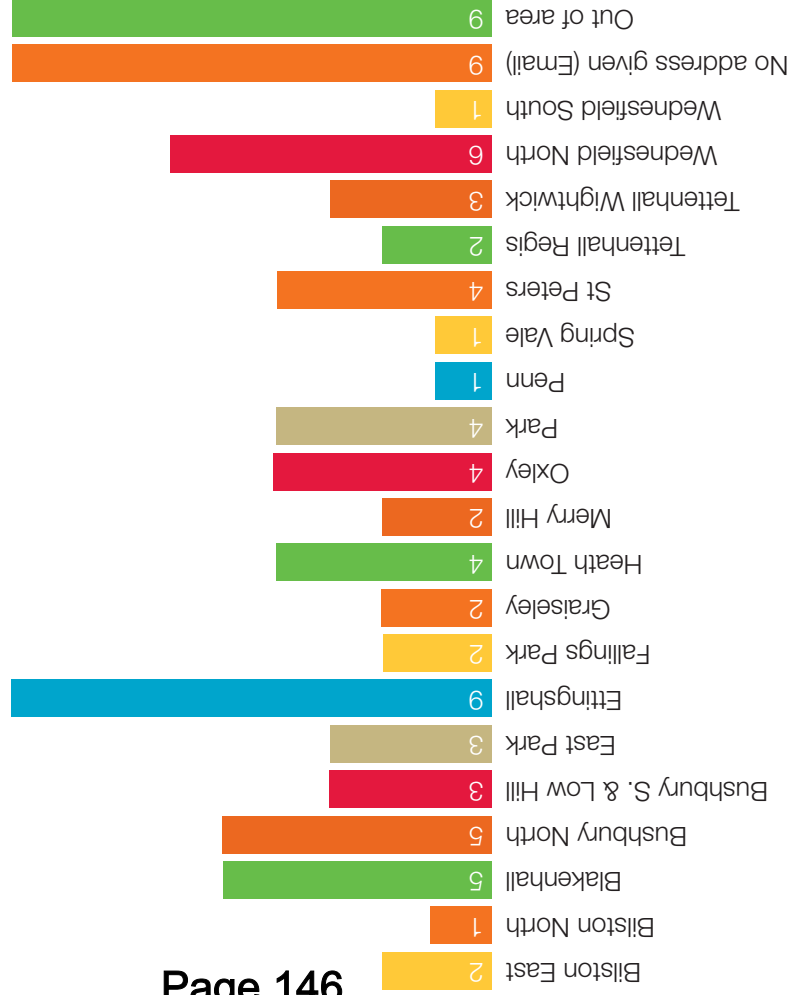
Breakdown by service area

Complaints were not upheld unless otherwise indicated.

