CITY OF WOLVERHAMPTON COUNCIL

# Scrutiny Board

30 May 2017

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|---|---|---|---|---|---|
| **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** | **Conservative** |
|---|---|
| Cllr Ian Angus | Cllr Arun Photay |
| Cllr Paula Brookfield | |
| Cllr Jasbir Jaspal | |
| Cllr Rupinderjit Kaur | |
| Cllr Louise Miles | |
| Cllr Peter O'Neill | |
| Cllr Jacqueline Sweetman | |
| Cllr Lynne Moran | |
| Cllr Zee Russell | |
| Cllr Linda Leach | |

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** Julia Cleary
**Tel/Email** 01902 555046 or julia.cleary@wolverhampton.gov.uk
**Address** Democratic Support, Civic Centre, 1st 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
**Tel** 01902 555043

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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** (Pages 3 - 6)
[To approve the minutes of the previous meeting as a correct record.]

4 **Matters arising**

**DISCUSSION ITEMS**

5 **Schedule of Petitions Annual Update 2016 to 2017** (Pages 7 - 16)
[To receive an update on petitions received and actions taken over the last municipal year.]

**PRE-DECISION SCRUTINY ITEMS**

6 **People Directorate Commissioning Strategy** (Pages 17 - 86)
[To note, scrutinise and comment on the draft People Directorate Commissioning Strategy]

7 **Forward Plan & Risk Register** (Pages 87 - 130)
[To consider the Forward Plan and Risk Register and identify any items for possible consideration by Scrutiny]

CITY OF WOLVERHAMPTON COUNCIL

# Scrutiny Board

Minutes - 25 April 2017

Agenda Item No: 3

## Attendance

**Members of the Scrutiny Board**

Cllr Stephen Simkins (Chair)
Cllr Ian Angus
Cllr Philip Bateman
Cllr Greg Brackenridge
Cllr Jasbir Jaspal
Cllr Rupinderjit Kaur
Cllr Louise Miles
Cllr Peter O'Neill
Cllr Arun Photay
Cllr Rita Potter
Cllr Jacqueline Sweetman
Cllr Val Evans
Cllr Wendy Thompson

**Employees**

| | |
|---|---|
| Keith Ireland | Managing Director |
| Julia Cleary | Systems and Scrutiny Manager |
| Earl Piggott-Smith | Scrutiny Officer |
| Neil White | Scrutiny Officer |
| Matt Vins | Project Manager |

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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 Brookfield and Cllr Patten. Cllr Thompson attended as a substitute for Cllr Patten and Cllr Evans attended as a substitute for Cllr Brookfield.

The Chair also welcomed Cllr Tersaim Singh to the meeting. Cllr Singh was the Authorities representative on the Combined Authority Overview and Scrutiny Committee.

The Chair thanked members and officers for their work throughout the year.

2 **Declarations of interest**
There were no declarations of interest.

3 **Minutes of the previous meeting**
Resolved:

That the minutes of the previous meeting be approved as a correct record and signed by the Chair.

4 **Matters arising**

It was noted that in relation to page 4 of the minutes that the Board had agreed to support work being done to encourage younger people to register to vote and to support any initiatives aimed at lowering the voting age to 16.

5 **Scrutiny Arrangements in relation to the Combined Authority**

The Chair welcomed Councillor Peter Hughes to the meeting; Cllr Hughes was the Chair of the Combined Authority Overview and Scrutiny Committee.

Cllr Hugh's thanked the Board for inviting him to attend the meeting and introduced Sarah Sprung who was currently seconded on a part time basis to support the Combined Authority Overview and Scrutiny Committee.

Miss Sprung referred to the document entitled *Principles of Scrutiny between WMCA Overview and Scrutiny Committee and Local Authority Scrutiny* which had now been ratified. Miss Sprung also confirmed that a job description for a West Midlands Combined Authority Overview and Scrutiny Member had been produced and would be circulated in due course.

Cllr Hughes provided a presentation which included a section on Councillors and LEP Governance Structure. Cllr Hughes highlighted the area relating to the Combined Authority Commissions which were:

- Mental Health Commission
- Productivity and Skills Commission
- Land Commission

Cllr Hughes stated that these areas were constantly under review and reflected the work undertaken by the Combined Authority. Overview and Scrutiny Task and Finish Groups had already been set up to reflect these commissions along with a standing Task and Finish Group focused on scrutiny of the budget.

Cllr Hughes stated that each member authority had been requested to nominate a lead officer and a lead member to attend meetings relating to the CA Overview and Scrutiny Committee and that there had been a lot of initial ground work covered over the last 12 months even though the regulation had not been published until January 2017 and there had only been 4 meetings of the Overview and Scrutiny Committee to date.

It was stated that a workshop had been held in November 2016 with Leaders and Chief Executives to establish a work programme.

Cllr Hughes confirmed that the Mental Health Task and Finish Group had already presented some findings. Cllr Hughes explained that the task and finish groups would work on a less formal basis and have a less rigid structure with a less prescribed quorum thus allowing a larger range of witnesses or participants to attend.

Miss Sprung provided an overview of the membership of the committee including the different roles of constituent and non-constituent members and that as far as

possible political balance was to be maintained. Miss Sprung stated that the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 would be going live on 8th May 2017, that there was a 2/3 quorum requirement for Board meetings, that the Chair had to be from a different political party than the mayor and that Constituent members had to be majority.

Members considered the importance of communication between the member authorities and the CA and agreed that this had to be effective in both directions and that work was required in relation to this especially in relation to understanding all the different work programmes that would be in place and where there might be duplication, overlap or gaps identified. Miss Sprung stated that it was probable that the CA O&S Committee would be calling on member authorities to provide evidence in relation to task and finish groups in order that the correct level of detail could be achieved. It was therefore vital to ensure that the City Council's nominated representative on the CA O&S Committee was given an opportunity to feed back to the Scrutiny Board on work being carried out by the CA O&S Committee and report back to the CA O&S Committee any issues identified by the City Council's Scrutiny Board.

Members considered whether and where the minutes of the Combined Authority Board and Combined Authority Overview and Scrutiny Committee should be considered including whether they should be reported to Full Council meetings.

The question was raised as to whether a more detailed work programme would be provided and whether there would be a risk register. Cllr Hughes stated that so far the work programme had been focused on getting the Committee up and running in line with the regulations. Cllr Hughes confirmed that a risk register would be available and that this would be considered by the Combined Authority Audit and Risk Committee. It was also confirmed that there would be an Annual Report which would be available online from 30 April 2017.

Members highlighted the fact that it was crucial to have buy in for the Combined Authority from the public and that at the moment it was complicated and not readily understood. Members also noted that the regulations did not appear to be helping the creation of a fit for purpose organisation with unclear parameters that would still be in flux for at least another 12 months. Members agreed that in order to best represent their constituents it would be crucial to have information on and input into the commissions and task and finish groups.

Members reiterated their concerns that the CA appeared to be a largely unaccountable body and that work was required on insuring it was as open and transparent as possible and detail was requested as to how this would work, how issues would be reported and when.

It was confirmed that no pre decision scrutiny had been carried out to date as the Committee was still catching up and getting settled and that once the May elections were over then there would hopefully be a period of stability.

Members again stated that it was vital that processes at local and CA level were integrated and linked together. Members also stated that it had been thought that one of the roles of the CA was to help bring investment into the area and look at

topics such as land, skills and transport. Officers confirmed that this was happening and that there would be inward investment for the West Midlands and investment for skills. Officers also confirmed that information relating to all of this was available on the website.

Members agreed that there was support for the Combined Authority and that the main concerns related to ensuring that it was accountable and delivered at both a central and local level whilst avoiding duplication.

The Scrutiny Board thanked Cllr Hughes and Miss Sprung for attending the meeting.

Resolved: (a) That the presentation from Cllr Peter Hughes and Miss Sprung be noted.
(b) That the Scrutiny Board be kept notified of decisions going through the CA Board.
(c) That regular updates on the work of the CA O&S Committee be provided to the Scrutiny Board from the City Council's representative on the Board.
(d) That the Board have sight of the CA Annual Report.

6 **Outcome of the Local Government Association Corporate Peer Review**

The Panel considered a report from the Managing Director informing the Scrutiny Board of the outcome of the recent LGA Corporate Peer Review and requesting it to consider the recommendations and action plan arising from it.

The Managing Director introduced Mr Matt Vins to the Board and thanked him for all of the work he had done in relation to organising the Peer Review and for making staff and councillors feel very welcome at the City Council.

The feedback from the Peer Review had been very positive and Members congratulated the Managing Director and agreed that the feedback appeared good and fair whilst also allowing room for further improvement. Members noted that the role of councillor was rapidly changing alongside changing expectations from constituents and a constantly moving social media landscape and that this necessitated additional training for members.

Officers thanked all members for getting involved in the Peer Review and for providing vital evidence and feedback.

Resolved: 1. That the comments of Members on the Local Government Association's (LGA) Corporate Peer Review final report be noted.
2. That the comments of Members on the draft action plan arising from the recommendations within the LGA Corporate Peer Review final report be noted.

Agenda Item No: 5

CITY OF WOLVERHAMPTON COUNCIL

# Scrutiny Board

30 May 2017

| | | |
|---|---|---|
| **Report title** | Schedule of Petitions | |
| **Cabinet member with lead responsibility** | Councillor Milkinderpal Jaspal, Governance | |
| **Wards affected** | All | |
| **Accountable director** | Kevin O'Keefe, Governance | |
| **Originating service** | Democracy | |
| **Accountable employee(s)** | Julia Cleary<br>Tel<br>Email | Scrutiny and Systems Manager<br>01902 555046<br>julia.cleary@wolverhampton.gov.uk |
| **Report to be/has been considered by** | | |

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

The Scrutiny Board is recommended to:

1. Note actions taken in relation to all petitions received by the Council during the last municipal year.

2. Agree that the Board receive an annual report at the start of each municipal year detailing actions taken in relation to all petitions received by the Council.

## 1.0 Purpose

1.1 To note the actions taken in relation to petitions received during the last municipal year attached at Appendix 1.

## 2.0 Background

2.1 Following the recent review of the Council's Petitions Scheme, revised arrangements for the consideration of petitions received by the Council were agreed by Full Council at its meeting held on 9 November 2016.

## 3.0 Implementation and Monitoring of the Petitions Scheme

3.1 All petitions submitted to the Council are received and monitored by Democratic Services.

3.2 Following receipt, petitions will be forwarded to the relevant service which will confirm if the Council can do what the petition asks.

3.3 Petitions with fewer than 2499 signatures are considered and responded to by employees, within 28 days of receipt by the relevant service area. A summary of responses will be reported to the Scrutiny Board, the relevant Cabinet Member(s), Shadow Leader's office and, where appropriate, the relevant Ward Members.

3.4 Petitions with 2500-4999 signatures are Considered by the relevant scrutiny panel with recommendations made for action by employees or review by the Executive as appropriate.

3.5 Petitions with more than 5000 signatures are considered by Full Council.

3.6 As well as ensuring implementation of the Scheme, Democratic Services also monitor actions taken in response to petitions. It is suggested that the Scrutiny Board receive an annual report at the start of the municipal year presenting this information. This would ensure that the Board are informed of actions taken in relation to all petitions received by the Council, including those considered by other scrutiny bodies and Full Council.

## 5.0 Financial implications

5.1 There are no financial implications associated with the report recommendations. It is also worth noting the new petition processes have been implemented at no additional cost utilising existing staffing reources. [GE/17052017/E]

## 6.0 Legal implications

6.1 The Petitions Scheme referred to in this report ensures that the Council meets it obligations under the Local Democracy, Economic Development and Construction Act

2009 to have a mechanism for consideration of petitions from the public. [Legal Code: TS/17052017/Q]

**7.0 Equalities implications**

7.1 The proposals outlined in this report do not require an equalities analysis. The recommendations will not affect the Council's practice of encouraging, considering and responding to petitions.

**8.0 Environmental implications**

8.1 There are no environmental implications arising from this report.

**9.0 Human resources implications**

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

**10.0 Corporate landlord implications**

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

**11.0 Schedule of background papers**

N/A

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| Date Received | Issue Raised | Number of Signatories | Responsible Officer | Status and Action Taken |
|---|---|---|---|---|
| | **Positive Participation – Commissioned Asian Mental Health Issues** | 1 | N/A | Status – Closed.<br>No signatures were added to the online petition by the deadline of 15 July 2016. |
| 6 July 2016 | **Road Safety Issues - Richmond Road / Horsehill Drive (Park Ward)** | 42 | Gwyn James,<br>Head of Strategic Transportation<br>Education & Enterprise | Status – Closed.<br>The lead signatory was presented with a revised parking scheme, which he was satisfied with but following two informal consultation exercises carried out by Council Officers in relation to the proposals there was considerable opposition and the petition was withdrawn. |
| 7 July 2016 | **Request for No Ball Zone in Carlyle Grove (Fallings Park Ward)** | 28 | Andrew Bryant, Anti-social Behaviour Team Leader,<br>Housing Operations | Status – Closed<br>An Anti-social Behaviour Officer personally posted paperwork to the lead petitioner. A reminder letter was sent out 02.09.16 for template<br>No response been received. |
| 1 August 2016 | **Parking Restrictions Relating to Malins Road & Greenly Road (Blakenhall Ward)** | 67 | Nick Broomhall,<br>Service Lead – Traffic & Road Safety | Status – Closed.<br>The petition was substantially similar to a previous petition received. The lead petitioner has been written to. |
| 15 August 2016 | **Reclamation of Lunt Road/Queen Street Wasteland (next to Bilston Town Football Ground) (Bilston East Ward)** | 193 | Ross Cook, Service Director – City Environment | Status - Closed<br><br>Considered by the Vibrant and Sustainable Scrutiny Panel, 29 September 2016.<br><br>The Service Lead advised that Council has taken enforcement action against the land owner in response to complaints about fly tipping which had |

| Date Received | Issue Raised | Number of Signatories | Responsible Officer | Status and Action Taken |
|---|---|---|---|---|
| | | | | resulted in the site being recently cleared. The Council would continue the monitor the site to check that it was being maintained. The Service Lead advised that the Council were not aware of the specific complaints detailed in the petition before it was submitted.<br><br>The public protection team would take appropriate action to investigate complaints. The team continue to have discussions with owner of the land about the site. |
| 23 August 2016 | **Tithe Road** | 23 | Andrew Bryant, Anti-social Behaviour Team Leader,<br>Housing Operations | Status - Ongoing<br><br>An acknowledgement letter to be sent advising that an officer will respond to their petition |
| 30 August 2016 | **Childrens Play Area at West Park** - | 113 | | Status – closed<br>Considered by Vibrant and Sustainable Scrutiny Panel on 29 September 2016. Update requested in 6 months.<br><br>Briefing note sent to members:<br><br>https://wolverhamptonintranet.moderngov.co.uk/documents/s43578/Childrens%20Play%20Area%20West%20Park%20Briefing%20Note%20Update.pdf |

| Date Received | Issue Raised | Number of Signatories | Responsible Officer | Status and Action Taken |
|---|---|---|---|---|
| | | | | |
| September 2016 | **Northycote Farm.**<br><br>Petition requesting the council to Review and reverse the ill-advised, unwelcome and costly decision to change the cafe tenant at Northycote Farm to a council run operation. | 107 | Mark Blackstock Head of Visitor Economy | Status – Open<br>On-going communication with lead petitioner.<br>Full consultation due to commence soon. |
| 5 September 2016 | **Crime in Bilston Town Centre** | 163 | Karen Samuels | Status – Closed<br><br>Response from Officer on 4 January 2017.<br>Council is working with partners through the Safer Wolverhampton Partnership and following discussions with Police they are looking to revise the shift pattern of the neighbourhood policing teams and that a request for additional resources has been made to provide additional cover in the short term. Bilston BID were also developing plans for the town centre to include monitored CCTV, an upgrading radio link, businesswatch and facewatch. |
| 11 January 2017 | **Lakefield Road Development.**<br><br>Proposed development of land for housing at the | 74 | Alison Fowler Technical Housing Advisor | Status – Closed<br>Response from Officers on 6 February 2017 detailing:<br>Reference to Section 77 Playing Field Disposal Order 2014 and that the Council advised that the |

| Date Received | Issue Raised | Number of Signatories | Responsible Officer | Status and Action Taken |
|---|---|---|---|---|
| | Former Wednesfield High School Lakefield Road Wednesfield Wolverhampton. | | | Open Space at Colman Avenue was to benefit from major improvements, to include two junior pitches as a replacement for the loss of two pitches at the former school. Response also made reference to the trees affected, town planning and affordable housing and comments from NHS England and Education. |
| 16 January 2017 | **Dudding Road Speed Cushions.**<br><br>Petition objecting to the proposed implementation of two speed cushions on Dudding Road. | 31 | Gwyn James, Head of Strategic Transportation and Nick Brromhall, Service Lead – Traffic & Road | Status – Open<br>Awaiting Officer response by 5 June 2017.<br>Originally considered as part of consultation. |
| 8 February 2017 | **Funding cuts for Bushbury Nursery**<br><br>Petition requesting the council to Prevent funding cuts to a brilliant nursery that encourages children in Bushbury and surrounding areas to reach their potential and confidence needed to transfer to infant school. | n/a | | Status – closed – Petition was factually incorrect. Response to petition organiser to state that there have been no cuts to funding for nursery schools in the city. Though the Government's Early Years national funding formula has provided a universal rate for provision, it has allocated a grant to local authorities to protect nursery school budgets at their existing levels. Therefore, in accordance with Section 6 of the Council's Petitions Scheme, the petition was rejected on the basis that the statement that 'Bushbury nursery's funding is being reduced' was factually incorrect. |

| Date Received | Issue Raised | Number of Signatories | Responsible Officer | Status and Action Taken |
|---|---|---|---|---|
| | | | | |
| 21 March 2017 | **The Future of Bilston Library**<br>Petition requesting the council to change its proposal within the present consultation to possibly move Bilston Library from its present location in Mount Pleasant, which forms part of a consultation to possibly relocate two other libraries. | n/a | Charlotte Johns<br>Head of Organisational Development | Status - Pending<br>Responses to petition organiser to state that petition could not be published as the request was to alter proposals within a live consultation. Lead petitioner advised that he is more than welcome to submit a petition in relation to the library consultation but requested to ensure that the petition contains a request that the Council can take action on or consider as part of the library consultation feedback. |
| May 2017 | **Fly-tipping, Hygiene and Public Health in Blakenhall.**<br><br>Request for the Council to do more to apprehend offenders. | 137 | Environmental Health | Environmental Health to respond to petition by 12 June 2017. |

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Agenda Item No: 6

CITY OF WOLVERHAMPTON COUNCIL

# Scrutiny Board

30 May 2017

| | | |
|---|---|---|
| **Report title** | Draft People Directorate Commissioning Strategy | |
| **Decision designation** | | |
| **Cabinet member with lead responsibility** | Councillor Sandra Samuels | |
| **Key decision** | No | |
| **In forward plan** | Yes | |
| **Wards affected** | All | |
| **Accountable director** | Linda Sanders, People | |
| **Originating service** | People | |
| **Accountable employee(s)** | Linda Sanders<br>Tel<br>Email | Strategic Director People<br>01902 553000<br>linda.sanders@wolverhampton.gov.uk |
| | Paul Smith<br>Tel<br>Email | Head of Commissioning<br>01902 555310<br>Paul.smith@wolverhampton.gov.uk |

| | | |
|---|---|---|
| **Report to be considered by** | Cabinet | 26 April 2017 |
| | Scrutiny Board | 30 May 2017 |
| | Scrutiny – Adults | 13 June 2017 |
| | Scrutiny – Children's | 14 June 2017 |
| | Health and Well-Being Board | 28 June 2017 |
| | Cabinet | 19 July 2017 |

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

The Scrutiny Board is recommended to:

Note, scrutinise and comment on the attached draft People Directorate Commissioning Strategy 2017-21 *Shaping Futures, Changing Lives* (attached as Appendix 1.)

## 1.0 Purpose

1.1 For Scrutiny Board to note, scrutinise and comment on the content of the attached draft People Directorate Commissioning Strategy entitled *Shaping Futures, Changing Lives*.

## 2.0 Background

2.1 The Cabinet of 26 April 2017 approved the attached Draft People Directorate Commissioning Strategy for consultation during May and June 2017 with a view to seeking final Cabinet approval to the Strategy at its meeting of 19 July 2017.

2.2 The attached Draft People Directorate Commissioning Strategy explains the overall drivers, approach and content of the strategy for all parts of the service directorate.

2.3 The draft strategy is titled *Shaping Futures, Changing Lives.* It updates our approach in two ways.

2.4 Firstly, by bringing together in one place the wide-ranging activity already underway in the People Directorate through transformation initiatives.

2.5 Secondly, it shapes the direction for the People Directorate of the next stage of development in creating a single, simple narrative and model which will inform on-going engagement, service transformation and planning as part of one council and with partners.

2.6 Updating a commissioning strategy also gives opportunity to incorporate developed approaches such as our approach to de-commissioning. It gives new focus to other initiatives such as the Health and Well Being Board priorities established in 2015/16. It also underpins the way in which commissioning is being harmonised within the People Directorate.

## 3.0 Progress, options, discussion, etc.

3.1 There has been significant engagement across all sections of the People Directorate as well as with colleagues in corporate procurement, finance, HR and workforce to develop the product to this stage. It may be that the content offers a template for application in other parts of the Council.

3.2 An early version of the draft was shared as evidence with OFSTED to support their positive view of the “leadership” element of the 2017 inspection.

3.3 The Cabinet of 26 April 2017 approved the draft strategy for consultation during May and June 2017. A Communications / Engagement Plan was developed and is attached as Appendix 2. At the time of the Board meeting, this is now underway and a verbal update will be given to the Board about any developing themes.

3.4 The draft Commissioning Strategy has been shared with NHS commissioning colleagues in the context of overall work on care and health integration. The current stage of development and direction for care and health integration is reflected in the attached draft.

3.5 The Board will note that the strategy is a wide-ranging document which makes links to many areas outside the People Directorate. Indeed, the success of the strategy will be linked to achievements elsewhere e.g. with NHS partners or continued joint-work on the development of skills and career pathways for care in the city. Scrutiny Board are invited to consider and comment on the attached draft Strategy with a view to ensuring that it is as rounded as possible.

**4.0 Financial implications**

4.1 There are no direct financial implications arising from this report. Any actions arising from the Strategy and the associated plans will be delivered from existing budgets.

4.2 A commissioning strategy and associated plans will be key instruments in managing the financial environment for the People Directorate over the coming period. (AS/23022017/B)

**5.0 Legal implications**

5.1 Details of law relevant to the development of a Commissioning Strategy are included in the draft strategy in Section 4.0 and include:

- The Health and Social Care Act 2012 section 192 (amending the Local Government and Public Involvement in Health Act 2007 section 116 (as amended by the Act – section 192) require a “responsible local authority” and each of its partner CCGs to prepare Joint Strategic Needs Assessment and Joint Health and Well Being Strategies; and section 116A (as inserted by the Act – section 193); Section 196 provides that these functions are to be exercised by the health and wellbeing board established by the local authority.

- The Care Act 2014 –
  - Section 3 establishes legal basis of integration of care and support with health services
  - Section 53ff. establishes requirements relating to market oversight

- Children’s Act 1990 Section 22G creates a statutory requirement for a Sufficiency Strategy for accommodation of children looked after by the council under which is an important part of the commissioning

- Children and Families Act 2014 introduced new requirements including
  - those on adoption, special educational needs or disabilities
  - statutory requirements on integration with health and joint commissioning with health partners (Sections 25-26). RB28022017/V

## 6.0 Equalities implications

6.1 The draft Commissioning Strategy is underpinned by population needs assessment analysis and market shaping activity. These strands provide a framework for action to support all parts of the community in the City of Wolverhampton to allow specific market shaping as needed.

## 7.0 Environmental implications

7.1 A key intention of the draft Commissioning Strategy is to ensure sustainability for people needing support or care through sustainable resources management and service design. This augments the assets which people bring in their lives. The development of neighbourhood and locality approaches support more sustainable approaches to personal support with potential positive benefit for the environment.

## 8.0 Human resources implications

8.1 The Commissioning Unit has been re-organised and recruitment to vacant staff team roles is being finalised.

8.2. Any other activity which affects Council staff arising from this strategy will be managed through the relevant approved project plan and further advice sought as needed.

## 9.0 Corporate landlord implications

9.1 There are no corporate landlord implications at this stage.

## 10.0 Schedule of background papers

10.1 Not applicable.

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CITY OF WOLVERHAMPTON COUNCIL

*SHAPING FUTURES, CHANGING LIVES*

# PEOPLE DIRECTORATE COMMISSIONING STRATEGY 2017-2021

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| VERSION CONTROL | | |
|---|---|---|
| 30/01/17 | V0.2 | bc |
| 14/02 | V0.4 | BC |
| 20/02 | V0.5 | BC |
| 22/02 | V0.6 post PD PLT | BC |
| 09/03 | V0.7 SEB | BC |
| 16/03 | V0.8 post SEB | BC |
| 28/03/17 | V0.9 post Cabinet Leads | BC |

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## 1.0 People Directorate commissioning - Foreword

*Shaping Futures, Changing Lives* – our title for this new commissioning strategy states what we are doing through this first Commissioning Strategy for the People Directorate. Many factors influence the development of this new strategy:

- Continued and growing focus on prevention, strengthening families and using the assets and strengths which individuals, families and communities bring to their experience of life to promote their wellbeing and when they need more support
- *Care Act 2014* statutory duty for market shaping and development
- Renewed focus on collaboration rather than competition in NHS services
- Co-production – extending new understanding and actions
- Overall influence of changes in law such as the *Care Act 2014* and the *Children and Family Act 2014* SEND Reforms
- On-going statutory requirement of the role of Director of Adults Social Services, Director of Children's Services and Director of Public Health for commissioning [1] and
- Local factors such as:

    - One Council approach in the service of people in the City
    - Outcome of 2017 OFSTED Inspection of children's social care, our whole family approach and roll-out of Restorative Practice as an approach to working with families
    - Developing our local City of Wolverhampton *Community Offer*
    - People Directorate service re-design such as the Multi-Agency Safeguarding Hub (MASH) embracing a prevention and early help focus, revised early intervention model and specialist support service in children and young people's services
    - Outcome of the *Adult Social Care Peer Review* of March 2016 which recommended a more thematic approach to commissioning
    - Strengthening public health influence in and beyond the council
    - Re-structuring of adult social care operations under one Service Director
    - Working with partners including in the voluntary and community sector so that the experience of people using health and care services is more integrated in our community based approaches
    - Updating of other related strategies e.g. workforce, quality strategies; and need for coherence across strategies e.g. children's disability

This new Strategy will drive the recently established People Directorate Commissioning Unit, capturing current activity and informing future priorities.

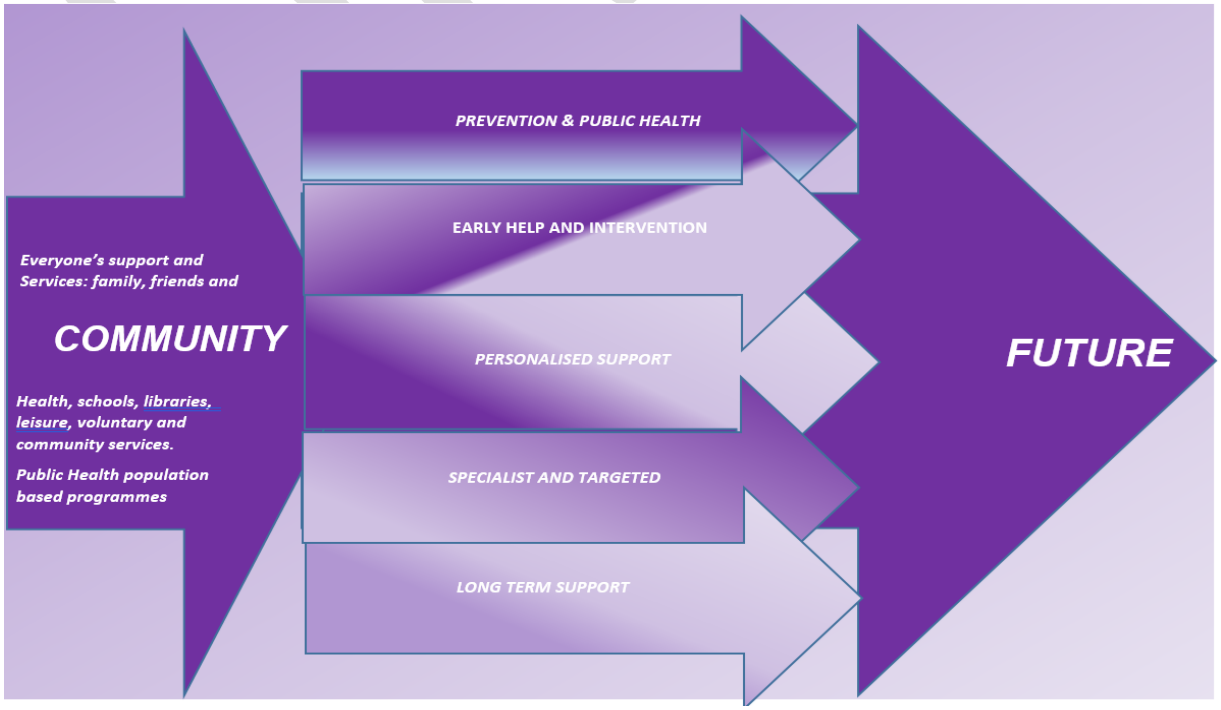
### 1.1 Vision

In this People Directorate Commissioning Strategy, on behalf of people living in the City of Wolverhampton:

- We embrace a positive, asset-based approach

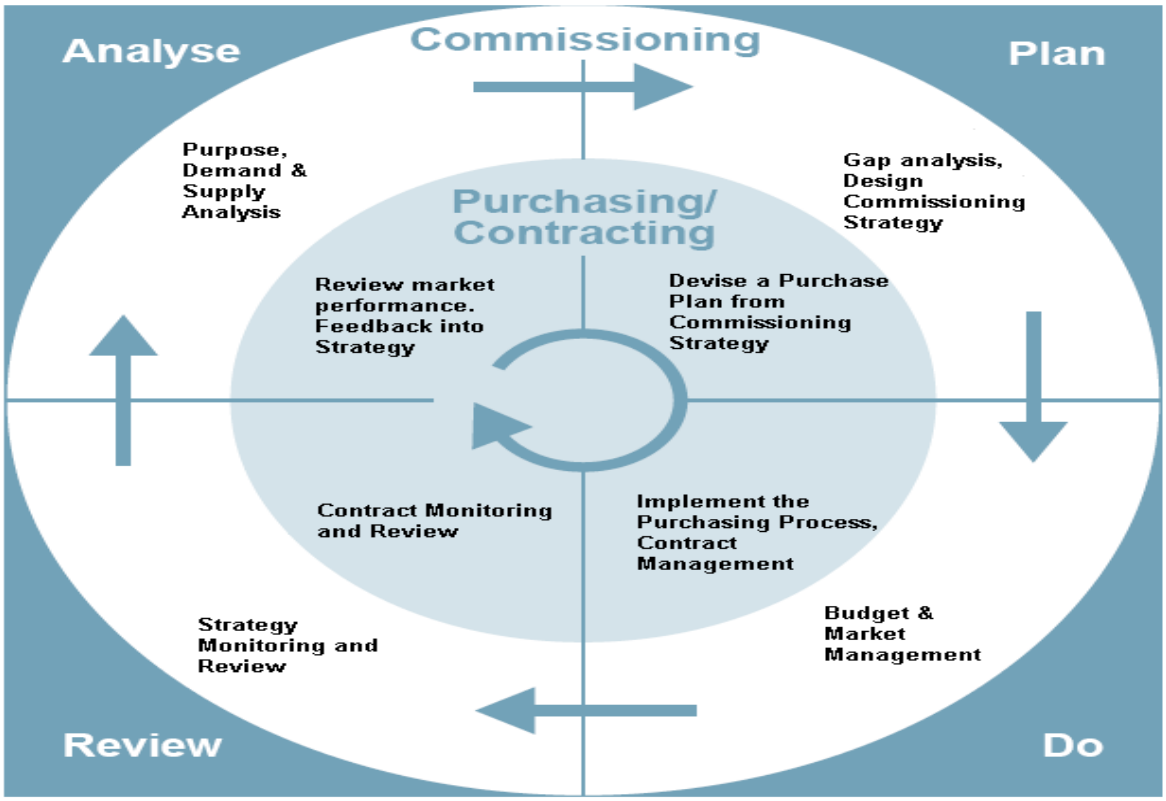
- We are using our resources to shape and investing in a better future.
- We know these are challenging times but we will not simply manage decline.
- Individuals will be at the centre of the commissioning process - Commissioning is for people
- We are working to ensure that people benefit from a well-shaped market where commissioned services are local, provide social value, high quality, capacity rich, citizen-led and cost effective
- We recognize the contribution of the voluntary and community sector to the successful delivery of our vision
- Our interventions are evidence-based and we will learn from best practice in other places
- We focus on delivery of care to people in their own homes or as close to home as possible.
- We will provide people with the skills to live safely and independently
- We will co-produce with citizens
- We will jointly commission with partner agencies where possible so that people's experience of support and care is integrated

In this strategy we adopt HM Treasury's approach used in the context of "value for money" work as *'…the optimum combination of whole-of-life costs and quality (or fitness for purpose) of the good or service to meet the user's requirement.'* [2] In other words, we want to maximise synergies, shared learning and action of being a People Directorate ( examples include - telecare, work on loneliness, foster/shared care; ) ensuring waste is eliminated and we learn from each other in relation to what works; adopt a future orientated approach, and promote innovation as we take our relationship with citizens and communities across the City of Wolverhampton to a new phase through our ***Shaping Futures, Changing Lives*** **model below** for our commissioning strategy.



## 1.2 Commissioning – overall thematic approach

The People Directorate has adopted the *"analyse, plan, do, review"* Institute of Public Care (IPC) "*commissioning cycle*." [3]




Our understanding and approach to commissioning in the People Directorate is that commissioning -

- is *everyone's responsibility*
- is a *process and continuum* - it includes many contributors working together – at all or some stages - the person seeking support and colleagues working to support the person / citizen
- requires *agreed strategic frameworks* such as Appendix 1 which shows our Commissioning Pathway
- is *not restricted* to or identified solely with the functional activity of the People Directorate Commissioning Unit who lead work with stakeholders to agree strategic frameworks with operational services
- *allows practitioners freedom* to focus on the assets of individuals, families and communities, applying the right intervention at the right level, purchasing services within an agreed strategic framework to meet need
- Is underpinned by the *values and principles* espoused by the City of Wolverhampton Council, People services and care /health professions
- promotes approaches which are *preventative, asset-based, whole-family, personalised and* focused on *well-being and safety*
- acknowledges *responsible use of resources* for all citizens and communities in the City

- must work closely with corporate colleagues in procurement and the Place directorate to ensure consistency and meet citizen need.

Amongst the factors included which have influenced the development of this new strategy, the March 2016 Adult Services Peer Review proposed a more thematic approach to People Services commissioning.

During 2016, the People Leadership Team led significant activity to embrace the opportunities offered by a thematic approach for People Services as a whole. Benchmarking was undertaken with a Council which had already developed a thematic approach. Refection was undertaken about informing concepts such as whole-life approaches. Local realities were also considered as a result of which five over-arching themes or categories were agreed:

- Public Health
- Early Intervention and Prevention
- Personalised Support
- Specialist Targeted Support
- Long Term Support

The rationale for these themes is underpinned by factors which include our overall commitment to prevention which the City Cabinet agreed is "everybody's business;" [4] strengthening families; supporting family, kinship or other forms of 'informal' care; an asset-based approach to individuals, families and communities; being effective and efficient in our use of resources including value for money; and using our staff resources to best effect.

These themes determine our ***Shaping Futures, Changing Lives*** model above (cf. p.6)

This approach strengthens our overall analysis as we take a more sustainable, longer-term view of support and needs and how commissioning can best be used to shape markets to promote wellbeing, respond to demand from people for care and meet those needs for which the Council is responsible.

After outlining our overall approach to commissioning, our strategy starts with our Commissioning Intentions which are the basis of a separate Action Plan. The background local and national context follows.

## 2.0 Commissioning Intentions

2.1 Commissioning Intentions
2.2 Joint Strategic Needs Assessment
2.3 Joint Health and Well Being Strategy 2013-18
2.4 Market Position Statements

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2.0 Commissioning Intentions

## 2.1 Commissioning Intentions

### 2.1.1 *Early Intervention and Prevention*

- Short Breaks- New contracts for Short breaks for children with disabilities were awarded in in 2016. It is our intention to conduct a review of the provision and the allocation of resource to ensure services are meeting needs. This will include project management of a new facility within Wolverhampton to provide overnight short breaks
- Domestic Violence - It is our intention to recommission accommodation based support for victims of domestic abuse and develop a city wide approach to commissioning that will look to draw funding from a wider range of sources including the Police and Crime Commissioners and Department for Communities and Local Government.
- "Floating Support" - Current provision is targeted at Learning Disabilities and Mental Health. It is our intention to commission generic floating support on outcomes basis. (Contract by May 2017)
- Mental Health Preventative Service - Commission new range of preventative services – In place at April 17
- Advocacy / Information, Advice and Guidance - it is our intention to review existing disparate advocacy arrangement and develop strategy for Information, Advice and Guidance including advocacy. By April 2018
- Carers - Monitor and update implementation plan for the Carers Strategy
- Young Carers- Review of provision for young carers (particularly 15-25) – recommendations on need and recommission. Collaborative – funding from other sources
- Telecare –
- No Recourse to Public Funds (NRPF) - Commission service to support NRPF by May 2017
- Reablement - To develop a comprehensive range of intermediate care services – linked to the Better Care Fund (BCF.) This will include outsourcing the current internal reablement service and developing a clear Discharge To Assess (D2A) process (linked to BCF) April 2017
- Review of Community Resources - Review of community based assets and development of seed funding programme to meet identified gaps.
- Money Management Services - Support with direct payments and welfare advice and guidance for self-funders.
- Community Equipment - To Jointly commission a new Community Equipment service in partnership with the CCG.
- Pathways to Support - More info needed
- Telecare – to be confirmed
- BCF – Guidance received w/e 31/03/17. Work on stream.
- Dementia – cross-refer to Long-Term Support Section
- Adult and Community

- Mental Health - Accommodation review
- CAMHS - Early intervention (Tier 2) work.
- Integration

### *2.1.2 Specialist and Targeted*

#### *2.1.2.1Children and Young People*

*Preamble - Mindful of the balance between meeting the needs of children and families and getting the best value for money the Integrated Commissioning Team will commission the following over the next five years:*

Prevention – Supporting the development of family based early intervention services that help to keep families together where it is safe and reasonable to do so including;

- tendering for Therapeutic support services to support edge of care services and prevent children/young people coming into care
- supporting micro commissioning for the Strengthening Families Partnership Hubs to enable them to respond quickly to need
- tendering for Tier 2 CAMHS services to augment the CAMHS Transformation Programme
- supporting the development of solutions for families with *No Recourse to Public Funds* including the tendering of an accommodation framework

Placement – Ensuring that where children who must come into the care of the Council are in placements that most closely meet their needs including;

- retendering MSW Children's Home for Complex Needs
- developing a Regional Residential Block Contract
- reviewing options for future delivery of fostering services
- reviewing options for the procurement of residential and fostering placements
- supporting foster carer households in line with regulations
- reviewing the effectiveness of the intensive support pilot delivered by Family Action
- developing supported housing options with a view to tendering a range of services that meet identified needs and priorities

Permanence – Support the promotion of options for permanence where it is not possible to reunite children and young people with their families including;

- establishing and participating in a Regional Adoption Agency

Leaving Care/Transition – Supporting the development of services which help in:

- returning young people home as soon as possible in the right circumstances
- ensuring that when young people reach adulthood they achieve a successful transition to adult life

#### *2.1.3.2 Adults*

*Preamble - Specialist and targeted services work with the client groups with the highest level of need due to their mental health, learning disabilities or other related social care needs. Historically, many of this service user group would have been institutionalised in residential or hospital settings but it is now recognised that it important for the quality of life of these people that all efforts are made to ensure they are able to access the support they need in a community setting as soon as possible, where appropriate.*

- Promote and expand supported living arrangements and provision to enhance life choices and quality of life for service users.
- We will be reviewing the current Supported Living Framework which will include reviewing current provisions and referrals, evaluating the reasons for any failures in the framework placements, liaising with providers, social workers, and family and carers and garnering feedback about what is currently successful. Following the review a decision will be made about either extending the current contracts on the framework or going back out to tender for part or the whole of the Supported Living Framework.
- extend our Shared Lives provision enabling more service users to live in a family setting and developing their life skills in the community. This service will be going out to tender in 2017.
- We are also working with residential care home and nursing providers who wish to deregister with Care Quality Commission for this type of provision and register as Supported Living providers. A number of providers have already an interest in going through this process and the Specialist and Targeted services commissioning team are supporting them with this endeavour.

### *2.1.4 Long Term Support*

*Preamble - We are committed to delivering quality outcomes for people. This means changing the way in which we commission care and support for those people who need long term support. The Council is committed to working with our partners to develop care and support that will deliver quality outcomes though truly promoting independence in a safe environment.*

- Childrens - shape the quality of provision in the local market through work with Providers to develop a new Quality Assurance process (short-term
- Older People - New models of care provision – we will continue to develop more housing options for people so that they can age in the same place with increased levels of support available to them e.g. Extra Care Housing projects (“pipeline housing developments”)
- Remodel the provision of long term support to enable people to achieve independence, choice and control
- Reduce the number of residential placements and the proportion of spending on residential care. The reduction in residential care will enable the Council to

divert resources to deliver personalised care such as supported and very sheltered housing.

- Work with providers to develop a new business model that includes supported living, very sheltered housing and extra care models instead of residential care.
- Provide Wolverhampton citizens who have long term support needs and who currently live out of the City, the opportunity to move back, into services that meet their individual neds and circumstances.
- Support the development of a range of new housing and support options for people within the city for people who need long term support.
- *Workforce - As demographic trends indicate, people in the UK are living longer and their needs are becoming more complex. This need reinforces the growing demands on social care services and the changing expectations of service users who require a workforce which is highly skilled and supported, and able to work in flexible ways.*

    - Commission services from organisations that evidence that they have an appropriately skilled and trained work force e.g. Through the Better Care Fund we are seeking to make sure that all staff have received dementia training at a level that is relevant to the job they are doing.

- Dementia - Take an integrated approach across health, social care and the third sector to respond to the need for; appropriate information advice and guidance, early diagnosis, living well with the condition, support when a person's needs change, access to quality secondary care and dignified end of life care.

- *Long term support needs – living with Long Term Support should not mean living a poor quality of life. It is our intention to ensure that people live well, are active members of their community, maximise their independence and receive high quality services.*

### *2.1.5 Public Health and Well Being*

- The Healthy Child programme; 0-5 (Family Nurse Partnership and Health Visiting) and 5-19 (School Nursing) is currently out to tender and mobilisation will commence with the successful bidder from April 2017**.** The new service commences on 1 August 2017
- Health Protection services; Tuberculosis and Infection Prevention. Planning commences between Public Health and Wellbeing and the CCG in February 2017. Progress will be reported to the Commissioning Executive Board in June 2017 for further discussion around contract and procurement options.
- A drugs and alcohol prevention, treatment and recovery system commissioning programme commenced in December with a scoping meeting held between Public Health and Wellbeing and Wolverhampton CCG. A multi-agency steering group met for the first time in January. Engagement and consultation processes will run

between March – June. All drug and alcohol services commissioned by Public Health and Wellbeing and expiring in March 2018 are currently in scope. A tender will be published during Autumn 2017 with a new service commencing in April 2018.

- A registration process for revised Primary Care sexual health services ended in January (YEAR?) , a number of accredited practices will be offering contraception and screening services from 1 February 2017. Practices that were transferring to new organisational arrangements via practice groups or alignment with the Royal Wolverhampton NHS Trust were given the opportunity to register an interest in delivering these services on a phased implementation so as not to disadvantage any interested GPs.
- Joint / collaborative
  - Health Protection; Tuberculosis and Infection Prevention services will be redeveloped as a joint pathway with the WCCG. Currently both organisations commission elements of these pathways separately. Alongside this arrangements for joint contracting and pooled or aligned resources will be developed.
  - Substance misuse services (drugs and alcohol) will be re commissioned during 2017. This programme will require input across NHS, Council and Community and Voluntary sectors. Public Health and Wellbeing and the WCCG are working collaboratively to ensure primary care, mental health and acute responses to substance misuse are developed to support earlier identification and reduce admissions. Alignment with children, young people and family services are fundamental to this model and the multi-agency steering group includes representation from both Council and WCCG on this area. Programme costs are being developed and a review of current investment to support joint resource planning is proposed.
  - The development of the children and families 0-19- Healthy Child Programme and SWITCH; Befriending service for women at risk of having children taken into care have been jointly undertaken by Public Health and Wellbeing and Children and Family services within the City of Wolverhampton Council. This has led to the development of integrated models of delivery, featuring colocation shared infrastructure and joint pathways. The perinatal mental health offer and a review of maternity pathways is also being jointly undertaken between Public Health and Wellbeing the WCCG, Royal Wolverhampton NHS Trust and Black Country Partnership NHS FT in relation to mental health pathways.
  - The Infant Mortality Plan has initiated a number of collaborative commissioning arrangements with the CCG and Royal Wolverhampton NHS Trust. This has focused on increasing the uptake of breastfeeding, and a successful, targeted neonatal programme [STORK] commenced in 2016 and is being continued

and developed this year. Smoking cessation activity within maternity has increased the numbers of women and families receiving support and pregnant women who misuse substances have a dedicated pathway and treatment programme between maternity and Recovery Near You. Aligned to this is the distribution of healthy start vitamins for under 5's supported by children's centres, strengthening family hubs, the health visitor service, maternity, RMC and the healthy lifestyles service.

- Migrant health needs have been a key focus for Public Health and Wellbeing, the WCCG and RMC during 2016 17. A number of joint initiatives have been collaboratively developed. A new Public Health and Wellbeing service offer is now available to cover the enhanced aspects of clinical care of patients newly arrived in the Country and who register with Wolverhampton GPs. This service is also aligned to the Wolverhampton Refugee and Migrant Centre (RMC).
- Public Health and Wellbeing contributes to the housing initiative 'Rent with Confidence' scheme. The scheme aims to transform the way the Council works with private sector landlords and tenants to ensure people have access to high quality, secure tenancies in the private sector. Public Health and Wellbeing also adds value by helping to shape this support it so that people who may find it hard to access for a range of different reasons and/or vulnerabilities also are enabled to participate and inequalities in access are not widened.
- Collaborative GP practice quality visits have been undertaken with the WCCG since October 2016. The Public Health and Wellbeing team are part of the review group and any relevant Public Health and Wellbeing service contracts are also quality assured at the time of the visit.