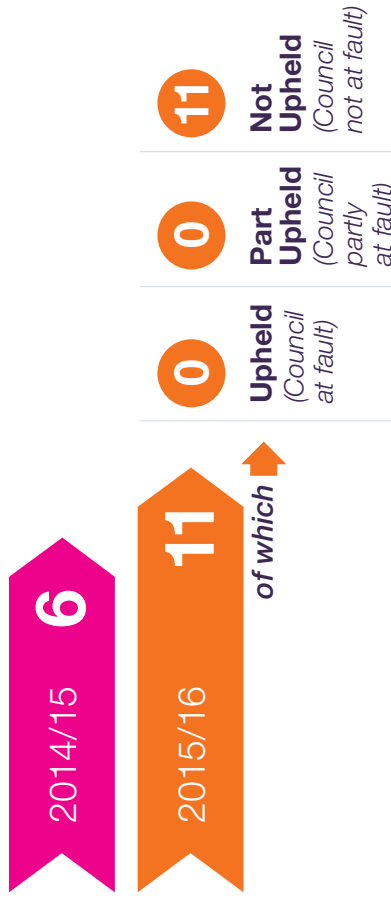


## Appendix 7: Quarter 2 (July - September 2015)

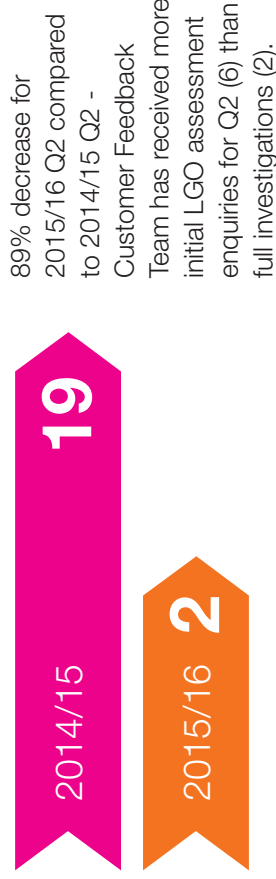
### Complaints received by ward



### Stage 2 complaints comparison for quarter 2



### LGO enquiries for quarter 2



# Scrutiny Board

15 December 2015

<b>Report title</b>	Scrutiny Work Programme 2015/16	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O'Keefe, Governance	
<b>Originating service</b>	Democracy	
<b>Accountable employee(s)</b>	Adam Hadley	Group Manager - Democracy
	Tel	01902 555043
	Email	Adam.Hadley@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Scrutiny Board	8 September 2015 3 November 2015

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

- (1) Review and develop the Scrutiny Board Work Programme 2015-16 to take account of emerging issues and councillor suggestions
- (2) To allocate any cross cutting pieces of work

## **1.0 Purpose**

- 1.1 To update and agree the Scrutiny work programme for 2015-16.

## **2.0 Background**

- 2.1 The remit of the Scrutiny Board was agreed by Annual Council 15 May 2013. This remit included the specific responsibility to oversee the operation of the call-in mechanisms and to oversee the work programmes of Scrutiny Panels to avoid duplication of work and to ensure coherence of approach to cross-cutting policy themes. The Board may determine that one named Panel shall take lead responsibility for a cross-cutting policy theme or may determine that the work be shared between one or more panels.

## **3.0 Work Programme Planning**

- 3.1 The work programme (Appendix 1) is a working document which is reviewed at each agenda planning meeting to determine the timeliness and relevance of items for scrutiny. Any member can also ask for an item to be considered by Scrutiny. At each Scrutiny Board an updated work programme will be presented for discussion and agreement.
- 3.2 New items for consideration are highlighted in blue.

## **4.0 Financial implications**

- 4.1 There are no direct financial implications arising from the recommendations in this report. Within Governance, there is a scrutiny budget to support the investigation of issues highlighted by councillors through the work programmes of the panels and the reviews and inquiries.

[GE/01112015/M]

## **5.0 Legal implications**

- 5.1 There are no direct legal implications arising from this report.

[RB/01122015/P]

## **6.0 Equalities implications**

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

## **7.0 Environmental implications**

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

## **8.0 Human resources implications**

8.1 There are no direct HR implications arising from this report.

## **9.0 Corporate landlord implications**

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

## **10.0 Schedule of background papers**

10.1 Report to Scrutiny Board agreeing the new method of agreeing the scrutiny work programme – 15 April 2014

## **Scrutiny work programme**

### **Scrutiny Reviews 2015-16**

- **Child Sexual Exploitation**

The Scrutiny Review Group 23.11.15 to consider evidence from Cabinet Member for Education. The review have two final evidence sessions planned:

- 30.11.15
- 10.12.15

Cllr Jaspal attended a CSE conference in London and also a review meeting in Birmingham to consider progress made in implementing recommendations from their review.

The review meeting on 10.12.15 will consider evidence from West Midlands Police and also agree draft findings and recommendations.

Meetings with representatives of the following organisations have been arranged:

- Wolverhampton CCG
- Independent School Representative on Wolverhampton Safeguarding Children Board

- **Electoral Registration and Participation**

The Scrutiny Review Group last met on 16 November 2015 to hear evidence from the Ethnic Minority Council and note the electoral participation and registration survey asking individuals their views.

The next meeting has been scheduled for 9 December, subject to confirmation, to hear from Wolverhampton Homes engagement group and the YMCA, among others. A final meeting will be scheduled for the New Year to consider all evidence received and collated to date and review possible recommendations.

The findings of the review will inform future work on increasing registration and participation and identify barriers for the council to address.

- **City of Wolverhampton Council Volunteering Offer**

The Scrutiny Review Group has held four meetings to gather evidence and carry out site visits to voluntary organisations. At the last meeting 18 November 2015 Councillors reviewed the evidence gathered at the previous meetings. The Review Group considered the findings from the evidence table in a round table discussion with representatives from Unison and the Wolverhampton Voluntary Sector Council (WVSC), Volunteer Centre. The Review Group identified their conclusions based on the evidence. At the next meeting 9 December 2015 the conclusions will be reported and recommendations to Cabinet will be agreed.

The draft report will be presented to the final meeting of the Review Group on 21 January 2016 and by Cabinet (23 March 2016). The findings of the review group will inform the City of Wolverhampton Council Volunteering Offer and the wider Wolverhampton Volunteering Strategy which will be considered by Cabinet on 16 May 2016.

## Work programme

### Scrutiny Board

Date	Work items
30 June 2015	<ul style="list-style-type: none"> <li>• The Corporate Plan and Wolverhampton Way</li> <li>• The ICT and Digital Strategy</li> <li>• Work programme</li> </ul>
21 July 2015	<ul style="list-style-type: none"> <li>• Corporate Performance Report - Quarter 4 2014/15</li> <li>• Complaints Report - Quarter 4 2014/15</li> <li>• Information Governance Performance Report – Quarter 4 2014/15</li> </ul>
8 Sept 2015	<ul style="list-style-type: none"> <li>• Tracking and monitoring of reviews               <ul style="list-style-type: none"> <li>- Private Rented Sector Housing (DB)</li> <li>- Prevent (EPS)</li> <li>- First Impressions of the City</li> </ul> </li> <li>• Complaints Report - Quarter 1 2015/16</li> <li>• Work programme</li> </ul>
3 Nov 2015	<ul style="list-style-type: none"> <li>• Information Governance Performance Report – Quarter 1 2015/16</li> <li>• Welfare Reform, Unclaimed Benefits (DB)</li> <li>• Work programme</li> </ul>
15 Dec 2015	<ul style="list-style-type: none"> <li>• Draft Budget 2016/17</li> <li>• Corporate Performance Report – Quarter 1 and 2 2015/16</li> <li>• Information Governance Performance Report – Quarter 2 2015/16</li> <li>• Complaints Report - Quarter 2 2015/16</li> <li>• Work programme</li> </ul>
19 Jan 2016	<ul style="list-style-type: none"> <li>• Task and finish report from Regulatory Services (Travellers and Gypsies)</li> <li>• Tracking and monitoring of reviews               <ul style="list-style-type: none"> <li>- Employability and Skills</li> </ul> </li> <li>• Review of Senior Officers role in C3 programme</li> <li>• Work programme</li> </ul>
1 March 2016	<ul style="list-style-type: none"> <li>• Corporate Performance Report - Quarter 3 2015/16</li> <li>• Complaints Report - Quarter 3 2015/16</li> <li>• Tracking and monitoring of reviews               <ul style="list-style-type: none"> <li>- Infant Mortality (EPS)</li> <li>- Channel Shift (LG)</li> </ul> </li> <li>• Information Governance Performance Report – Quarter 3 2015/16</li> <li>• Work programme</li> </ul>
26 April 2016	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Work programme</li> </ul>

## Adults and safer City

Date	Work items
14 July 2015	<ul style="list-style-type: none"> <li>• Preparing for the Prevent Duty</li> <li>• Better Care technology and strengthening support at home (Pre-decision scrutiny)</li> </ul>
22 Sept 2015	<p><b>Safeguarding people in vulnerable situations</b></p> <ul style="list-style-type: none"> <li>• Reducing Gang Harm Strategy</li> <li>• The Violence Against Women &amp; Girls Strategy</li> <li>• Targeted youth support</li> <li>• Youth Council safety and young people as victims of crime</li> <li>• Outcome of consultation on the future of adults short breaks services and Oxley Plus day service - Pre-decision scrutiny</li> </ul>
10 Nov 2015	<p><b>Pre-decision Scrutiny</b> Better Care technology and strengthening support at home (Cabinet 11 Nov 2015)</p>
24 Nov 2015	<p><b>Draft budget 2016/17</b> Outcome on the consultation to move Duke Sreet to the Healthy Living Centre</p>
Jan 2016	<p><b>Visit to site Assistive technologies</b></p>
26 Jan 2016	<p><b>Promoting independence for people with disabilities and for older people</b></p> <ul style="list-style-type: none"> <li>• Mental health (early intervention)</li> <li>• Assistive technologies</li> <li>• Aids and adaptations (July 2015)</li> <li>• Quality assurance process/data (re: contract / compliance)</li> <li>• West Midlands Police Update : Local Policing Plan 2015-16 progress report and Draft Youth Strategy consultation Joint Council</li> </ul>
22 March 2016	<p><b>Enabling communities to support themselves</b></p> <ul style="list-style-type: none"> <li>• Community resilience</li> <li>• Crime reduction, community safety and drugs strategy</li> <li>• Wolverhampton Safeguarding Adults Board Annual Report 2014/15</li> <li>• Wolverhampton Voluntary Sector Compact</li> </ul>

Anti-Social Behavioural Team - update on Public Space Protection Order in addressing anti-social behaviour. March?