### *2.1.6 Personalised Support*

- Care homes – we believe that there is an over-supply in the City and accessible at city border locations. *To be inserted*
- Domiciliary support – *to be inserted*

### *2.1.7 Workforce*

- Ensure recruitment and retention to all posts, especially Social Work posts
- Support continuing professional development of all staff to meet current and future needs
- Work proactively through the *Careers into Care* partnership with the wider care sector to ensure sufficiency of supply of well qualified and skilled staff across all disciplines and sector serving Wolverhampton people

***2.1.8*** ***Quality –*** to ensure equality is part of the overall approach to quality

***2.1.9*** ***Co-production*** – we will strengthen our approach to co-production including better use of social media through:

- the recruitment of two Commissioning Support Officer posts in early 2017 to work with corporate colleagues and all stakeholders
- co-operating with new Council capacity to deliver stronger engagement

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# 3.0 Commissioning and People Directorate Service areas

**3.1 Commissioning for Public Health and Well-Being**
**3.2 Commissioning for Children and Young People**
**3.3 Commissioning for Adult Social Care**

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3.0 Commissioning and People Directorate Service areas

## 3.1 Commissioning for Public Health and Well-Being

The Public Health and Well-Being Service brings together a range of services including the statutory responsibilities of the Director of Public Health for the City of Wolverhampton.

**Analysis** – The wider JSNA described above (cf p XX) impacts on the Health and Well-Being service area. Some further, indicative items include:

- infant mortality rate of 6.4 per 1,000 (2012-14) one of the highest in E&W compared to 4.0 per 1,000 for England and Wales.

- statistically significant worse than average levels of obesity[5]:
  - In 15/16 the rate of obesity for children aged 4-5 years is 12.2% (Nat. Ave. in 14/15 was 12.3%)
  - In 15/16 the rate of obesity for children aged 10–11 years is 26.8% (Nat Ave 14/15 was 19.1%)

- Under 18 conceptions age 15-17 years (2014) is 29.6 per 1,000 - a 6% reduction in the 2013 reported rate of 31.5 per 1,000 and consistent reduction since 2007

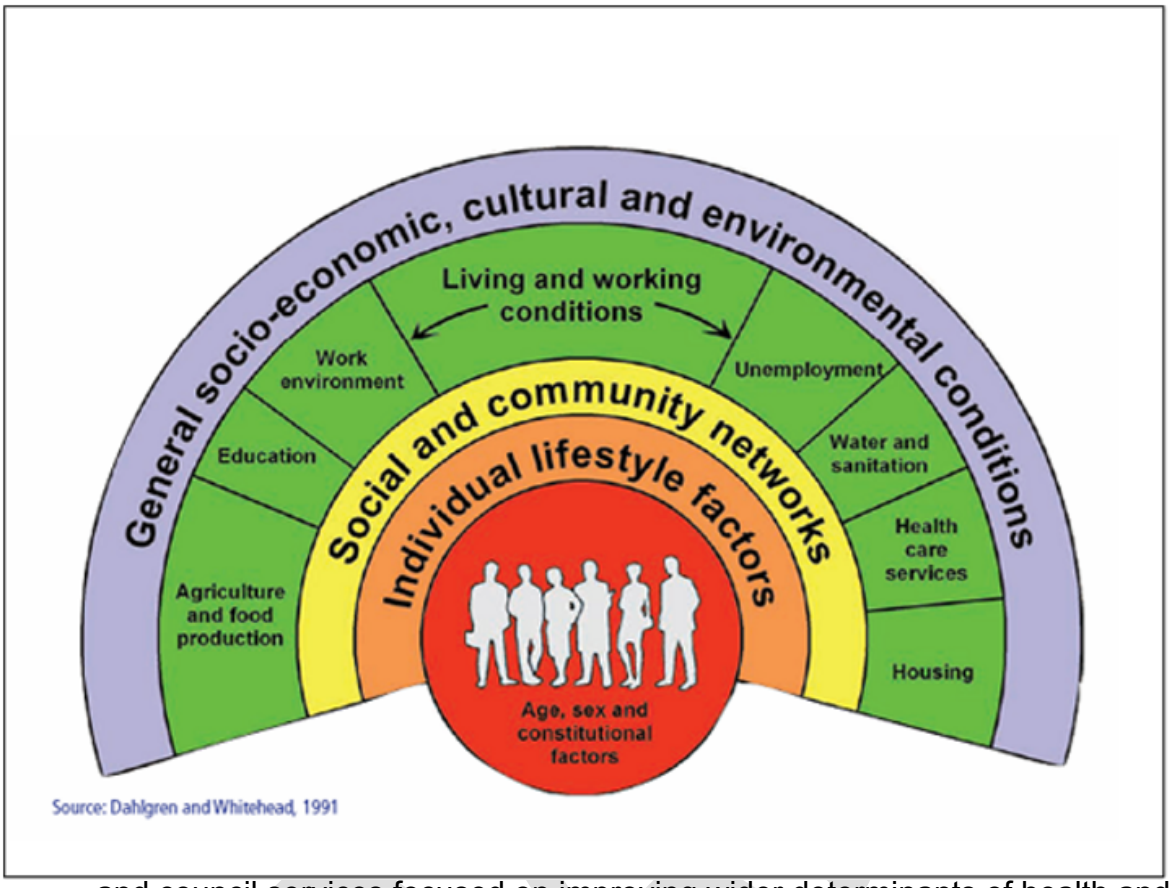
**Plan and Do -**

Using a whole-systems approach, we week to influence action across a range of factors in the life of individuals and communities through their whole life. This encompasses prevention, accommodation and employment to those more traditional lifestyle aspects such as smoking or weight as shown in the "rainbow" diagram below.

This approach supports our commitment to exploit synergies in the People Directorate and beyond to focus on vulnerable groups in more targeted ways through individual casework and whole-population interventions.
For the Public Health and Well Being Service, the focus for this over-arching Commissioning Strategy is on the influence which the service can bring to bear on a range of activities undertaken by the Council and its partners to help improve the health of the City population

The Service area has established principles of effective commissioning which are consistent with this over-arching strategy:

- alignment of services to meet need
- to achieve the best public health outcomes from public health interventions




and council services focused on improving wider determinants of health and reducing inequalities

- impact on the delivery of public health outcomes framework,

Moreover, for the Public Health and Well-Being Service, in commissioning the focus is on

- outcomes and evidence based practice supported by strong information and intelligence systems.
- joined up commissioning at a local level with the Wolverhampton CCG and other NHS services through the JSNA and health and wellbeing board
- a business model used in collaborative commissioning which integrates stakeholder consultation, citizen involvement and empowerment into commissioning process.

The vision for the Public Health and Well Being Service is to influence the whole Council, the NHS and other partners in transformation activity to bring about improved health and reducing inequalities.

Overall, people in Wolverhampton are living longer than ever before and the gap between life expectancy in the city and the national figure is closing. We know that socio-economic factors affect life expectancy. In Wolverhampton and similarly disadvantaged communities, the determinants of health such as skills, jobs and housing, are well below the national average.

Knowledge of the six conditions which account for over half of the difference in life expectancy that exists between Wolverhampton and England informs our overall

strategy. These are: heart disease, stroke, infant mortality, lung cancer, suicide and alcohol. This is seen disproportionally in the most disadvantaged communities. Deaths due to alcohol and those occurring in infancy are the major reasons why life expectancy has not improved.

Therefore, there will be a rigorous focus on public health and wellbeing strategic ambitions, local priorities and action to support people throughout their lives to ensure a preventive approach is embedded in the local system.

The established Public Health Commissioning, Procurement and Project Management process (overleaf) is consistent with the IPC approach adopted through this Strategy.

**Public Health Commissioning, Procurement & Project Management Process**

Fig 2.

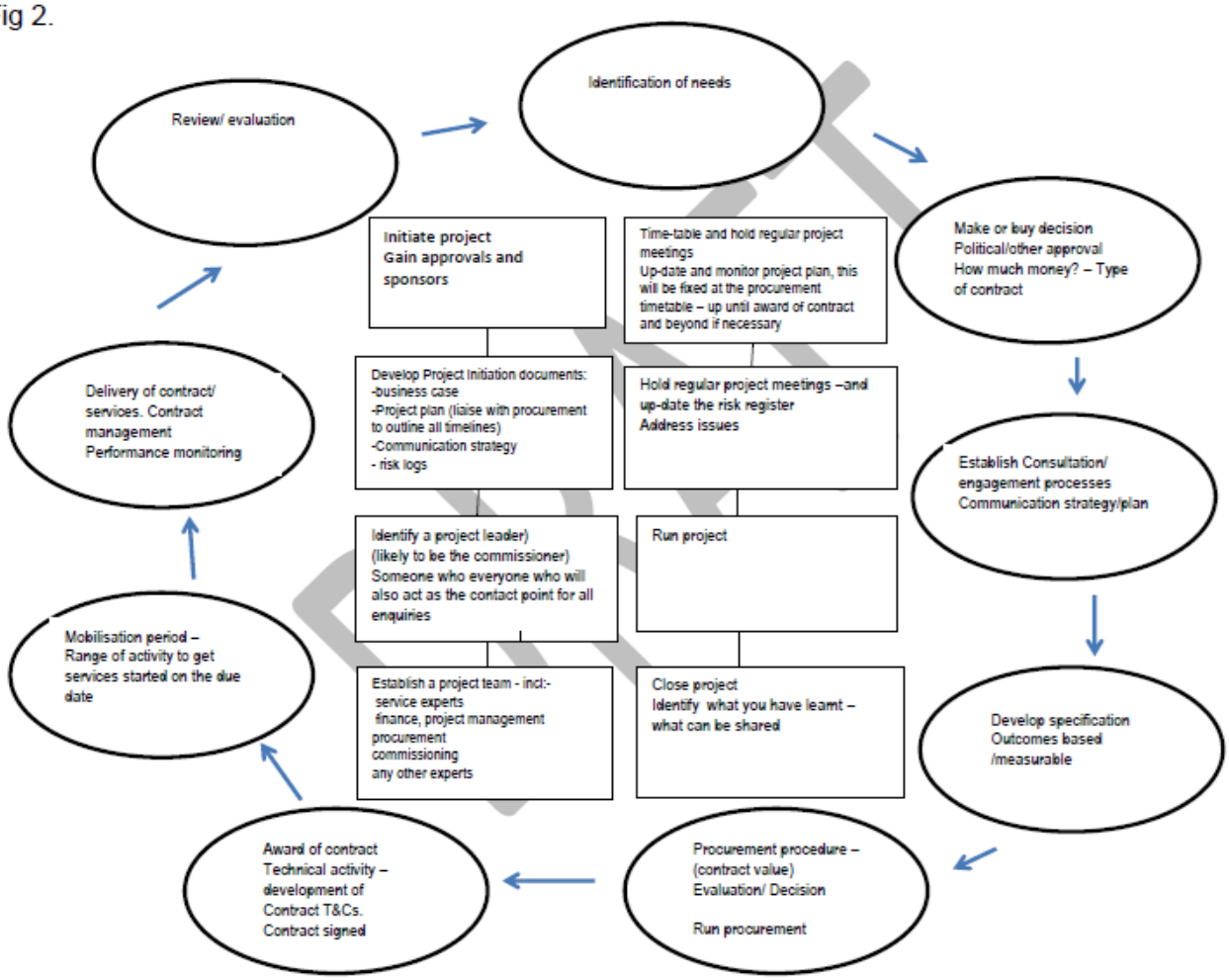


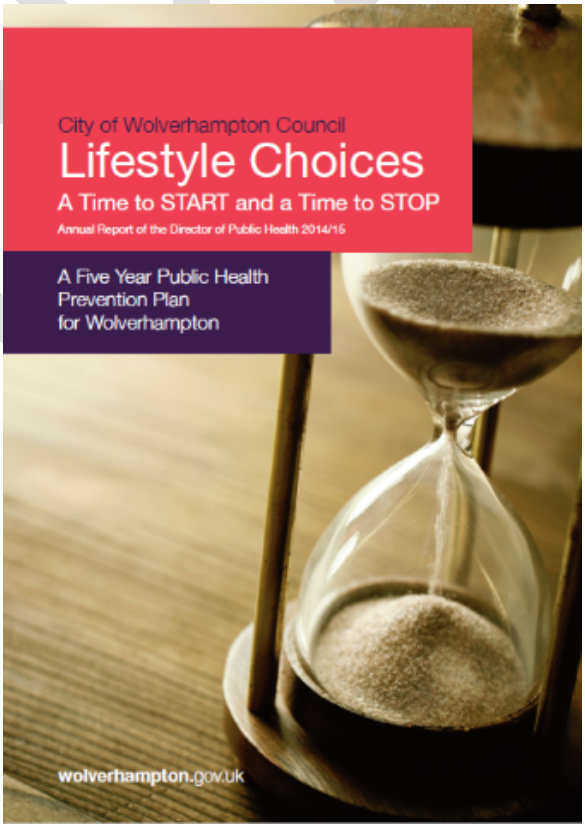

**Figure X** ***Public Health Commissioning, Procurement and Project Management process***

The first focus of our *Shaping Futures, Changing Lives* model is prevention (cf. 2014/15 Annual Report of the Director of Public Health – "*Lifestyle Choices"* – below right) is led by, amongst other contributions, continued public health focus on influencing the behaviour of the whole population as well as activity aimed at specific segments e.g. on smoking cessation, etc.

Priorities for public health and well-being up to 2019 are:

- *embed public health into local authority organisation and embed processes that will ensure public health outcomes are in the centre of improving the wider determinants of health.*
- *Focus contract monitoring and commissioning improvements on the services that perform significantly lower or worse than the England value as measured on the public health outcomes framework*
- *Continue securing quality and performance of legacy and new public health contracts*
- *To develop the future commissioning business plans for the big six priorities Healthy weight and keeping active, smoking, mental wellbeing, health inequalities and life expectancy, alcohol and substance misuse and sexual health*

A "Prevention Pledge" signed by the Health and Well Being Board in 2015 supports activity across all service areas to embrace a preventative, asset-based approach. To deliver its aims and transform activity through influence and direct delivery, the Public Health and Wellbeing portfolio has been assimilated into six core work streams covering the healthy child programme, health protection, drugs, alcohol and community safety, healthy lifestyles, sexual health and workforce.

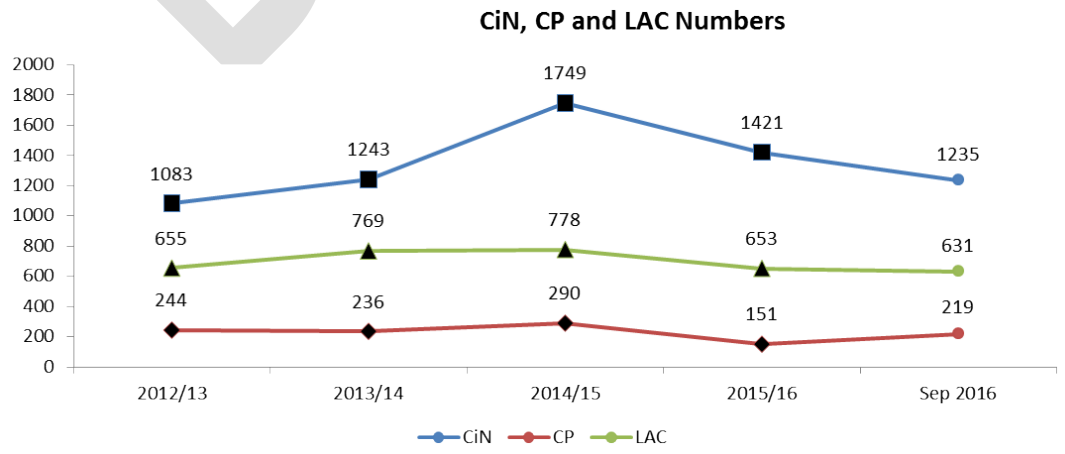


## 3.2 Commissioning for children and young people

**Analysis** – key facts on children and young people in the City of Wolverhampton include:

- 58,167 children and young people under the age of 18 years live in Wolverhampton – about 22.9% of the total population. 40,798 pupils on roll in 114 schools.
- Approximately 31.5% of Wolverhampton's children and young people (aged 0 – 17) are living in poverty [6]; this rises to 50% in 10 Lower Super Output Areas.
- Children and young people from BME groups account for 41.6% of all children living in the area compared with 21.5% in England. Approximately 42.7% of children aged 5-17 are from a BME group compared with 24% in England.
- 60 (53%) primary and secondary schools in Wolverhampton are in the most deprived quintile nationally as defined by Ofsted. The proportion of children and young people with English as an additional language: (a) Primary schools - 27.2% (Nat Avge 20.1%); and (b) Secondary schools - 22.5% (Nat Avge 15.7%)
- 6,935 pupils receive SEN provision of which 5,782 (83%) received SEN support, 972 (14%) received a SEN statement and 181 (2.6%) received an EHC plan in 2015/16. 851 children with SEN or EHC Plans have accessed social care services (04/15)
- In 2014, significantly higher prevalence of moderate (59.2 per 1,000) and severe (5.34 per 1,000) learning difficulties (England prevalence is 28.6 per 1,000 and 3.8 per 1,000 rsp.
- 1,030 children and young people in Wolverhampton with learning disabilities (04/15)
- 4668 referrals to childrens social care 19/15 - 09/16 – a 16.4% increase on the number received in 2015/16. Prior to 2015/16 the number of referrals had remained relatively static over the past four years fluctuating by just 4.5%. The increase in referrals coincides with the introduction of the MASH and will continue to be monitored.

- Adoptions have increased by almost 30% in 2012-2015 to 137 in comparison to 106 in 2011-2014. This is also an increase of 80% from 2010-2013 where just 76 adoptions occurred.
- 14% of the YOT caseload is looked after children
- Numbers of children in need, those on child protection plans and looked after children are as follows:



**Planning and Doing** – In response to the overall analysis, our overall service model starts with a focus on early help and prevention. We are ensuring families are strong, resilient and can create an environment in the home and community in which children and young people can flourish and be kept from harm.

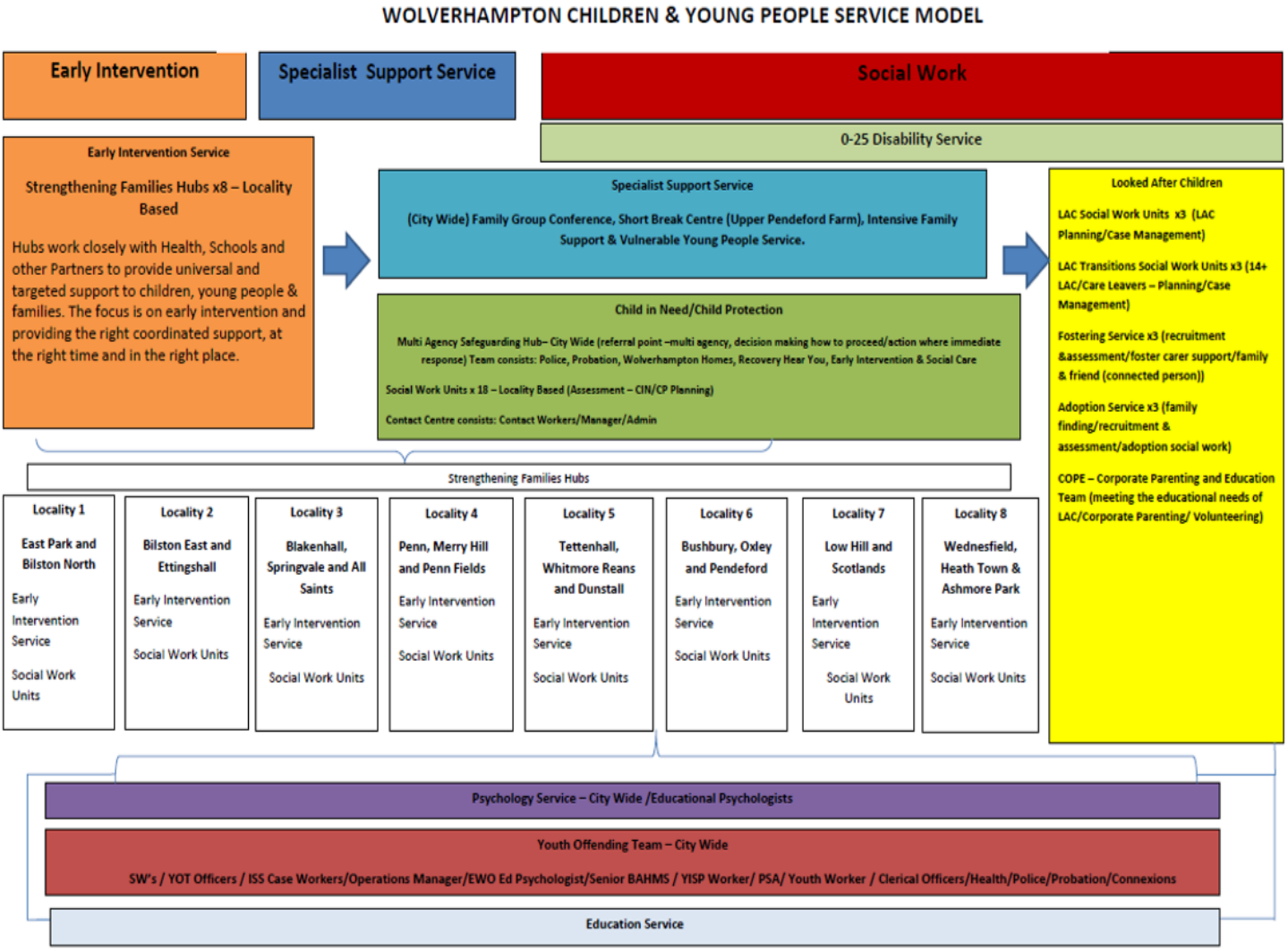



Fig XXX xxxx

The Children and Young People's Service area has been very focused on delivering the right outcomes at the right cost to ensure that we provide good value for money with our commissioning and contracting arrangements within our overall service model.

Our underpinning approach of restorative practice and our approach to thresholds (below,) is ensuring that preventative services are available to identify and support children and families early and reduce escalation into specialist support services.

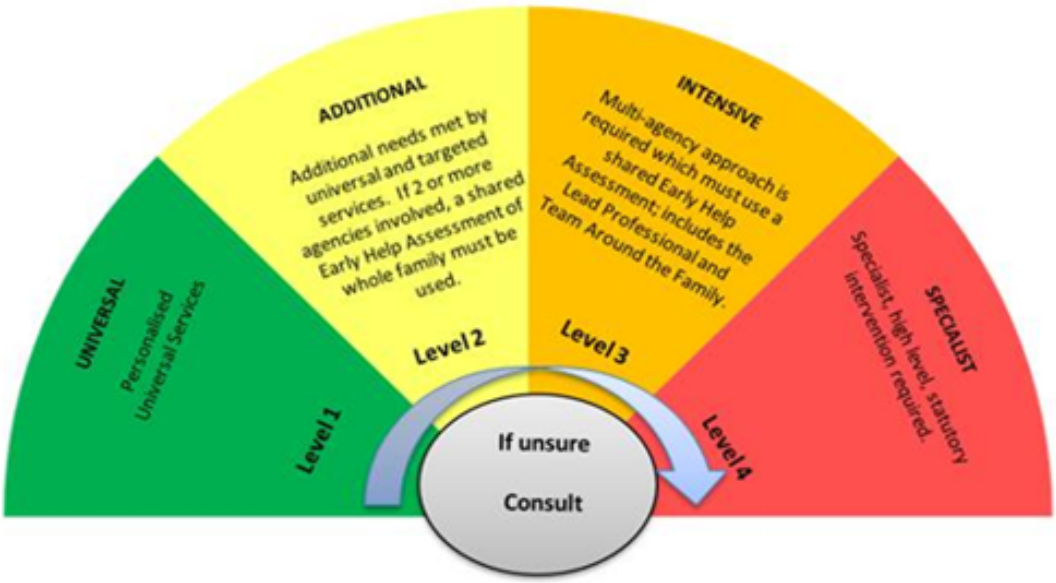



Fig XXXXX XXXXXXXXXXXX

In seeking to balance Cost and Quality, a "paying for what we need and getting what we pay for" approach is adopted. Current specific initiatives include:

- A micro-commissioning framework for use by Family Support Workers in localities providing swift access to interventions as need arises
- project on residential and fostering placements for looked after children, we are improving market shaping, getting a better understanding of need and business intelligence. This enables improved matching and scrutiny of placements reducing unnecessary placement spend.
- Our overall Sufficiency Strategy is an outcomes based action plan covering the main themes of residential, fostering, edge of care etc.
- Regional and sub-regional framework agreements for residential and foster care have been reviewed and renewed and the sufficiency strategy implementation plan has recently been extended to include specialist support services.
- New services have been commissioned to support both prevention of admission to care, e.g.
    - establishment of a short break residential service,
    - to promote placement stability, e.g. the introduction of Safe Haven, which is a specialist intensive support service to work with young people
- planning for re-commissioning domestic violence service
- currently procuring a single provider of therapeutic support for the specialist support service.
- Analysis of the split between "internal" and "external" providers which varies across different service areas, for instance (September 2016 figures):
    - foster care placements ratio of 57.44% external, 42.56% internal
    - residential provision has been more evenly balanced over recent years but the review (and subsequent changes to "internal" provision means

that in future the proportion of external residential placements may well increase (albeit against a background of falling proportions of Looked After Children in this type of placement).

- New services have been put in place to prevent admissions to care including the establishment of a short break residential service.
- Possible use of an Outcomes Based Commissioning framework through Outcome based Tenders / changing relationship with partners
- Regional and sub-regional framework agreements for residential and foster care have been reviewed and renewed and the sufficiency strategy implementation plan has recently been extended to include specialist support services.
- Strengthen the capacity of Social Workers and other professionals working with families to ensure that they can access the right level and type of services at the right time

The Transforming Children Services programme (below) seeks to ensure that there is a whole system approach. Service re-configurations are key ways in which we seek to make the commissioning continuum better for children, young people and families more efficient

- the establishment of the Multi-Agency Safeguarding Hub (MASH) for children and young people in January 2016,
- re-design of Early Intervention to support commissioning including use of locality budget.
- the Specialist Support Service supported by the therapeutic commissioning framework

We are using an integrated locality approach with staff deployed across 8 localities, co-located in multi-disciplinary teams - social care, early intervention, police and health. This provides the environment for effective joint case management across social care and early intervention and enables more effective application of “step-up/down” processes Successful delivery of the children’s transformation programme is underpinned by a stable and skilled workforce together with robust commissioning arrangements.

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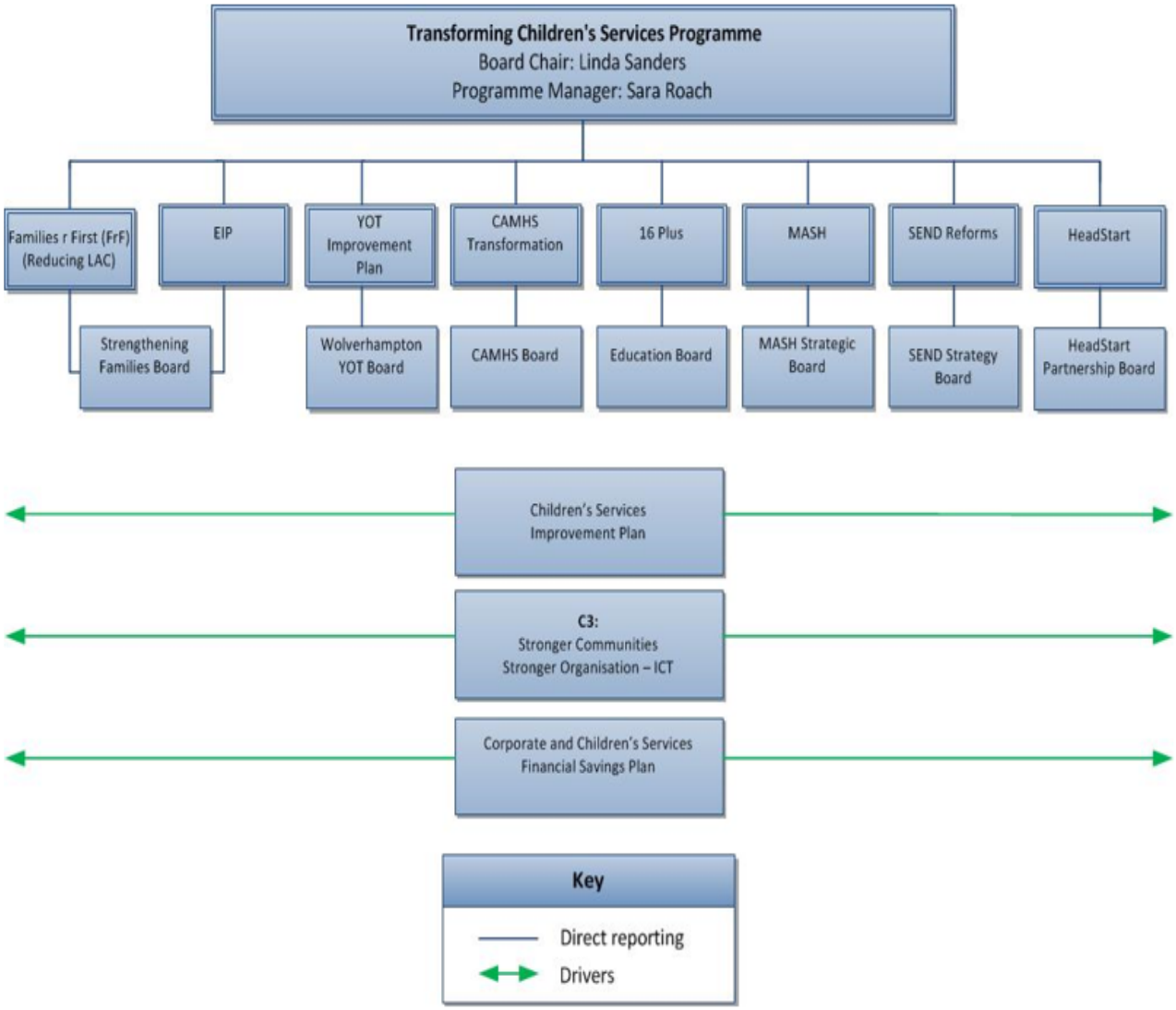


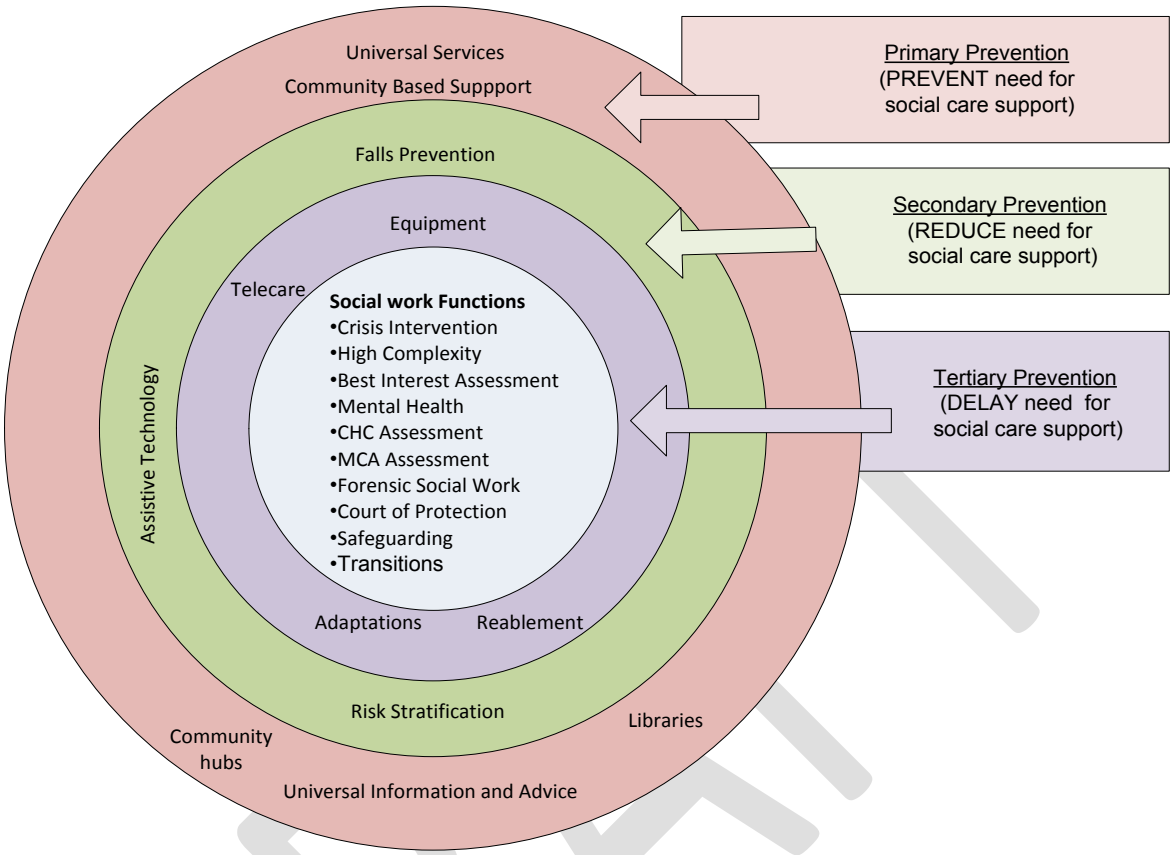

Fig XX - XXXXXXXXXXXXXXXX

### 3.3 Commissioning for adult social care

**Analysis:** – key facts on adults in the City of Wolverhampton include:

- The numbers of older people in the City Wolverhampton are projected to rise from 41,400 in 2012 to 59,900 in 2037, a net gain of 18,500 people, or 44.7% growth
- Over 27,136 people in the City of Wolverhampton identified themselves in the 2011 Census as "Carers" who provide unpaid care in the locality
- 3,100 living with dementia
- 850 working age adults with moderate to severe learning disability
- 5.2% have a long-term mental health problem
- 60% of people with a disability living in Wolverhampton are over the age of 60
- Nearly 10,000 City of Wolverhampton citizens have their ability to be more economically active promoted through their eligibility for the Disabled (Blue) Badge Scheme
- Estimated 500 "self-funders"
- 2,895 people in the City of Wolverhampton have Personal Budgets paid directly to service providers for their social care.
- 644 Personal Budgets taken as Direct Payments in the City who may be buying in micro-enterprises to provide a service
- About 800 people living in care homes supported by the Council

**Plan and Do - a target operating model** [7] for adult social care based on LGA approaches including *Commissioning for Better Outcomes* was agreed by the Council's Cabinet based on a prevention approach at their meeting of 15 April 2015 as follows:



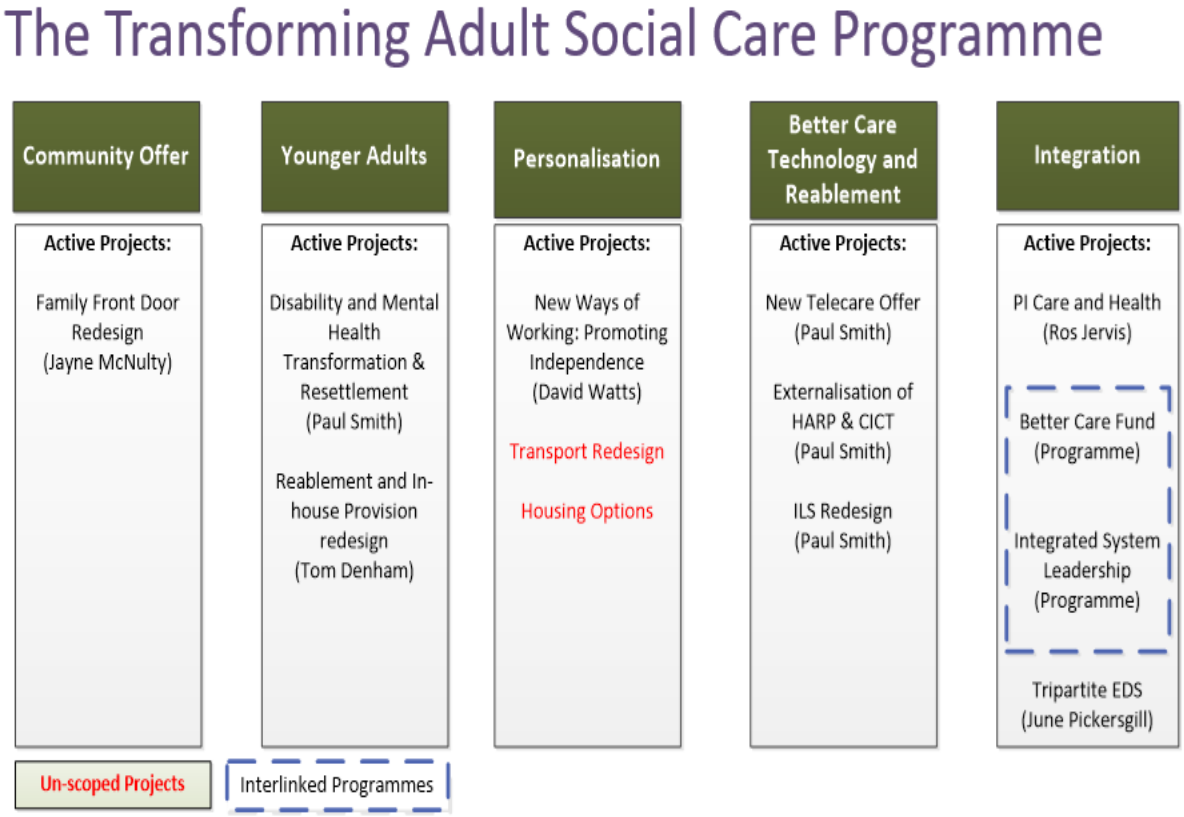

This model informs and shapes our approach to commissioning for adults. Some key features of the "*Promoting Independence*" model informing our commitment to personalisation and commissioning encompasses duties for Councils to:

- promote the well-being of individuals
- provide a range of preventative services
- provide adults and carers with information about care and support
- ensure that the eligible needs of self-funders are met
- integrate services with the NHS

The model for adults starts with the positive principle that public services should support the individual citizen and communities in the responsibility which they have for their own lives, using individual strengths and assets as well as those of the wider community. Mental capacity and safeguarding concerns are always paramount.

The model requires on-going change to be led in the organisation and the wider community. For instance, change is required to recognise that the role of adult social care has been changing from assessing and delivering services to one which supports individuals to meet their own outcomes, often without the need for publicly procured service provision using community-based solutions. This has been a move away from assessment and care management to engaging in partnership roles with individuals, families and carers so as to best 'promote independence.'

A Community Offer is being developed ranging from the provision of information through the Wolverhampton Information Network (WIN), community-based services. A wide-ranging Transformation programme is in place with a range of workstreams as follows




Close work with the NHS in both commissioning and provision is key to adult social care as more integrated approaches are developed. The Adult Social Care Transformation Programme incorporates the programme to develop the community-based approach.

The opportunities for people in the City are:

- continued focus on assets, reablement and recovery, supporting people at home will lead to a reduction in people using Care Homes and long term care;
- supporting the Promoting Independence agenda will result in reduction in dependency on care and support services;
- ensuring a sustainable provider market and avoiding market failure; [8]
- encouraging providers to focus on quality and so help retain care workers
- having an integrated commissioning approach will ensure resources are used effectively and will reduce or eliminate duplication of redesigns/provision
- service design linked to 'need and outcome' rather than age specific
- leading culture change in our own and partner's services

A continued shift to a clearer "community offer" is being made and further analysis as a basis for the next stage of planning and action has been made during 2016/17 by *"impower"* to support the next stages of transformation.

4 Commissioning contexts
4.1 Commissioning and the corporate context
4.2 Corporate Procurement links
4.3 Commissioning and value for money
4.4 Evidence-based commissioning
4.5 Commissioning and the community context
4.6 Commissioning and the legislative context
4.7 Commissioning, engagement and co-production
4.8 Commissioning, partnerships and integration
4.9 Commissioning and workforce context
4.10 Commissioning – quality and clinical governance context

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## 4.1 Commissioning and the corporate context

Our People Services Commissioning Strategy is established within our overall local Democratic commitment – commissioning for and with people in the City of Wolverhampton represented by their Elected Members.

The voice and leadership of Elected Members provides overall direction for this strategy as part of the Council's 2030 Vision.

The City of Wolverhampton "one-Council" approach provides a supportive and enabling corporate framework through which our People Services strategy is delivered.

In taking its lead from the Council's 2030 Vision, success will be based on collaboration across the city and beyond, using an approach which recognises that we are far more effective when we pool our resources, ideas and work together.

The Council's strategic approach to address its challenges is to:

- Manage demand for core services by using early intervention to help families and individuals of all ages to live unsupported, safe, independent lives;
- Improving educational attainment and skills;
- Work together to make sure that every child in their early years has the opportunity to be the best they can be
- Encouraging enterprise and business, and private sector employment; and
- Stimulating economic activity through capital investment;

People Services contributed to shaping the priorities of the Corporate Plan (HYPERLINK) in collaboration with the Corporate Procurement function which include:-

- **Promoting and enabling healthy lifestyles -** Tackling lifestyle issues will improve quality of life, reduce the time spent with illness and have a positive effect on life expectancy in the city.

- **Promoting independence for older people -** Older people in the city are able to live full and active lives, with support where necessary to promote independence and choice.

- **Strengthening families where children are at risk -** Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.

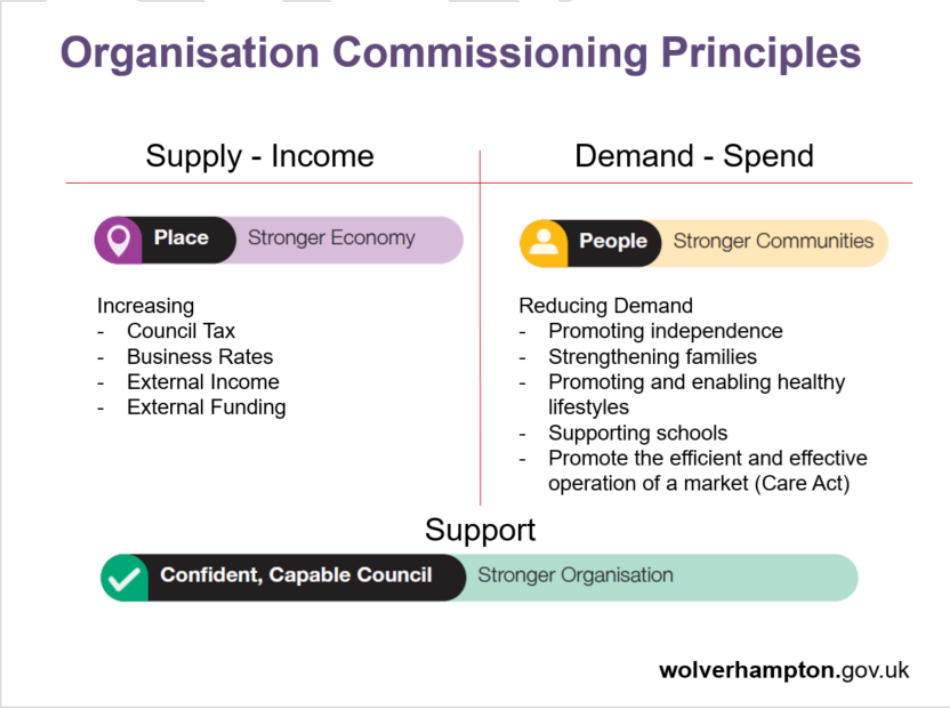
- **Enabling communities to support themselves -** Supporting communities to develop local support will build resilience in the city.

- **Keeping the City Safe -** A safe city creates a stable economic climate and a vibrant night time economy which improves the experience of residents, workers and visitors

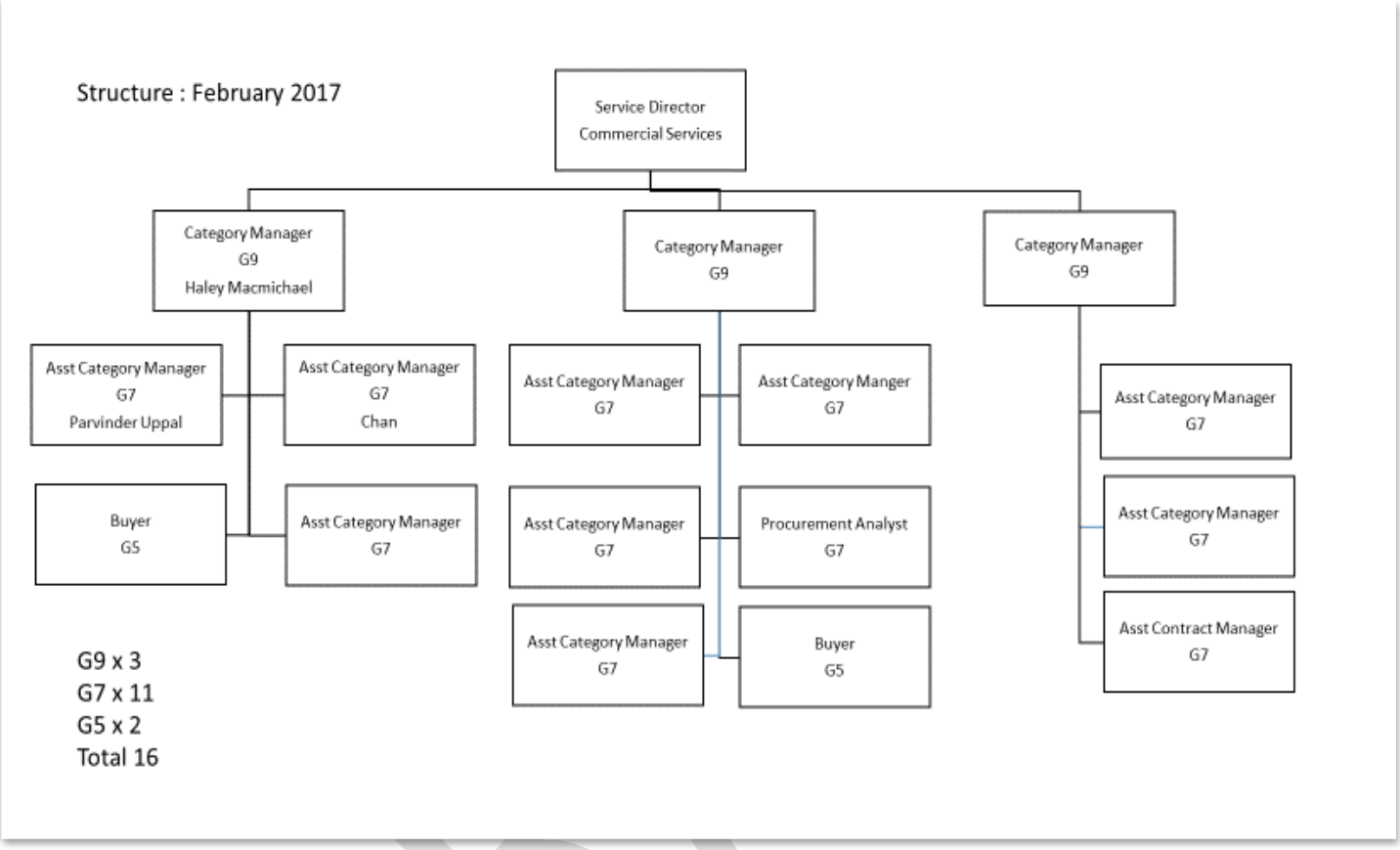
- **Challenging and supporting schools to provide the best education -** Raising expectations, securing swift school improvement and ensuring sufficient school places and resources to support children's learning is essential to providing the best education for our young people.