## Children, young people and families

Date	Work items
08 July 2015	<ul style="list-style-type: none"> <li>• Primary School Organisation Strategy 2015-2018</li> <li>• Role of the local authority in raising school standards of attainment</li> <li>• Wolverhampton Children, Young People and Families Plan 2015-2025</li> </ul>
09 Sept 2015	<ul style="list-style-type: none"> <li>• Corporate Parenting, Children in Care Council and the role of Councillors</li> <li>• Wolverhampton Youth Zone</li> </ul>
28 Sept 2015	<ul style="list-style-type: none"> <li>• pre-decision scrutiny: <ul style="list-style-type: none"> <li>▪ Proposed new fostering fees and allowances</li> </ul> </li> </ul>
25 Nov 2015	<ul style="list-style-type: none"> <li>• Draft Budget 2016/17</li> <li>• Children's services re-design</li> </ul>
20 Jan 2016	<ul style="list-style-type: none"> <li>• Wolverhampton Safeguarding Board Annual Report 2014/15</li> <li>• CAMHS</li> </ul>
13 April 2016	<ul style="list-style-type: none"> <li>• Academy Partnership Protocol</li> <li>• Secondary School Standards: <ul style="list-style-type: none"> <li>• Secondary school end of KS4 and KS5 validated results</li> <li>• Secondary school Ofsted outcomes and current LA categorisation</li> <li>• Next steps to make further improvements</li> </ul> </li> <li>• Secondary School 10 year strategic plan - draft</li> </ul>

**Confident Capable Council**

Date	Work items
22 July 2015	<ul style="list-style-type: none"> <li>• Future Money - making the most efficient use of financial resources</li> <li>• Future People - creating a skilled, flexible workforce</li> </ul>
07 Oct 2015	<ul style="list-style-type: none"> <li>• Future Money - making the most efficient use of financial resources</li> <li>• Future People - Employee Volunteering Scheme – progress report</li> </ul>
02 Dec 2015	<ul style="list-style-type: none"> <li>• Future Money - Draft Budget 2016-17</li> <li>• Future Practice - ensuring we have fit for purpose, robust and effective governance</li> <li>•</li> </ul>
03 Feb 2016	<ul style="list-style-type: none"> <li>• Future Space - developing the right accommodation to deliver the Council's services</li> <li>• Future Money - making the most efficient use of financial resources</li> <li>• Future Money : Agresso Performance</li> </ul>
20 April 2016	<ul style="list-style-type: none"> <li>• Future Customer – improving customer service</li> <li>• Future Works - ensuring we have the right IT infrastructure and business processes</li> <li>• Future Money - making the most efficient use of financial resources</li> <li>• Future People - Employee Volunteering Scheme – progress report</li> </ul>