- **Adults and children are supported in times of need -** Safeguarding people in vulnerable situations; and Strengthening families where children are at risk

**4.2** **Corporate Procurement links** - In this context, People Services strategy as part of the Council drives the process adopted for procurement. People Services work closely with corporate procurement colleagues and a **Corporate Procurement Plan 2015-2018** (HYPERLINK) sets the framework which is in turn driven by the commissioning strategy. The Public Services (Social Value) Act 2012 and the Public Contracts Regulations [9] provide a significant element of the framework. The organization commissioning principles (below) apply for the People Directorate as part of one Council. Other strategies and principles which affect People Directorate practice at this time - such as integration between care and health and the context of the family and community offers of children's and adult services - all provide added context for service-specific development as outlined later in this document. People Services and corporate procurement are using the opportunity of developing this strategy to work more closely together on specific issues e.g. contract management and engagement with citizens, providers and staff.



The structure of the corporate procurement team and the new People Services Commissioning structure (see below p x) are the practical arrangements for closer working.



### 4.3 Commissioning and value for money

The City of Wolverhampton's Corporate Procurement Plan states that "*Achieving value for money and being able to demonstrate it are essential as the resources we have must be used in the most effective manner to provide high quality services*." It includes a set of objectives / outcome through which we work as follows:

**Objectives**

- To improve our market intelligence gathering, and use it to develop competitive markets from which to purchase;
- To stimulate competition in securing delivery of all externally provided services;
- To manage our contracts to deliver continuous improvement in performance and value for money throughout their lifetimes;
- To give consideration, where appropriate, to including payment by results and use of incentives and penalties for nonperformance;
- To prioritise customer satisfaction and choice, and ensure contracts provide sufficient flexibility and variety to support improvements in these areas;
- To develop reporting systems to provide relevant accurate and timely management information on our spend profile with external suppliers;
- To consider the whole system cost of contracts taking into account long term financial and commissioning plans.

**Outcomes**

A formal framework for Contract Management will be in place ensuring that the council demonstrates value for money and the quality of outcomes. All contract managers will regularly seek and act on customer feedback on opportunities for improvements in quality or satisfaction through changes to delivery or management arrangements. We recognise that value for money is only achieved if contracts are as inclusive as resources will allow. The council will adopt a proportionate approach to contracts and equalities issues linked to the subject matter of the contract under consideration.

Our commissioning intentions (see Section xx) include actions to address current known challenges across our service areas in terms of value for money.

### 4.4 Evidence-based commissioning

Knowing our challenges is key to our success. Great leadership and management is being self-aware and knowing what our challenges are. For that we use evidence and colleagues work closely across a range of activity to make this happen including:

- *Public health and wellbeing* – provide whole population needs analysis and assessment. This analysis and assessment supports improvement in evidence-based commissioning and co-ordination of activity for our whole family and prevention focus.

- *Business Intelligence* – the provision of dashboards, performance reports and information governance / freedom of information advice are all key areas in which co-working on a range of commissioning issues is required

- *Finance Services* - our work on value-for-money is supported by the business partner model of the City which allows colleagues to work together on areas of shared interest. Finance analysis and support is used for all commissioning projects. The stated commissioning intentions (section xx) use financial data so that commissioning plans are rooted in available resources as part of our commitment to our values and principles.

- *Corporate procurement team* – using frameworks and processes as outlined above promotes evidence based commissioning through the procurement element of the commissioning cycle (see section xx) .

- *Workforce* – ensuring all practitioners are skilled and have access to good evidence. This also encompasses the role and contribution of the Principal Social Worker. (see p xx on engagement)

### 4.5 Commissioning and the legislative context

Amongst the law relevant to the development of our People Directorate Commissioning Strategy are:

- The Health and Social Care Act 2012 section 192 (amending the Local Government and Public Involvement in Health Act 2007 section 116 (as amended by the Act – section 192) require a "responsible local authority" and each of its partner CCGs to prepare Joint Strategic Needs Assessment and Joint Health and Well Being Strategies; and section 116A (as inserted by the Act – section 193); Section 196 provides that these functions are to be exercised by the health and wellbeing board established by the local authority.

- The Care Act 2014 –
  - Section 3 establishes legal basis of integration of care and support with health services
  - Section 53ff. establishes requirements relating to market oversight

- Children's Act 1990 Section 22G creates a statutory requirement for a Sufficiency Strategy for accommodation of children looked after by the council under which is an important part of the commissioning

- Children and Families Act 2014 introduced new requirements including
  - those on adoption, special educational needs or disabilities
  - statutory requirements on Integration with health and joint commissioning with health partners (Sections 25-26)

- Health and Social Care Act 20XX INSERT PHWB items c/o RJ

- Public Contracts Regulations 2015 [10] updated the context for procurement for Councils

- Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts and connected purposes

- The Transfer of Undertakings (Protection of Employment) ( or "TUPE") Regulations 2006 [11] as amended by the "Collective Redundancies and Transfer of Undertakings (Protection of Employment) (Amendment) Regulations 2014" for business transfers and service provision transfers.

### 4.6 Commissioning and the community context

In March 2016, the Council approved the City of Wolverhampton Charter with other partners working in the City.[12] This confirmed our joint approach to procurement and commissioning.

This aimed to help "increase the levels of local expenditure with local businesses and other local agencies and to increase the impact of public expenditure on the Wolverhampton City Strategy priorities to increase local jobs, increase economic activity and employment, reduce child poverty and health inequalities."

**The City of Wolverhampton Charter**

The Charter establishes five principles that will underpin the commissioning and procurement activities of key partners in the City. These are set out below along with the measures to be used annually by the City Board to monitor progress. The City Board have committed to using their commissioning and procurement processes to:

> ***Develop and grow a skilled workforce through:*** *Creating employment and training opportunities for local residents including supporting people into work and providing work experience placements; mentoring and supporting personal development and, where appropriate incorporating provision within contracts to offer training and employment opportunities for local people*
>
> ***Encourage healthy lifestyles and independence by:*** *Encouraging the adoption of workplace health initiatives which keep people in work, reduce sickness and also create a workplace that is more conducive to good health. Promoting active travel such as walking, cycling and public transport use*

***Support more people to be active within their communities by:*** *Building the capacity of local voluntary and community organisations and schools through the provision of resources and expertise in areas with the greatest need e.g. mentoring and the provision of meeting facilities etc.*

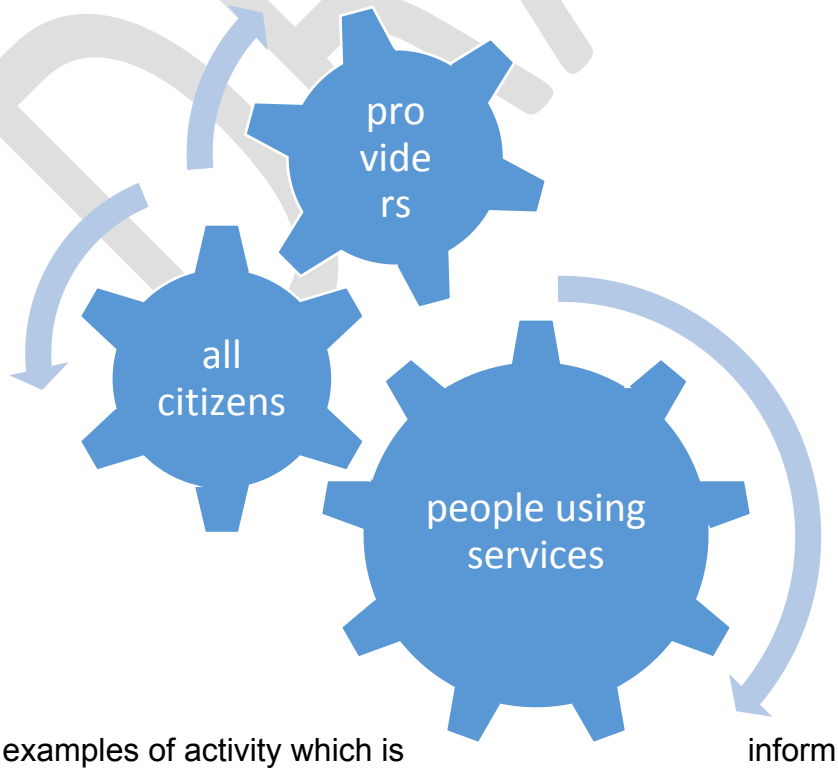
***Support business to develop and grow by*****:** *Having a preference to buy locally on the condition that a suitable supplier exists and that this provides value for money.*

***Support the reduction to the carbon footprint and eliminate unnecessary waste by:*** *Specifying good and services on the basis of whole life costing and which minimise the use of resources and the creation of pollution and greenhouse gases*

### 4.7 Commissioning, engagement and co-production

Engagement with citizens, providers and staff are recognised as key activity in the JSNA, market shaping and subsequent commissioning so that current needs are understood, changing needs identified, and problems responded to.

To take previous achievements forward into the next stage of development and building on best practice, the City of Wolverhampton agreed a new focus to engagement and co-production in December 2016. This will be an important contributor to the success of our Commissioning Strategy.




Some examples of activity which is informing our developing commissioning strategies across a range of groups include:

**ELECTED MEMBERS** – the Council's Cabinet sets direction for policy. Local democracy process ensures decisions are made through relevant Committee or Decision by Cabinet Members for People Directorate Service Areas

**PEOPLE USING SERVICES & CARERS / Citizens –** Forums used to maintain dialogue with specific groups include (*1) Corporate Parenting group; (2) Over 55's Forum; etc.*

Specific strategies in which engagement undertaken are:

- Consultation on the draft Joint Autism Strategy 2016 – 2021 07/06/16 – 30/08/16 **130 engaged**
- Joint All Age Carer Strategy 2016 – 2020 Exec Summary *identified themes to shape strategy*
- Consultation - proposed new service model/ options for Community Based Preventative Mental Health Services 05/05/16 – 28/07/16 - Shaped the model. **419 engaged**
- Wolverhampton Children and Young People's Health Related Behaviour Survey 2016 HRBS 2016 was completed by a total of **7930 pupils**
- Consultation on proposed options for the future for Recovery House 11/15 – 02/16 - **90 people engaged**
- Proposals: Regarding Services for People at Risk of Violence and Abuse 11/08/16 – 03/11/16 **75 engaged** in shaping proposals
- Redesigning Day Opportunities Review 11/15 – 03/16 **92 engaged**
- Special Educational Needs 09/12/15– 14/02/16 Strategy amended as a result of consultation

**Planned events:**
Transition Board Events 2017
Early Years Strategy Consultation Plan Jan-Apr 2017

**Staff – dialogue maintained by:**

- Supervision & line management
- Service Area Events e.g. Childrens Services
- Directorate Events (800 attendees 11/16)

**CARE PROVIDERS**

Routine meetings bring care providers and commissioners together to maintain dialogue on issues of mutual interest.

"Foster Talk" – nearly 500 contacts

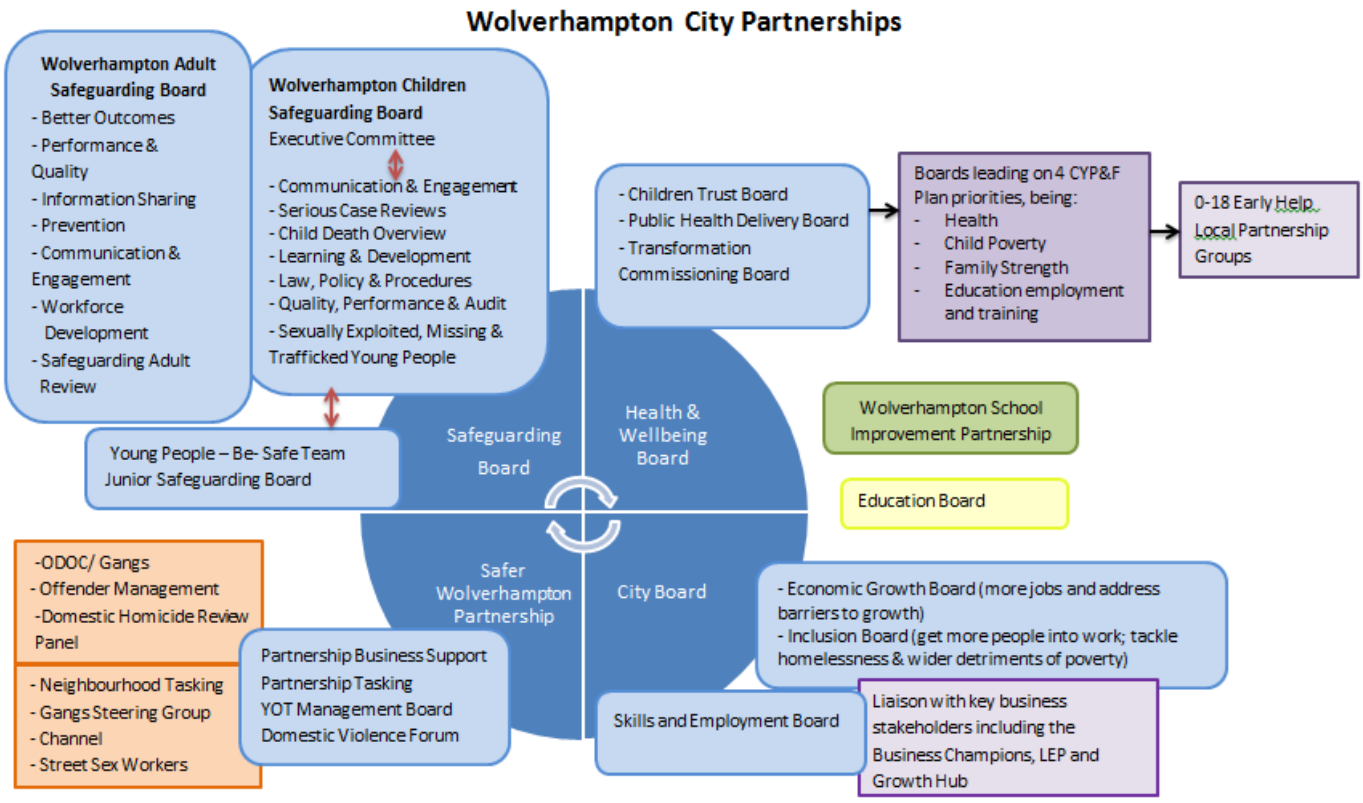
The role and wider contribution of the voluntary and community sector in relation to engagement and consultation is valued especially the offering of Healthwatch

Wolverhampton. Collectively, they generate their own contribution to our knowledge for analysis of the City.

Two Commissioning Support Officers are being recruited in early 2017 to develop the wider co-production process including use of social media to ensure increased consumer-driven responsiveness in the commissioning process

### 4.8 Commissioning, partnerships and integration

The need and importance of local democratic leadership is reflected in many ways in the City of Wolverhampton e.g. through the Council's Leader chairing the Health and Well-Being Board. This shows how the Council is committed to act as a good partner to ensure that the Council represents the best interests of the citizens in the City of Wolverhampton in a variety of ways.




The overall partnership environment shown above is the current way in which the Council acts in partnership with colleagues to ensure vulnerable people are kept safe and positive outcomes are achieved.

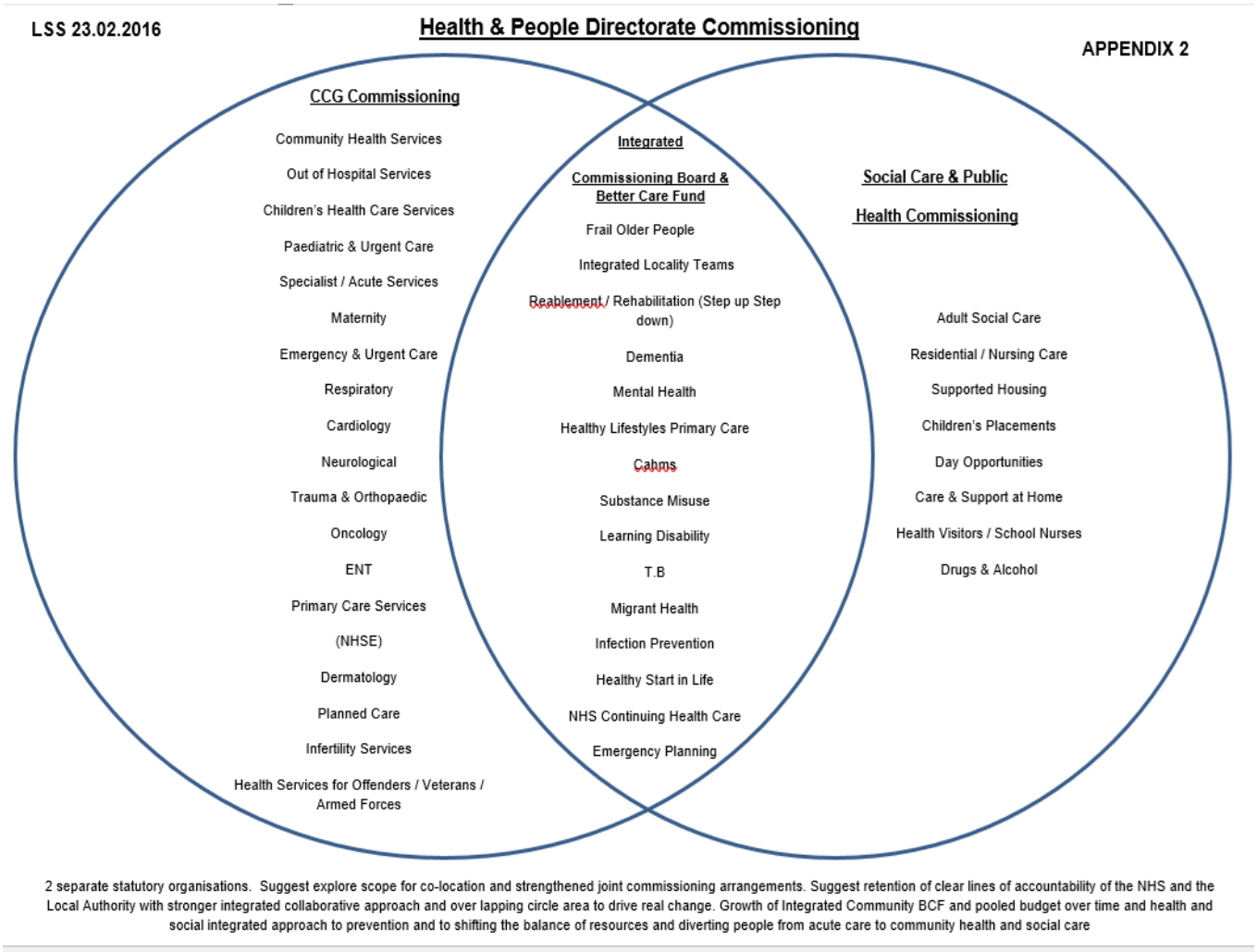



Figure XX

In order to ensure that local people benefit from closer integration of health and care commissioning and services, the Council has proposed the approach outlined in Fig XX above. This has been developed through the successful experience of the Better Care Fund arrangements in the period leading up to the launch of this Commissioning Strategy. It reflects an understanding where one partner is best placed for leadership on designated activity or for commissioning on a single agency basis. The model assumes the benefit of pooling activity and interest where it is agreed that such pooling is required. This may result in the use of a Section 75 Agreement or other agreed approach e.g. budgets for the Better Care Fund or children with disabilities [CHECK]

It is also important to note that XX% (CHECK) of the activity of public health and well-being services is dedicated to supporting NHS commissioning. This reality supports all activity in which the Council exercises its statutory responsibility to improve the health of the local population and the CCG's statutory responsibilities for the quality of health services. This links to clinical governance responsibilities.

In this context, People Services have worked closely with Wolverhampton CCG to define a person-centred model of delivery represented below. This reflects our

shared view that community assets best support many people in the first instance. It supports our vision that expensive public sector resources are best provided within an overall asset-based, preventative approach. Given a preventative approach, people should then be able to access services easily to step-up or step-down with or without support.

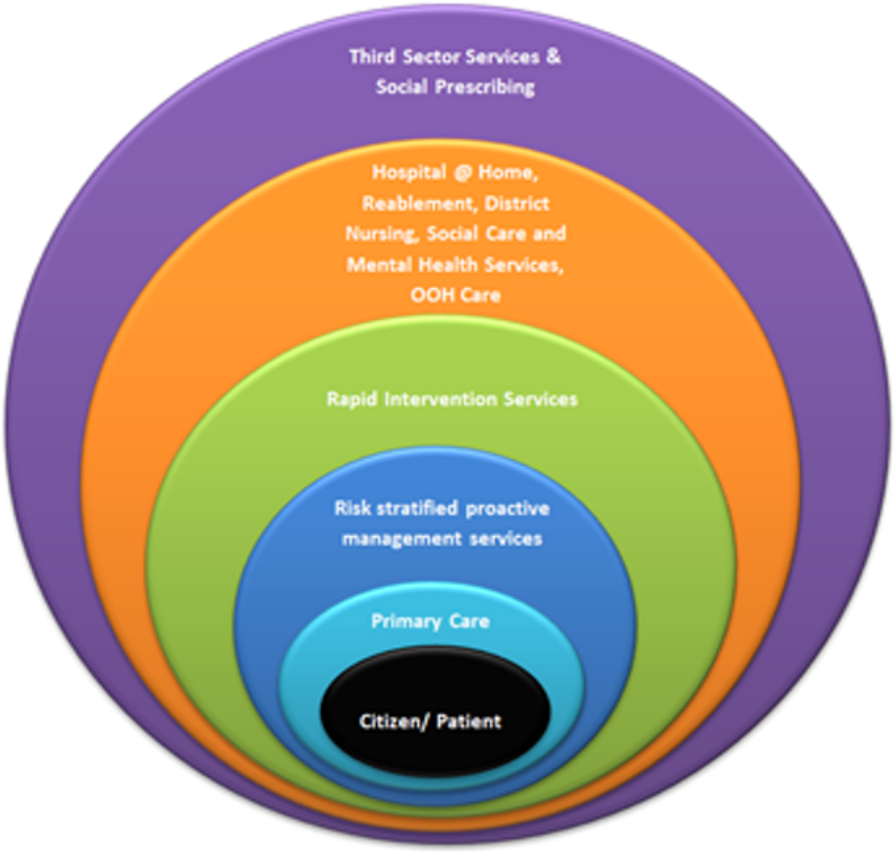



Fig XXXX XXXXX

A locality-focus is a key part of the model. During 2016, based on the achievements of our Better Care Fund approach, a series of Workshops resulted in the formation of a Transitions Board to oversee a range of work programmes to support overall integration. Work clarifying how geography and estates will be best used is underway.

### 4.9 Commissioning and workforce context

This strategy takes the view that commissioning is "everybody's responsibility." However, what is required of staff will be different according to their role. 1369 people work within the People Directorate. Types of role occupied by staff include leadership and management; social work; direct care provision; family support; and administration. Everyone's contribution makes a difference to efficient use of our resources in supporting people and communities to use their own strengths and ensure council contribution is efficiently allocated based on local priorities, values and statutory requirements.

Our overall commissioning approach needs a well-skilled workforce for all people working in the wider sector. In 2016, the Council undertook work under the heading of "*Care and the Economy."* [13] This showed the economic contribution of the workforce within and connected to the People Services as part of the Council's overall contribution to regeneration strategies. This found that: [14]

- there are 8,190 businesses in the City
- 80% of these businesses are "micro" i.e. with 1-9 employees
- There are about 110,00 jobs in the City with approximately 16,300 of jobs in the care and health sector
- Between 1996 - 2006, there was a 120% growth in "health and social work" reflecting changing patterns of commissioning and greater diversification in the social care sector
- There are about 6,500 jobs in the adult social care sector in Wolverhampton where there are about 1500 vacancies (2016)
- the wider children's workforce who are strengthening families (in childrens centre, school class; nursery; pre-school playgroups; childminders; etc.) nationally amount to 350,000 in that sector (08/09.)

**Social Work recruitment and retention** is a key activity so that the continuum of commissioning is effective. Social Workers work at the cross-section of preventative and asset based work with individuals as well as commissioning specialist, targeted services. A Social Work Development Group (CHECK – LINK?) oversees recruitment and retention strategies and activity. A Principal Social Worker role has been established to support wider practice quality improvement. The wider strategic commissioning framework needs to be supportive and responsive in this context as part of a mutual responsibility for excellence in practice.

A partnership between the People and Place Directorate with local care and training providers has established a "*Careers Into Care*" initiative in 2016/ 17 to support recruitment into the wider adult care workforce. Our Commissioning Strategy will add force to leadership on this important activity and will also use national tools. [15]

### 4.10 Commissioning – quality and clinical governance context

An updated People Services Quality Strategy is giving renewed focus to quality. [INSERT LINK]

That Strategy embraces the positive approach to quality adopted in the City of Wolverhampton as well as the requirements of external regulators and inspectors such as the Care Quality Commission (CQC) and OFSTED or the role of Public Health England (PHE.)

**For children's services** – (NB THEME LINK) Quality Assurance and Compliance officers work in partnership with providers and stakeholders to ensure agreed outcomes are being delivered. Levels of risk and quality of provision in care and support services for children and adults purchased by the council are monitored with the aim of:

- monitoring the quality and compliance of care services in accordance with agreed strategies, priorities and systems;
- inform commissioners and stakeholders of issues relating to services and make recommendations for improvement;
- advise and support services to enable them to achieve required levels of quality.

**For adult social care services,** likewise, there is a commitment to quality services and support through the responsibility of the DASS for the wider workforce and therefore, the quality of provision.

At the strategic and monitoring level, we work with partners in the CQC and CCG to monitor quality of provision in care home and domiciliary care environments.

**For public health and wellbeing,** the council's overall involvement and contribution to **clinical governance** is a key issue. The link between NHS services and the role of public health and well-being is a vital connection in the local arrangements for integration.

- Collaborative GP practice quality visits have been undertaken with Wolverhampton CCG since October 2016.
- The Public Health and Wellbeing team are part of the review group and any relevant Public Health and Wellbeing service contracts are also quality assured at the time of the visit

We use wider partnerships to maintain quality and appropriate sharing of information such as in our routine liaison with the Care Quality Commission.

Likewise, the quality of the **workforce** in the Directorate and beyond is supported by our internal Quality Assurance Framework, routine liaison with partners such as the CQC and our "Careers into Care" partnerships through which we are promoting values-based recruitment cf. Section XX above.

The Directorate Equalities Group lead equalities work which feeds to commissioning processes as required in terms of analysis or action.

## 5.0 Commissioning Unit

5 Commissioning Unit
5.1 Commissioning Unit - functional design
5.2 Analysing
5.3 Planning
5.4 The Commissioning Pathway and Unit Governance
5.5 De-commissioning – our approach

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## 5.0 Commissioning Unit

### 5.1 Commissioning Unit - functional design

A £2 million budget is allocated to the Commissioning Unit to develop and maintain the overall strategic framework for the People Directorate.

Embracing the opportunities offered by a thematic approach and responding to other drivers such as the recommendation of the March 2016 Adult Services Peer Review, the Commissioning Unit has been re-organised on a thematic basis (see p.XX.)

This supports leadership of a Families First and personalised approach, supporting individual and communities to improve their capacity and resilience with access to graduated levels of support linked to assets and needs. The Commissioning Unit's themed approach supports a preventative, whole-family and life-long approach.

The Commissioning Unit restructure was undertaken with an objective of assessing the visible effectiveness, potential efficiencies available, value for money, resources available, and opportunities for collaboration and general approach to commissioning projects. The intention is to remove areas of duplication, reducing waste and exploiting potential synergies across adults and children.

The new model moves People Commissioning to a thematic model with lead commissioners for the following themes and service approaches:-

- Early Intervention, Prevention and Public Health
- Personalised Support
- Specialist Targeted Support
- Long Term Support

It is further intended that all commissioning activity will be underpinned by a common set of principles: personalisation; citizen led service design and co-production; maximisation of the use of Better Care technology; and Delivery of the corporate savings objectives

For practical reasons, a functional design for staff who are delivering the strategic thematic element of the "*analyse, plan, do, review*" model is required to achieve success as shown right.

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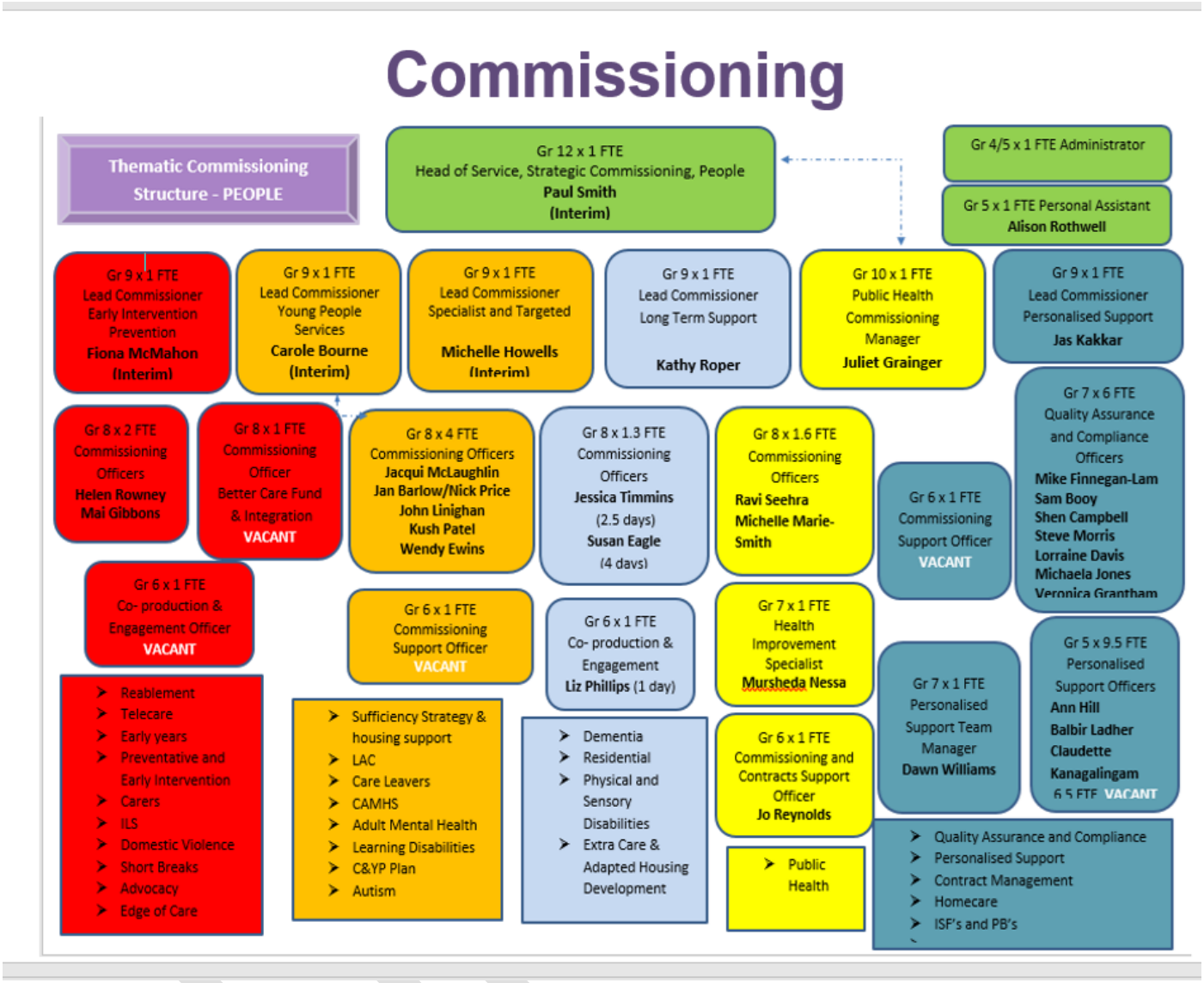


Fig X *Commissioning Unit Structure*

In terms of overall g**overnance** of commissioning a Commissioning Pathway Model is included at Appendix 1. This is the basis for governance of the overall framework approach to the "*analyse, plan, do, review*" commissioning cycle. It shows the way in which the Unit works to develop strategic commissioning frameworks which are required in support of People Services aims and objectives.

As noted elsewhere (see p. XX) commissioning is everybody's responsibility across a continuum. The capacity of the Commissioning Unit is best used to provide the strategic framework activity required of People Services and partners work. In this context, strategic commissioning is not the same as casework.

## 5.2 Analysing

**5.2.1 Joint Strategic Needs Assessment (JSNA**.) - The IPC Commissioning Cycle begins with analysis. The main source for Commissioning Unit analysis in the City of Wolverhampton is the process and product of the Joint Strategic Needs Assessment (JSNA.) [16] Illustrative analysis includes:

**CITY OF WOLVERHAMPTON TODAY…**

- 254,406 (2015 MYE) population - Gender: 50.5% female; 49.5% male
- Average Age – 39 yrs. 196,239 (77%) are 19+. 58,167 aged under 18. 6,000 85+
- Ethnicity - 64.5% white; 35.5% BME. 42.7% of 5-17 years from a BME group
- About 31.5% of children and young people (0 – 17) living in poverty
- About 20% of children are entitled to free school meals in primary and secondary schools
- Population density (2011) increase to 36 people per hectare (PPH), (34 PPH in 2001)
- Unemployment rate double the national rate
- Life expectancy lower than England average, 20th out of 326 local authority areas in the Indices of Deprivation 2010
- 27,136 Carers (Census 2011)
- 21% retired. 43000 economically inactive of whom 11200 are long-term sick
- 3,100 living with dementia
- 850 working age adults with moderate to severe learning disability
- 5.2% have a long-term mental health problem (GP Survey)
- 60% of people with a disability living in Wolverhampton are over the age of 60
- 4668 referrals to childrens social care (09/15-09/16)
- 631 LAC, 1235 CiN and 219 CP
- 104,000 dwellings (housing, flats, etc.) - 75,900 private dwellings (65,000 owner occupied, 10,900 privately rented;) 21,700 Council owned, 2080 Council owned with TMO; 4,320 rented from housing associations

Moreover, the JSNA includes f**orecasts** based on analysis which help us show what the City of Wolverhampton might look like in the near-future. Issues include:

**IN CITY OF WOLVERHAMPTON TOMORROW - THERE WILL BE…**

- More people overall - growth of 8.9% by 2037, to 273,300
- more older people (aged 65+) 44.7% increase to 59,900 residents.
- more younger people – U19's increase by 7%.
- fewer working age people.
- more Dementia - 44% rise in next 20 years i.e. extra 75 people per year
- impact of socio-economic factors on people's health, resilience, family and community bonds
- more people – young and old – living longer with complex conditions and disabilities

The JSNA is more than data. It is also a process. This process incorporates the outcome of "softer" data available through engagement with the public and people directly using our support (see section xx.) Some **emerging issues** based on this and wider analyses feeding into this strategy for the people of the City and its leaders therefore are:

- People living for more years with significant health issues ("long term conditions") and many conditions together ("co-morbidities") requiring more complex support
- Housing – sufficiency of nature and supply
- Employment - effects of austerity or other issues on resilience of individuals and families
- potential increased tax burden to support care provision and/or
    - individuals / families / communities to do more
    - market opportunity for private sector to deliver products and services
- continued support for parents and carers under pressure
- making the care system more flexible and integrated through personalisation and more outcome-focussed contracts
- creating more options for people to meet their own support needs
- *Life expectancy is an overarching measure of health and wellbeing within the City and all commissioning activity should be aligned to identifying services with an ultimate aim of improving this measure.*
- *Healthy Life expectancy is key summary measure of population health and all commissioning activity should be aligned to identifying services with an ultimate aim of improving this measure.*
- *The relationship between personal wellbeing and local circumstances is complex and can influence health and social care outcomes. Commissioned services should consider how the overall wellbeing of the population can be improved through the services provided.*
- *HRQoLis a multi-dimensional concept that goes beyond direct measures of population health, such as life expectancy and mortality, and focuses on the impact of health status on the quality of life.*
- *Commissioned services should aim to assess how the service provided has improved the quality of the life of the service user.*
- *Commissioned services should aim to assess how the service provided has have met the needs of the service user and how unmet needs can be identified and addressed.*
- *Improving the risk factors through various commissioned services including*
    - *promoting early booking and attendance for antenatal care*
    - *preventing poor lifestyle choices including smoking during pregnancy, obesity and teenage conceptions*
    - *improving outcomes for premature births, low birth weight babies and babies from deprived areas of the City*
- *Overall, premature mortality rates for the majority of conditions in Wolverhampton is worse than the England average. Lifestyle risk factors such as smoking, obesity and alcohol misuse are major contributors to the rate of premature mortality. Commissioned services need to focus on promoting healthier lifestyles and preventing the development of long term conditions that lead to premature mortality.*
- *This can be achieved through training service providers to Make Every Contact Count across health, social care and the voluntary sector*

### 5.2.3 Joint Health and Well Being Strategy 2013-18

The Joint Health and Well-Being Strategy (JHWBS) [17] is based on the wide analysis of the JSNA product and process. Informing perspectives for the JHWBS included from the outset *Knowledge-led decision making; innovation; integration; being outcome focused; and value.*

Health and Well Being Board Key Priorities agreed in 2014 were re-focussed during 2016 in an updated Mission and Vision and focus on three areas:

- Childhood obesity
- Mental health of children and young people
- Dementia and care closer to home

**Mission**

**Promoting health, wellbeing and resilience across the life course**

**Vision**

- Best start in life
- Supporting positive transition into adulthood
- Promoting wellbeing throughout adulthood
- Supporting a good healthy life expectancy

Each Service area within People Services has a Transformation workstream or Business Plan (outlined below – see pp xxx. ) These bring together its work on key improvement areas based on engagement with the public and people using our support, analysis, local and national policy and best practice requirements.

Our Commissioning Strategy takes forward previously agreed delivery arrangements which are being updated as a result of this strategy.

**Other sources:** An indicative list of documentary sources of information and strategies for all thematic areas of the Commissioning Unit includes:

- Law: e.g. Care Act 2014, *Children and Family Act 2014* SEND Reforms

- Best Practice:
  - Local Government Association - Commissioning for Better Outcomes[18]
  - Think Local Act Personal - Making it Real Plan
  - SCIE

- External provided Data
  - POPPI and PANSI
  - National Minimum Data Set for Social Care - NMDS-SC

- Internal – Council
  - Corporate Plan/Priorities
  - Finance information

- Internal – People Services data and Strategies
  - JSNA 2016 – 2020
  - JHWBS 2013-17
  - All Age Disabilities Strategy 2013-2016
  - Early Years Strategy 2017-2021;
  - CYP Sufficiency Strategy
  - Children, Young People & Families Plan 2015-25
  - Early Intervention and Prevention Strategy
  - Balancing Cost and Quality
  - Public Health Commissioning Strategy / Contracting Plan 2014 -2019
  - Children, Young People & Families Plan 2015-25
  - Refresh Joint Reablement and Intermediate Care Strategy 2014 -2016
  - Joint All Age Carer Strategy 2016 – 2020
  - Living Well In Later Life 2013- 2015
  - Joint Dementia Strategy: 2015-2017
  - All Age Autism Strategy 2016 – 2020
  - Joint Learning Disability Strategy 2011 – 2015
  - Obesity Call to Action
  - Prevention Strategy

- Internal – Commissioning Unit

  - Market Position Statement for Care and Support for Adult Services in Wolverhampton 2015-2017
  - Market Position Statement for Adults with Disabilities and Mental Health 2015-17
  - Providers/Suppliers
  - Contract Finder
  - CM2000 – Electronic Home Care Monitoring system

- West Midlands ADASS
    - Commissioning Network
    - Balanced Score Card metric for measuring progress with personalisation

Co-production takes the task of analysis further in debating and coming to conclusions together with people using our support or services as well as the wider voice of all citizens in the City of Wolverhampton.

## 5.3 Planning

### 5.3.1 Market Position Statements

Building on acquired previous experience in social care, the Care Act 2014 made market shaping a statutory duty for Councils. Therefore, People Services commissioners have been working on "market shaping" activity for sometime. This duty also builds on the responsibility of People Services through the statutory duties of the Director of Childrens Services (DCS) and those of the Director of Adult Social Services (DASS.) In the City of Wolverhampton, these are combined in the post of Strategic Director:

- *The DCS is responsible for securing the provision of services which address the needs of all children and young people, including the most disadvantaged and vulnerable, and their families and carers…. The DCS is responsible for ensuring that effective systems are in place for discharging these functions, including where a local authority has commissioned any services from another provider rather than delivering them itself* [19]
- *(The DASS is) "…responsible for the management, welfare and professional development of all local authority staff involved in planning, commissioning and/or providing social services. This includes shared responsibility for staff appointed to jointly funded posts between the local authority and other agencies/organisations involved in adult social care or healthcare."* [20]
- (*The DPH) …is the principal adviser on all health matters to elected members and officers (on) health improvement, health protection and healthcare public health…. contribute(s) to and influences the work of NHS commissioners, … take steps to improve the health of the people in its area"* [21]

People Services Commissioning Unit already have three Market Positon Statements either complete or in an advanced stage of development and available at: https://www.wolverhampton.gov.uk/mps for:

- children and young people
- children and young adults
- older adults

The content of those documents is not repeated here but they are an important part of the "architecture" to make this Commissioning Strategy a success. This strategy is initiating work to ensure that the Market Positon Statements are developed in their next stage to reflect the thematic approach to commissioning now being taken.

This Commissioning Strategy will also inform the ***Children and Young People's Services - Sufficiency Strategy.*** The Sufficiency Strategy recognises commissioning *as " the process for deciding how to use the total resource available for children, parents and carers in order to improve outcomes in the most efficient, effective, equitable and sustainable way*" states national guidance aimed at looked after children. [22] It is part of the wider commissioning approach with specific focus on looked after children. In updating the strategy, there will be renewed emphasis on (1) engaging service users / co-production in the strategy and commissioning services which prevent admission to care and promote placement stability and (2) Good use of regional and sub-regional framework agreements for residential and foster care and specialist support services.

### 5.3.2 Opportunities across thematic areas

Opportunities created for people in the City of Wolverhampton across the thematic areas include the following:

***Early intervention***

- needs based interventions rather than service led interventions.
- driving culture change through the Early Intervention focus
- Co-produced commissioning with broad range of individuals, organisations and specific user groups.
- For children and young people:
    - Developing a family based approach.
    - Minimising / eliminating challenges at transition to adult services
    - Not replicating effort and money by addressing issues in themes

***Specialist targeted support***

- real improvements to communities and the lives of people most in need
- The opportunity to identify and address deep rooted social issues that affect the majority of people who use our service in an efficient way rather than tackling them by client group.
- (FOR TEAM) Increased learning and an enhanced collective understanding leading to improved skills and confidence of commissioners with regards to the development of generic commissioning skills.

***Long term support***

- whole city approach to the market,
- ensuring equality of access regardless of a person's needs.
- enabling People Services commissioning work closely with council priorities such as regeneration, placing "pipeline" housing schemes into city wide housing developments context
- Develop Extra Care schemes to respond to the needs of vulnerable, integrating disabled people into bigger extra care developments.
- Use extra care schemes focus to achieve better use of residential and nursing market

- engaging with the market to be solution focused
- support a whole -family approach linked to the City's regeneration plan
- Develop integration with health colleagues
- support engagement with the third sector

***Personalisation***

- continued focus on assets, reablement and recovery, supporting people at home will lead to a reduction in people using Care Homes and long term care;
- supporting the Promoting Independence agenda will result in reduction in dependency on care and support services;
- ensuring a sustainable Provider market;
- encouraging providers to focus on quality and so help retain care workers
- having an integrated commissioning approach will ensure resources are used effectively and will reduce or eliminate duplication of redesigns/provision
- service design linked to 'need and outcome' rather than age specific
- leading culture change in our own and partner's services

***Public Health and Well-Being***

- Six health conditions account for over half of the difference in life expectancy that exists between Wolverhampton and England - heart disease, stroke, infant mortality, lung cancer, suicide and alcohol.
- This is seen disproportionally in the most disadvantaged communities. Deaths due to alcohol use and those occurring in infancy are the major reasons why life expectancy has not improved.
- People in Wolverhampton are living longer than ever before and the gap between life expectancy in the city and the national figure is closing. We know that socio-economic factors affect life expectancy.

## 5.4 The Commissioning Pathway and Unit Governance

To support overall **governance** and increased consistency of commissioning processes within the People Directorate as part of one Council, a "commissioning pathway" (see p. xxx) below establishes general guidelines for the commissioning cycle process.