## Health Scrutiny Panel

Date	Work items
16 July 2015	<ul style="list-style-type: none"> <li>• End of Life Strategy Report – RWNHS Trust</li> <li>• Musculoskeletal Consultation Report</li> </ul>
24 Sept 2015	<ul style="list-style-type: none"> <li>• Francis update - Royal Wolverhampton NHS Trust</li> <li>• Francis update - BCPFT</li> <li>• Royal Wolverhampton NHS Trust Jeremy Vanes, Chairman CQC Inspection Report update</li> </ul>
26 Nov 2015	<ul style="list-style-type: none"> <li>• Draft Budget 2016/17</li> <li>• Consultation – Public Health Contracting of services</li> <li>• Review of the work programme items for the remainder of the municipal year</li> <li>• CQC Inspection BCPFT (16.11.2015) update</li> <li>• A health workforce for the future – University of Wolverhampton</li> <li>• Francis report update (following health and wellbeing) – CCG</li> <li>• The Future of Mental Health Services</li> </ul>
14 Jan 2016	<ul style="list-style-type: none"> <li>• Infant mortality CCG performance (Cabinet recommendation from 22<sup>nd</sup> July)</li> <li>• Smoking and Alcohol in pregnant mothers (Public Health)</li> <li>• Update on RWT CQC Inspection</li> <li>• The Future of Mental Health Services Update</li> </ul>
Feb 2016	<ul style="list-style-type: none"> <li>• Visit to UTC – University of Wolverhampton</li> </ul>
25 Feb 2016	<ul style="list-style-type: none"> <li>• BCPFT - CAMHS (John Campbell)</li> <li>• Eating disorders</li> <li>• Royal Wolverhampton NHS Trust Jeremy Vanes, Chairman A&amp;E site opening and update</li> <li>• Healthy Lifestyles Service – In house &amp; external delivery models option appraisals</li> <li>• Children 5-19 (0-19) Healthy Children Programme</li> </ul>
07 April 2016	<ul style="list-style-type: none"> <li>• Choose well campaign – NHS ENGLAND</li> <li>• Bed sores and ulcers in elderly - NHS TRUST</li> <li>• 'Home as a hub' – CCG</li> </ul>

### Other topics for consideration

- GP referral pathways and GP performance
- Communications – use of social media and patient surveys
- Quality Accounts

### Training session

- Substantial Variations

## Stronger City economy

Date	Work items
28 July 2015	<b>External funding and corporate priorities</b> <ul style="list-style-type: none"> <li>• Overview of External funding</li> <li>• Corporate priorities and work programme</li> </ul>
24 Sept 2015	<b>Attracting inward investment</b> <ul style="list-style-type: none"> <li>• Development and inward investment.</li> <li>• Promoting inward investment and attracting business and enterprise within the City offer. Who/what are the supply chain have we got the skills and talent to make the City attractive</li> <li>• Case study - Wiggle</li> <li>• Statistical data, trend analysis on attracting inward investment for the City</li> </ul>
6 Oct 2015	<b>Visitor Economy</b> <ol style="list-style-type: none"> <li>1) Understanding our key markets: where do they come from and what do they want?</li> <li>2) Wolverhampton's offer – Video</li> <li>3) Improving our offer</li> <li>4) Case study – The Grand Theatre</li> <li>5) Visitor week briefing</li> </ol>
01 Dec 2015	<b>Budget and Employment and Skills commission report</b> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Employment and Skill Commission report</li> </ul>
19 Jan 2016	<b>Aim for the Black Country</b> Task and Finish group
26 Jan 2016	<b>Potential for site visit in preparation for the next session to see how and who is getting it right</b> <ul style="list-style-type: none"> <li>• The Custard factory visit with University partners</li> </ul>
09 Feb 2016	<b>Business and Enterprise</b> <ul style="list-style-type: none"> <li>• New model for business support, including companies that are expanding and support for innovation</li> <li>• Case study – Research and development , world class university, excellent quality of life, high levels of technology</li> <li>• Witness: representative from the University</li> <li>• Statistical data, trend analysis for the City on business and enterprise</li> </ul>
19 April 2016	<b>The City Economy</b> <ul style="list-style-type: none"> <li>• Evaluation of the year of scrutiny for a stronger City economy</li> <li>• What had changed, what does the future City economy look like?</li> <li>• Witness - Aspiration and innovation</li> <li>• Case study – Best practice and next steps</li> </ul>

## Vibrant and sustainable City

<b>Date</b>	<b>Work items</b>
23 July 2015	<ul style="list-style-type: none"><li>• 'Rent with confidence' campaign</li><li>• Waste management and minimisation</li></ul>
3 September 2015	<ul style="list-style-type: none"><li>• West Midlands Strategic Transport Plan</li></ul>
01 Oct 2015	<ul style="list-style-type: none"><li>• Review of Commercial Property Portfolio</li><li>• Wolverhampton Active Travel Strategy</li><li>• Sustainability Implementation Plan monitoring report 2014/15</li></ul>
03 Dec 2015	<ul style="list-style-type: none"><li>• Draft Budget 2016/17</li></ul>
11 Feb 2016	<ul style="list-style-type: none"><li>• City Centre Regulation of street trading, displays</li><li>• Food Waste Strategy</li></ul>
14 April 2016	<ul style="list-style-type: none"><li>• Residents parking</li><li>• Keeping the City clean</li></ul>

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