Some generic aims for the integration of the Commissioning Unit include:

- Standardising commissioning approach e.g. contract monitoring
- Understanding spend and making it smarter
- Outcomes -based commissioning / impact
- Smart PBR
- Agreeing strategic approach to SIBs

- Synergy with children's and adult transformation programmes
- Shared understanding of the model and alignment across themes
- Stakeholders - communicating change externally: maintaining dialogue with those affected by our activity and sharing decisions with directorate and corporate Stakeholders
- budgets/finance and thematic scheme synergy
- Innovation, working differently
- utilising/growing internal skills,
- public health access to health (NHS) intelligence
- Business intelligence gap; data management, monitoring and analysis is weak
- Regional opportunities – making best use of wider frameworks and starting them where agreed helpful
- Digital information and communications

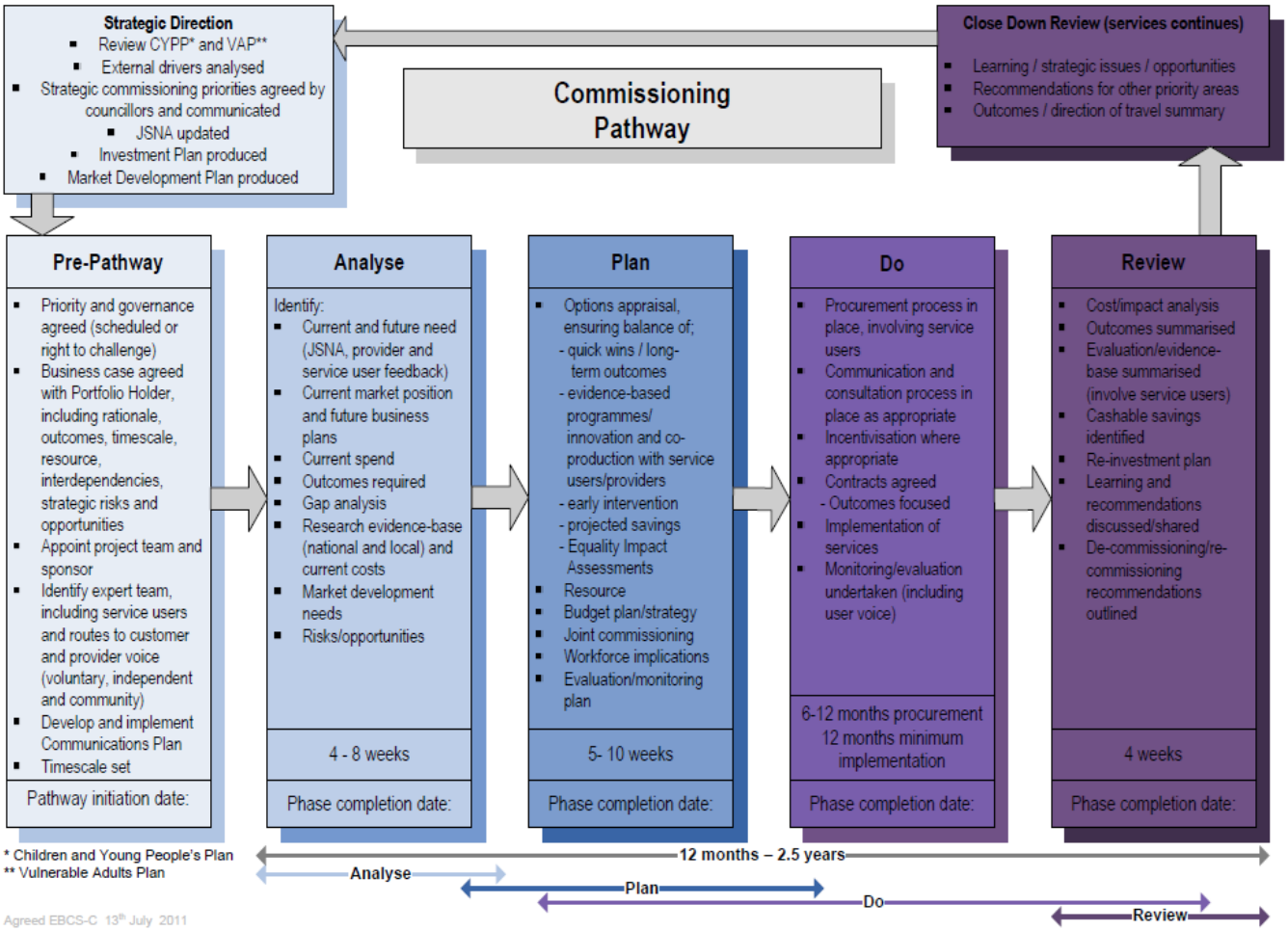


Fig XXXX XXXXX

## 5.5 De-commissioning – our approach

The *"analyse, plan, do, review"* commissioning cycle approach is a dynamic process. It allows us to be more responsive to change. Change may include:

- developing needs and aspirations of people living in the City of Wolverhampton
- overall direction determined by the Council's Cabinet
- responding to changes to the way other agencies deliver their services
- improved ways of working e.g. through provision of new evidenced based approaches or more efficient process design
- change in commissioning resource allocation
- market failure [23]
- Council decision to terminate poor quality provision
- provider decision to terminate local activity
- overall analysis of population need e.g. JSNA
- end of agreed contract

Where such changes occur, it may be right to de-commission existing activity. However, the procurement and contract process allows some commissioned services to end naturally as the time period covered by the contract expires.

Where appropriate, a key part of de-commissioning is the need for effective engagement, scrutiny and challenge. Appropriate engagement with all concerned may be required given all the circumstances of the possible decision. This will be determined in dialogue between all leaders and managers using the relevant procedures. Where required, impact analysis will focus on professional judgement which weighs up various factors such as:

- Defined need of individual or community
- quality
- Budget requirements
- Statutory basis
- Elected Member views and leadership
- Staff deployment and views
- Public perception
- Media interest

For example, a decision may be small from the perspective of budget allocation but high in potential impact on individuals or on the reputation of the council.

Decisions will be made according to the agreed de-commissioning procedures as relevant to the circumstances with leadership from the Cabinet, engagement with Elected Members, people using services, members of the public, providers, partners and any other relevant stakeholder. In particular, our de-commissioning processes will cohere with frameworks established by corporate framework which in turn will respond to practice realities. De-commissioning procedures are available at: [INSERT HYPERLINK – DE-COMMISSIONING PROCESS..]

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## Endnotes

[1] Department of Health *(2006) Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services;* Department for Education (2013) *Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services or local authorities;* Department of Health *(2013) Directors of Public Health in Local Government - Roles, Responsibilities and Context*

[2] HM Treasury (2006) *Value for money guidance,* p11. http://www.hm-treasury.gov.uk/d/vfm_assessmentguidance061006opt. pdf The quote continues: "*Value for money is not the choice of goods and services based on the lowest cost bid."*

[3] http://ipc.brookes.ac.uk/ accessed 20/02/17

[4] City of Wolverhampton Health and Well Being Board July 2016 *Making prevention everyone's business*

[5] *Wolverhampton Child Health Profile, March 2016*

[6] *Wolverhampton's Child Poverty Strategy 2013-2018*

[7] http://www.local.gov.uk/care-support-reform//journal_content/56/10180/6520234/ARTICLE and *LGA Commissioning for Better Outcomes 2015* http://www.local.gov.uk/documents/10180/5756320/Commissioning+for+Better+Outcomes+A+route+map/8f18c36f-805c-4d5e-b1f5-d3755394cfab

[8] https://www.adass.org.uk/ncasc-2014-market-oversight-and-provider-failure

[9] http://www.legislation.gov.uk/uksi/2015/102/contents/made

[10] Available at: http://www.legislation.gov.uk/uksi/2015/102/contents/made accessed 20/02/17

[11] Available at: http://www.legislation.gov.uk/uksi/2006/246/contents/made accessed 20/02/17

[12] https://wolverhampton.moderngov.co.uk/documents/s22708/City%20of%20Wolverhampton%20Procurement%20Charter.pdf

[13] Available at: http://www.investwolverhampton.com/assets/pdf/care-and-the-local-economy.pdf

[14] From: "*Care and the Local Economy"* City of Wolverhampton Council

[15] For instance, Skills for Care's *Workforce commissioning – workforce shaping and commissioning for better outcomes* at: http://www.skillsforcare.org.uk/Documents/Leadership-and-management/Workforce-commissioning/Workforce-shaping-and-commissioning-for-better-outcomes.pdf accessed 20/02/17

[16] Available at: http://www.wolverhampton.gov.uk/article/3647/Joint-Strategic-Needs-Assessment-JSNA

[17] Available at: http://www.wolverhampton.gov.uk/CHttpHandler.ashx?id=2944&p=0

[18] http://www.local.gov.uk/care-support-reform/- /journal_content/56/10180/6520234/ARTICLE

[19] Department for Education (2013, April) *Statutory guidance on the roles and responsibilities of the Director of Children's Services and the Lead Member for Children's Services or local authorities* p.5 para 1

[20] *Department of Health (2006) Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services* Para 18 p5

[21] Department of Health *(2013) Directors of Public Health in Local Government - Roles, Responsibilities and Context*

[22] *Sufficiency Statutory guidance on securing sufficient accommodation for looked after children* - Department P.16 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273812/sufficiency_-_statutory_guidance_on_securing_sufficient_accommodation_for_looked_after_children.pdf

[23] ADASS & LGA - *Adult social care, health and wellbeing: A Shared Commitment - 2015 Spending Review Submission* September 2015

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**APPENDIX 2**

***SHAPING FUTURES, CHANGING LIVES* – Draft People Directorate Commissioning Strategy**

**CO-PRODUCTION AND ENGAGEMENT PLANNER**

**APRIL 2017**



**NOTES**

**Corporate / Directorate processes**: Consultation / Engagement Planning document available c/o Liz Phillips, Commissioning

**"Lead" names** – are identified. It is understood that other staff may be the lead. Nominated names are requested to confirm leadership with the other person where that applies.

**Engagement and consultation ends**: 30 June 2017

**Enquiries –** to Brendan Clifford email: Brendan.clifford@wolverhampton.gov.uk tel: 5370
Paul Brown email: paul.brown@wolverhampton.gov.uk tel: 5497

| | GROUPS / INDIVIDUALS | MEETINGS / HOW | LEAD | WHEN | COMMENT |
|---|---|---|---|---|---|
| 1. | Elected Members Cabinet / Council Committees | Cabinet | LS (PS/BC) | 26 April 2017 | NB. Confirm any Purdah Period implications. |
| | | Scrutiny Board | LS (PS/BC) | 30 May 2017 | n/a |
| | | Scrutiny - Adults | LS (PS/BC) | 13 June 2017 | n/a |
| | | Scrutiny – Children's | LS (PS/BC) | 14 June 2017 | n/a |
| | | Health and Well Being Board | LS (PS/BC) | 28 June 2017 | n/a |
| | | Cabinet | LS (PS/BC) | 19 July 2017 | n/a |
| | | | | | |
| 2. | All Elected Members | | PS/BC | TBC | Idea: consider Workshop Meeting in Council Chamber? |
| | | | | | |
| | **PARTNERS** | | | | |
| 3. | Partners | Health and Well-Being Board | LS (PS/BC) | 28 June 2017 | As above |
| | | CCG Commissioning Cttee | PS/BC | TBC | PS attends |
| | | Children's Trust Board | PS/BC | TBC | LS/EB/RJ attend |

| | | | | | |
|---|---|---|---|---|---|
| 4. | Partner organisation employees | Internal news items | PB | 27th April<br><br>27th May | Article post Cabinet decision (note Purdah)<br>Reminder to take part in consultation |
| 5. | Systems / Transition Board | Systems / Transition Board | LS/DW/RJ/EB/BC | Draft Plan in place c/o Healthwatch | This activity will secure citizen engagement via Healthwatch<br><br>This will need staff from the Council to be designated to participate in the planned events |
| 6. | | Executive Commissioning Board | BC | 04 May 2017 | |
| 7. | | BCF Board | BC | 11 May 2017 | |
| | | | | | |
| | **ADULT CARE / SERVICE PROVIDERS** | | | | |
| 8. | Care Providers | WMCA c/o | | | Monthly meeting (wed)<br>Sue Lennon |
| | | Careers into Care Partnership | Commissioning Mgr<br>Workforce Lead (BC) | 25 May 2017 | |
| | | Domiciliary Care Forum | Jaz Kakkar | TBC | |
| | | Disability providers | Kathy Roper | TBC | *Ad hoc* – needs to be organised |
| | | Very sheltered Home providers | Jaz Kakkar<br>Kathy Roper | YBC | |
| | | SUIT | Juliette Grainger | TBC | |
| | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| | **OTHER BOARDS / MEETINGS** | | | | |
| 9 | | Safer Wton Partnership | Check with:<br>• Lynsey Kelly<br>• Karen Samuels | TBC | |
| | | | | | |
| | | | | | |
| | | | | | |
| | **Children and Young People** | | | | |
| 10. | Children and Young People | Foster Care Group | Jan Barlow | TBC | |
| | | Corporate Parenting | Carol Bourne | TBC | |
| | | Children in Care Council | Carol Bourne | TBC | |
| 11 | | Care Leavers Forum | CB / Alice Vickers | TBC | |
| | | | | | |
| | **People who use services** | | | | |
| 12 | People who use services | Day opportunities | Tom Denham | | |
| | | *Idea*: 1:1's. Home Visits? | | | Select xx people who use services in consultation with SWs/TMs to whom we could visit to discuss |

| | | | | | |
|---|---|---|---|---|---|
| | | Beacon Centre | | | c/o hbrown@beaconvision.org |
| | | "Hear Our Voice" | | | |
| | | Headstart (young people) | Kevin Pace | TBC | |
| | | Carers Forum | Lesley Johnson | TBC | ?Newsletter / e-zine? Melinda Kaur |
| | | | | | |
| | | | | | |
| | **The Public / citizens** | | | | |
| 13 | *"Talking Care in the City"* Supermarkets / High Street | | | TBC | • Check: links to Healthwatch activity?<br>• Commissioning Support Officers to coordinate?<br>• Identify locations – Wulfrun Centre is usually good (under cover, good footfall);<br>• need city-wide locations |
| 14 | Media | Press releases interview opportunities | PB | 27th April<br><br>27th May | • Article post Cabinet decision (note Purdah)<br>• Reminder to take part in consultation |

| | | | | | |
|---|---|---|---|---|---|
| 15 | Web presence | Survey Monkey | | | • People Commissioning have Survey Monkey<br>• Need to clarify questions<br>• Post draft strategy on the Web |
| 16 | | Twitter Account | | c/o Project Support Officer | • PB enquired. Agreed.<br>• How could questions be chunked up?<br>• Link to website location |
| 17 | | Facebook presence | PB | | PB – will upload onto "Wton Today"<br>Can target Wton citizens …. |
| 18 | | Website | PB | | PB to clarify |
| | | | | | |
| | **Staff** | | | | |
| 19 | People Directorate | Localities - | Commissioning Managers<br>Heads of Service? | As per Team Meetings | |
| 20 | Council employees | City People articles | PB | 27th April<br><br>27th May | Article post Cabinet decision (note Purdah)<br>Reminder to take part in consultation |
| | | | | | |
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Agenda Item No: 7

CITY OF WOLVERHAMPTON COUNCIL

# Forward Plan of Key Decisions

## Published: June 2017

**www.wolverhampton.gov.uk**

# The Forward Plan

### What is the forward plan?

- This document sets out known 'key decisions' that will be taken by the Cabinet or one of the Cabinet Panels (the Executive) over the coming months.
- Forthcoming decisions are published online once they are known but a forward plan document is published monthly.
- The document also demonstrates the Council's commitment to openness and participation in decision making. It assists the Council's Scrutiny Panels in planning their input to policy formulation and development, and in reviewing the work of the Executive.
- A key decision cannot normally be made unless certain details about it are published at least 28 days in advance. The forward plan, together with the information published online, enables the Council to meet this requirement.
- The document must be made available for inspection by the public at the Council offices and/or on the local authority's website. Appropriate notice must also be given, in accordance with legislative requirements, of any meeting at which a key decision is to be taken.
- Where it has not been possible to meet the 28 day rule for publication of notice of a key decision or an intention to meet in private, the relevant notices will be published as required by legislation as soon as possible.

### What is a key decision?

- A key decision is an executive decision which is likely:
  - to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates (in Wolverhampton, this is defined as expenditure or savings **in excess of £200,000**), and/or
  - to be significant in terms of its effects on communities living or working in an area comprising **two or more wards** in the area of the local authority**.**

The forward plan also provides notice of when the Cabinet may decide to exclude the press and public during consideration of a particular matter due to the potential for disclosure of confidential or exempt information. The grounds upon which local authorities can exclude the press and public are specified by law, but these tend to be matters about an individual, commercially sensitive information, consultations or negotiations relating to labour relations, or information in connection with or preventing and detecting crime. The full list of exempt categories is set out below:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information related to the financial or business affairs of a particular person (including the authority holding that information).

4. Information relating to any consultations or negotiations, in connection with any Labour relations matters arising between the authority or a Minister of the Crown and employees of all officeholders under the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Councillors or members of the public may make representations about why a matter should be considered in public. The Leader and Cabinet will publish a response to any such representations and, where applicable, further notice of an intention to discuss the matter in private at least five clear days before the meeting date.

The report relating to a decision, together with any other documents being considered, will be available five clear days before the decision is to be taken (unless the documentation contains exempt information). Copies are available on the Council's website or can be requested from Democratic Support (see below).

Councillors or members of the public wishing to:

- make a representation about why a matter should be heard in public, or
- submit information to the decision-making body about an item in the forward plan, or
- request details of relevant documents, or
- seek advice about the Council's decision-making arrangements,

should contact the Democratic Support team:

Address: Civic Centre, 1st floor
St Peter's Square
Wolverhampton WV1 1SH

Telephone: 01902 555048

E-mail: democratic.support@wolverhampton.gov.uk

# The Cabinet

The Cabinet consists of the Leader of the Council, together with nine Cabinet members, each responsible for a particular area of the Council's functions. The members of the Cabinet and their contact details are provided below:

Cllr Roger Lawrence
**Leader of the Council**

Labour Leader's Office
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Cllr John Reynolds
**City Economy**

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01902 771248

Cllr Sandra Samuels
**Adults**

Sunnybank
Needwood Close
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# Forthcoming key decisions

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| **Title of key decision:** | **Adult Social Care Peer Challenge - Improvement Action Plan** |
| **Summary:** | A Peer Challenge of the Council's Adult Social Care services was undertaken as part of the West Midlands Association of Directors of Adult Social Services programme in March 2016. An Action Plan was developed and implemented. A final visit as part of the 16/17 process was made in march 2017 and very positive feedback was received from Mr Peter Hay, Strategic Director in Birmingham City Council and lead Peer Review Director. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Performance Management) Panel |
| **Anticipated decision date:** | 12 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Sandra Samuels OBE<br>Cabinet Member for Adults |
| **Employee to contact:** | Brendan Clifford<br>Email: brendan.clifford@wolverhampton.gov.uk |

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| **Title of key decision:** | **Approval of the Sufficiency Strategy 2017-20** |
| **Summary:** | A Sufficiency Duty was placed on local authorities in Section 22G of the Children Act 1989 and this has been reinforced by the Draft Statutory Guidance Securing Sufficient Accommodation for Looked After Children (2009). The Strategy document sets out how this duty will be met over the next 3 years (2017-20).<br>The duty applies to each Local Authority providing children's services and the strategy sets out what steps have, and will be, taken to secure, so far as reasonably practicable, sufficient accommodation within its area to meet the needs of children that it is looking after and children whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation in the local authority area.<br>The sufficiency duty, therefore, applies in respect of all children who are Looked After. However, it also applies to Children in Need who are at risk of care or custody (sometimes referred to as children 'on the edge of care'). This acknowledges the importance - both for improving outcomes for children and in having sufficient accommodation to meet their needs - of taking earlier, preventive action to support children and families so that fewer children become Looked After. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Val Gibson<br>Cabinet Member for Children and Young People |

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| **Employee to contact:** | Nick Price<br>Commissioning Officer<br>Email: nick.price@wolverhampton.gov.uk |

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| **Title of key decision:** | **Black Country Core Strategy review** |
| **Summary:** | To approve publication of scoping, issues and options documents for consultation |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy |
| **Employee to contact:** | Michele Ross<br>Senior Planning Officer<br>Tel: 01902 554038<br>Email: michele.ross@wolverhampton.gov.uk |

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| **Title of key decision:** | **East Park Gateway** |
| **Summary:** | To approve the development of a regeneration strategy for East Park Gateway. |
| **Wards affected:** | East Park |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy |
| **Employee to contact:** | Kevin Moore<br>Regeneration Manager<br>Tel: 01902 555570<br>Email: kevin.moore@wolverhampton.gov.uk |

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| **Title of key decision:** | **External Funding Update** |
| **Summary:** | To seek delegated approval to issue grant of over £50,000 to named delivery partners to reimburse costs in the delivery of EU funded projects where WCC is accountable body. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy |
| **Employee to contact:** | Heather Clark<br>Service Development Manager<br>Tel: 01902 555614<br>Email: heather.clark2@wolverhampton.gov.uk |

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| **Title of key decision:** | **Regional Adoption Agency** |
| **Summary:** | To approve a proposed delivery model for a Regional Adoption Agency; and to approve the financial commitment of the Local Authority to the project |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Val Gibson<br>Cabinet Member for Children and Young People |
| **Employee to contact:** | Emma Bennett<br>Service Director - Children and Young People<br>Tel: 01902 551449<br>Email: emma.bennett@wolverhampton.gov.uk |

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| **Title of key decision:** | **Wolverhampton City-Wide Financial Strategy** |
| **Summary:** | The aim is to develop a city-wide Financial Strategy which underpins Vision 2030 and existing economic plans. The first phase will establish the total income and spend in the city and the second phase will develop a city-wide Financial Strategy to underpin existing city-wide plans. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Mark Taylor<br>Director of Finance<br>Tel: 01902 556609<br>Email: mark.taylor@wolverhampton.gov.uk |

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| **Title of key decision:** | **Wryley and Essington Canal Local Nature Reserve** |
| **Summary:** | To designate the Wryley and Essington Canal Local Nature Reserve (Wolverhampton part) and approve an associated legal agreement. |
| **Wards affected:** | Heath Town; Wednesfield North; Wednesfield South |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 14 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets |
| **Employee to contact:** | Michele Ross<br>Senior Planning Officer |

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| | Tel: 01902 554038<br>Email: michele.ross@wolverhampton.gov.uk |

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| **Title of key decision:** | **Housing Services Review** | |
| **Summary:** | To seek approval to a new service model for the delivery of housing services between the City of Wolverhampton Council and Wolverhampton Homes. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 14 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |
| **Employee to contact:** | Christopher Hale<br>Head of Housing<br>Tel: 01902 551796<br>Email: christopher.hale@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Heath Town Residential Repairs – Private Leaseholders Options** | |
| **Summary:** | To seek a decision in relation the leasehold (former council flats sold under Right to Buy legislation) flats which are due to have major works carried out thus meaning the leaseholder will face significant charges under the service charge provision of the lease. | |
| **Wards affected:** | Heath Town | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 14 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |
| **Employee to contact:** | Christopher Hale<br>Head of Housing<br>Tel: 01902 551796<br>Email: christopher.hale@wolverhampton.gov.uk | |

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| **Title of key decision:** | **School Place Planning** |
| **Summary:** | To provide an update regarding demand for school places across the City and seek necessary approvals to facilitate the introduction of required additional capacity. |
| **Wards affected:** | All Wards |

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| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 14 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Claire Darke<br>Cabinet Member for Education | |
| **Employee to contact:** | Bill Hague<br>Service Manager – School Places and Transport<br>Tel: 01902 556943<br>Email: bill.hague@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Approval to Consult on Review of Non-residential Contributions to Adult Social Care** |
| **Summary:** | The current Non-residential Banded Contributions scheme is long-standing (since July 1999) and has been reviewed annually with public consultation as part of the review process when there was an above-inflationary increase in the proposed contribution rates. The current rates were approved by Cabinet Resources Panel in 2015. There was no review in 2016 as relevant social security benefits (the income from which most customers make their contribution) were frozen.<br><br>Approval is sought to undertake a public consultation from June to August 2017 (with a further outcome report to Cabinet Resources Panel on 3rd October 2017) as part of this year's review of non-residential contributions. It is proposed that the Council change from a Banded Contributions scheme to a system of full financial assessment under the provisions of the Care Act 2014. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Sandra Samuels OBE<br>Cabinet Member for Adults |
| **Employee to contact:** | Helen Winfield<br>Head of Service-Community Financial Support<br>Email: helen.winfield@wolverhampton.gov.uk |

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| **Title of key decision:** | **Armed Forces Corporate Covenant** |
| **Summary:** | To seek approval for the City of Wolverhampton Council to sign the Armed Forces Corporate Covenant, which would represent a natural extension of our existing work on the Armed Forces Community Covenant. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |

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| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy |
| **Employee to contact:** | Sam Axtell<br>Consultation and Community Involvement Officer<br>Email: sam.axtell2@wolverhampton.gov.uk |

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| **Title of key decision:** | **Capital Budget Outturn 2016/17 including Q1 Monitoring 2017/18** |
| **Summary:** | Approve matters relating to the year-end position against the 2016/17 capital budget.<br>Recommend an updated capital budget for 2017/18 to full council, along with medium term forecasts for the period to 2020/21. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Claire Nye<br>Chief Accountant<br>Email: claire.nye@wolverhampton.gov.uk |

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| **Title of key decision:** | **Change of Criteria to Affordable Warmth Grant Assistance** |
| **Summary:** | Change to the current criteria to include qualifying applicants from the private rented sector to:<br>•Help address fuel poverty in the private rented sector<br>•Compliment the aims and objectives of CWC's Rent with Confidence Scheme |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets |
| **Employee to contact:** | Lynda Eyton, Mandy Findlay<br>Housing Improvement Officer<br>Tel: 01902 551346<br>Email: mandy.findlay@wolverhampton.gov.uk |

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| **Title of key decision:** | **Electric Vehicle Charging Infrastructure** |
| **Summary:** | To update and seek approval of the development of an electric vehicle charging network, including acceptance of a government grant under the OLEV Taxi scheme. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Steve Evans, Councillor Milkinderpal Jaspal<br>Cabinet Member for City Environment, Cabinet Member for Governance |
| **Employee to contact:** | Ric Bravery<br>Sustainability Officer<br>Email: ric.bravery@wolverhampton.gov.uk |

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| **Title of key decision:** | **Heath Town Regeneration Project** |
| **Summary:** | To provide investment in community, sport and play facilities on the Heath Town estate, specifically make improvements to the existing Multi Use Games Area and a proposal to create a small football pitch on the green field on Grosvenor Street. |
| **Wards affected:** | Heath Town |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets |
| **Employee to contact:** | Sangita Kular<br>Housing Strategy/Development Officer<br>Email: sangita.kular@wolverhampton.gov.uk |

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| **Title of key decision:** | **Houses in Multiple Occupation Mandatory Licensing Scheme – Fee Structure for Rent with Confidence accredited licence holders** |
| **Summary:** | To consider a revised fee structure for the mandatory houses in multiple occupation licensing scheme which provides for discounts for applications from potential licence holders who have higher “star ratings” under the Council’s Rent with Confidence private sector housing accreditation scheme |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets |
| **Employee to contact:** | Lesley Williams |

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| | Service Manager - Private Sector Housing<br>Tel: 01902 550553<br>Email: lesley.williams@wolverhampton.gov.uk |

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| **Title of key decision:** | **Lighting up the City – Showcasing the City using Lighting and Greenery** | |
| **Summary:** | To bring forward details of the Leaves and Light scheme and to seek approval for the various aspects of the scheme development and delivery. | |
| **Wards affected:** | St Peter's | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Open | |
| **Lead Cabinet Member:** | Councillor Steve Evans<br>Cabinet Member for City Environment | |
| **Employee to contact:** | Ross Cook<br>Service Director - City Environment<br>Email: ross.cook@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Trading Standards Service Plan 2017/18** | |
| **Summary:** | A document that outlines proposed Trading Standards activity for 2017/18 along and identifies the key demands on the service. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Open | |
| **Lead Cabinet Member:** | Councillor Steve Evans<br>Cabinet Member for City Environment | |
| **Employee to contact:** | Paul Dosanjh<br>Section Leader<br>Email: paul.dosanjh@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Approval of Wednesfield High School Section 111** | |
| **Summary:** | To approve the granting of a Section 111 for Wednesfield High School. | |
| **Wards affected:** | Wednesfield North | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |

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| **Employee to contact:** | Alison Fowler<br>Disposals Programme Manager<br>Tel: 01902 551407<br>Email: alison.fowler@wolverhampton.gov.uk |

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| **Title of key decision:** | **Bilston Centre regeneration** | |
| **Summary:** | To approve the sale of residential development land at the Urban Village | |
| **Wards affected:** | Bilston East; Bilston North; Ettingshall | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy | |
| **Employee to contact:** | Kevin Moore<br>Regeneration Manager<br>Tel: 01902 555570<br>Email: kevin.moore@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Education catering and cleaning review** | |
| **Summary:** | Proposal to review the charging mechanism to schools reflecting the increased competition from external companies | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |
| **Employee to contact:** | Chris East<br>Head of Service - Facilities<br>Email: chris.east@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Northicote school for disposal to WV Living, and its demolition** |
| **Summary:** | To approve the disposal of the former Northicote school site to WV Living and its demolition |
| **Wards affected:** | Bushbury North |
| **Decision to be taken by:** | Cabinet (Resources) Panel |
| **Anticipated decision date:** | 27 Jun 2017 |

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| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |
| **Employee to contact:** | Alison Fowler<br>Disposals Programme Manager<br>Tel: 01902 551407<br>Email: alison.fowler@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Procurement - award of contracts for works, goods and services** | |
| **Summary:** | To consider various delegations of authority and the award of contracts. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources | |
| **Employee to contact:** | Andy Moran<br>Head of Procurement<br>Email: andy.moran@wolverhampton.gov.uk | |

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| **Title of key decision:** | **St Luke's for disposal to WV Living, and demolition of the caretaker's house** | |
| **Summary:** | To approve the disposal of the former St Luke's school site to WV Living and the demolition of the caretaker's house. | |
| **Wards affected:** | Blakenhall | |
| **Decision to be taken by:** | Cabinet (Resources) Panel | |
| **Anticipated decision date:** | 27 Jun 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Peter Bilson<br>Cabinet Member for Housing and City Assets | |
| **Employee to contact:** | Alison Fowler<br>Disposals Programme Manager<br>Tel: 01902 551407<br>Email: alison.fowler@wolverhampton.gov.uk | |

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| **Title of key decision:** | **2018/19 Draft Budget Strategy and MTFS** |
| **Summary:** | Approve matters relating to the draft budget for 2018/19 and beyond as the basis of consultation with stakeholders. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Claire Nye<br>Chief Accountant<br>Email: claire.nye@wolverhampton.gov.uk |

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| **Title of key decision:** | **Quarter 1 Revenue Budget Monitoring** |
| **Summary:** | Approve matters relating to the 2017/18 revenue budget as at the end of the first quarter. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Claire Nye<br>Chief Accountant<br>Email: claire.nye@wolverhampton.gov.uk |

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| **Title of key decision:** | **Quarter 1 Treasury Management Activity Monitoring & Treasury Management Annual Report 2017/18** |
| **Summary:** | Approve matters relating to the year-end position with regards to treasury management arrangements and activity. Receive an update on treasury management activity in 2016/17 to date. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Michelle Howell<br>Finance Business Partner<br>Email: michelle.howell@wolverhampton.gov.uk |

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| **Title of key decision:** | **Reserves, Balances and Provisions** |
| **Summary:** | Approve matters relating to the year-end position against reserves, provisions and balances |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Claire Nye<br>Chief Accountant<br>Email: claire.nye@wolverhampton.gov.uk |

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| **Title of key decision:** | **Revenue Budget Outturn** |
| **Summary:** | To provide matters relating to the year-end position against the revenue budget. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Claire Nye<br>Chief Accountant<br>Email: claire.nye@wolverhampton.gov.uk |

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| **Title of key decision:** | **To approve the People Directorate Commissioning Strategy** |
| **Summary:** | The Cabinet approved a draft People Directorate Commissioning Strategy for consultation in April 2016. They will be asked to approve the post-consultation strategy document. |
| **Wards affected:** | All Wards |
| **Decision to be taken by:** | Cabinet |
| **Anticipated decision date:** | 19 Jul 2017 |
| **Public or private:** | Open |
| **Lead Cabinet Member:** | Councillor Sandra Samuels OBE<br>Cabinet Member for Adults |
| **Employee to contact:** | Paul Smith<br>Head of Commissioning - Older People<br>Email: paul.smith@wolverhampton.gov.uk |

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| **Title of key decision:** | **Transforming Libraries Strategy 2017 – 2027** | |
| **Summary:** | This report seeks Cabinet's approval of a new ten year Libraries Strategy, following public consultation. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 19 Jul 2017 | |
| **Public or private:** | Open | |
| **Lead Cabinet Member:** | Councillor John C Reynolds<br>Cabinet Member for City Economy | |
| **Employee to contact:** | Charlotte Johns<br>Head of Strategic Programmes<br>Email: charlotte.johns@wolverhampton.gov.uk | |

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| **Title of key decision:** | **FM Delivery Model Proposal** | |
| **Summary:** | To recommend the preferred delivery route for the procurement of Hard FM services (statutory testing, cyclical maintenance, response and planned maintenance programmes) | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 19 Jul 2017 | |
| **Public or private:** | Fully Exempt | Information which is likely to reveal the identity of an individual.<br>Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority. |
| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources | |
| **Employee to contact:** | Julia Nock<br>Head of Assets<br>Tel: 01902 550316<br>Email: julia.nock@wolverhampton.gov.uk | |

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| **Title of key decision:** | **Procurement - award of contracts for works, goods and services** | |
| **Summary:** | To consider various delegations of authority and the award of contracts. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 19 Jul 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |

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| **Lead Cabinet Member:** | Councillor Andrew Johnson<br>Cabinet Member for Resources |
| **Employee to contact:** | Andy Moran<br>Head of Procurement<br>Email: andy.moran@wolverhampton.gov.uk |

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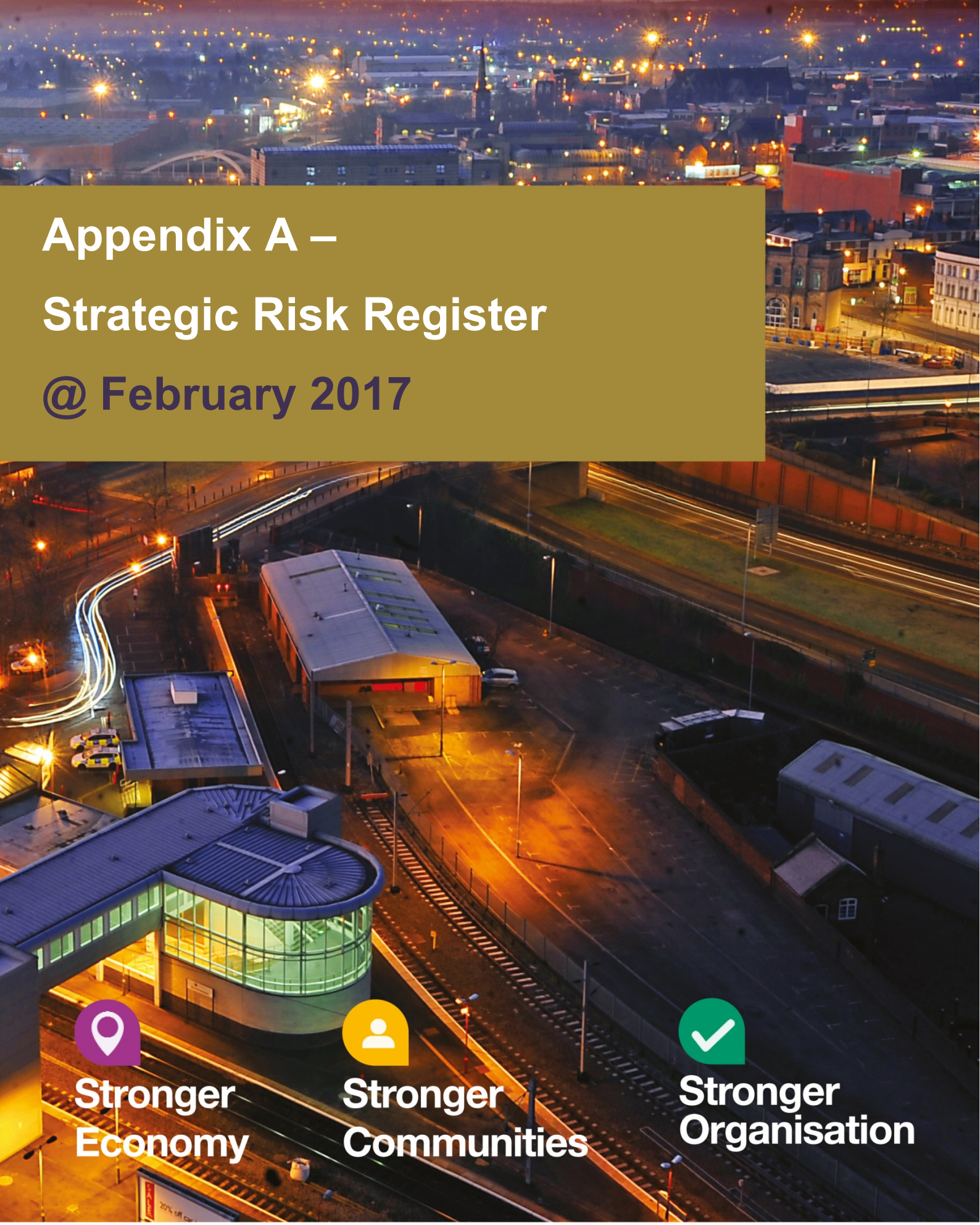
| **Title of key decision:** | **SEND & Inclusion Review** | |
| **Summary:** | In September 2016 Wolverhampton Council commissioned a comprehensive strategic review of local SEND and Inclusion services, systems and processes commissioned locally through the High Needs Funding Block. In the 2016/17 financial year the local authority invested £29m high needs block funding into the local offer for children and young people with additional needs. The review objective was to consider how the existing local offer could be strengthened or re-configured to build on any already in place existing good practice and be better positioned to respond to local needs. | |
| **Wards affected:** | All Wards | |
| **Decision to be taken by:** | Cabinet | |
| **Anticipated decision date:** | 19 Jul 2017 | |
| **Public or private:** | Fully Exempt | Information relating to the financial or business affairs of any particular person (including the authority holding that information) |
| **Lead Cabinet Member:** | Councillor Claire Darke<br>Cabinet Member for Education | |
| **Employee to contact:** | Paul Senior<br>Interim Head of Special Education Needs and Inclusion<br>Email: paul.senior@wolverhampton.gov.uk | |

# Appendix A –

# Strategic Risk Register

## @ February 2017



Profile of current strategic risks

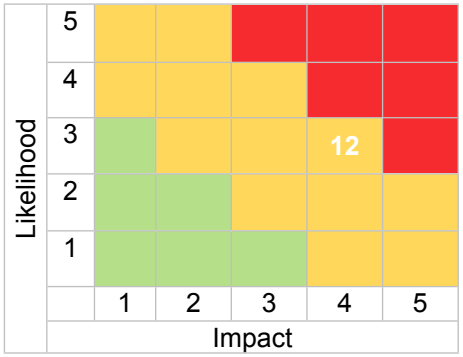
| | |
|---|---|
| Red | 22 |
| Amber | 1, 3, 4, 7, 8, 9, 14, 15, 21, 22, 23, 24 |

The following are the reported strategic risks that are currently/ were previously assessed as high/medium (10 +) that the Council faces in delivering its corporate priorities

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 2<br>01/14 | **Skills for Work**<br>If the city residents do not have the appropriate skills that employers require then they will be unable to access the jobs and opportunities available resulting in high rates of unemployment and increased demand on Council services.<br><br>Risk owner: Tim Johnson (Keren Jones)<br>Cabinet Member: Cllr John Reynolds | 15<br>Red | N/A | N/A<br>Transferred to risk 22 | N/A | This risk has been reviewed and combined with risk 10 to create risk 22 – Skills for Work and Economic Inclusion. |

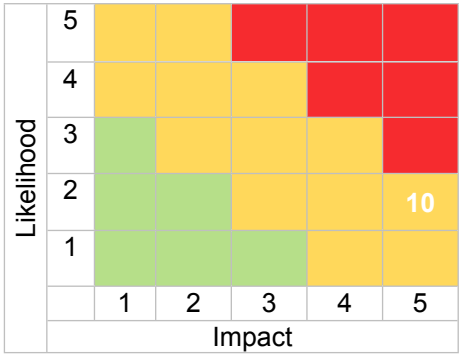


This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 4<br>01/14 | **Medium Term Financial Strategy**<br>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.<br><br>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson<br><br>  <br> | 12<br>Amber | | 12<br>Amber | 8*<br>Amber<br>On-going | The MTFS 2016/17 to 2019/20 was presented to full Council in March 2016. The report detailed the following matters:<br>• A balanced budget for 2016/17 which did not necessitate the use of contingency reserves.<br>• Savings of £54.6 million which need to be identified for the three-year period from 2017/18 to 2019/20 to address the projected budget deficit.<br>On 19 October 2016 Cabinet approved that:<br>• Budget reduction and income generation proposals amounting to £13.5 million in 2017/18 proceed to the formal consultation and scrutiny stages of the budget process.<br>• That Financial Transaction and Base Budget Revisions totalling a net reduction of £10.0 million in 2017/18 be incorporated into the 2017/18 draft budget.<br>Cabinet also approved a number of changes to items in the MTFS. As a result of the recommendations approved by Cabinet the Council is projected to be able to set a balanced budget for 2017/18.<br>Following the Local Government Finance Settlement and completion of detailed budget work, a final budget report was presented to Cabinet on 22 February 2017 it is noted that:<br>• The budget is in balance for 2017/18 without the use of general reserves.<br>• Further savings of £14.8 million will need to be identified for 2018/19 and another £5.6 million for 2019/20.<br>The Revenue Budget Monitoring 2016/17 report to Cabinet on 6 December 2016 noted that the projected outturn for the General Fund for 2016/17 is on target to achieve a net balanced position. This reflects the delivery of in year budget reduction and income generation targets. |



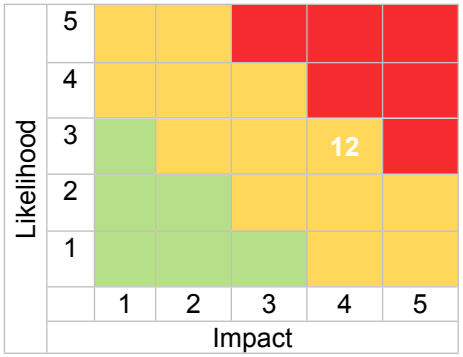
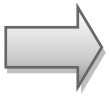
This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 7<br>01/14 | **Safeguarding**<br>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.<br><br>Risk owner: Linda Sanders<br>Cabinet Member: Cllr Val Gibson and Cllr Sandra Samuels<br><br>  <br> | 10<br>Amber | | 10<br>Amber | 5<br>Amber<br>Following the Ofsted inspection | This risk continues to be overseen by the children's and adult's local safeguarding boards. Since last reported, the following is noted:<br>• An interim safeguarding board manager was recruited at the start of January 2017 and alongside the current Safeguarding Manager for Adults is responsible for delivering the joint board infrastructure. Both safeguarding boards formally agreed to the establishment of a joint Board Manager role in December 2016. Subject to job evaluation this post will be advertised at the end February 2017, there has been some delay due to the Ofsted inspection.<br>• The Deprivation of Liberty Safeguards (DoLs) team has been strengthened and an agreement is in place to commission an external organisation to eliminate the outstanding assessments. According to figures obtained from the regional DoLs forum Wolverhampton's outstanding assessments continue to be the second lowest of nine West Midland regional authorities.<br>• The Children's Safeguarding Board continues to oversee the work of the MASH, this area of work will now be included within the safeguarding board's performance dashboard. Regular MASH updates are shared with the safeguarding board by the chair of the Strategic Mash Board.<br>• Face to face CSE training is on-going and is starting to produce positive outcomes as the identification of CSE victims continues to rise. A problem profile has now been completed and this will be approved by the SEMT Committee on 7 February 2017.<br>• The service continues to drive forward the embedding of the children care home provider's forum and lead on the championing Children Affected by Parental Imprisonment (CAPI) agenda. As a result of serious case review findings and social work activity a multi-agency intergenerational abuse group has been formed to ensure Wolverhampton can demonstrate a preventative approach to these difficult situations.<br>This risk will be reviewed again following the completion of the current Ofsted inspection. |

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 10<br>01/14 | **Economic Inclusion**<br>If the Council and its partners do not work effectively together to promote and enable growth then the risk of economic exclusion will materialise and demand for Council services will continue to increase.<br><br>Risk owner: Tim Johnson (Keren Jones)<br>Cabinet Member: Cllr John Reynolds | 12<br>Amber | N/A | N/A<br>Transferred to risk 22 | N/A | This risk has been reviewed and combined with risk 2 to create risk 22 – Skills for Work and Economic Inclusion. |

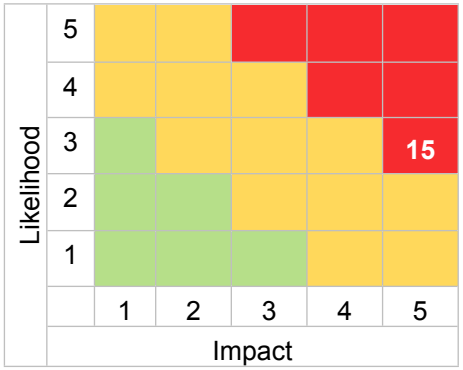


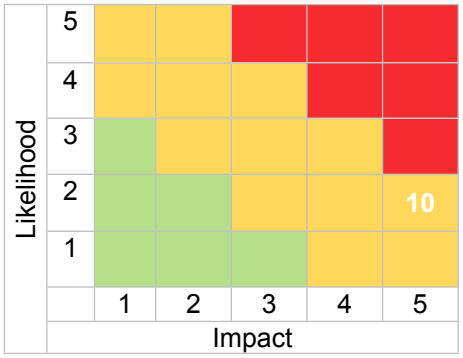
This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 21<br>11/16 | **Transforming Adult Social Care (TASC) programme**<br>If the Council does not have robust management and governance arrangements in place for the Transforming Adult Social Care Programme then it may be unable to effectively manage demand and deliver the targets of the significant savings challenge the service needs to make as part of the MTFS.<br><br>Risk owner: Linda Sanders (David Watts)<br>Cabinet Member: Cllr Sandra Samuels OBE<br><br>  <br> | 12<br>Amber |  | 12<br>Amber | 8<br>Amber<br>On-going | A programme governance structure exists and is supported by project resources which are in place until the end of the current MTFS period (31 March 2019). Programme highlights have included:<br>• The successful and safe closures of 3 of the Cities in-house residential care sites resulting in the achievement of £2.3m of savings identified in the MTFS for 2016/17.<br>• The join up of the Council's CareLink and Telecare Team to realise a new, more efficient Wolverhampton Telecare Service – which has resulted in a significant increase in take up from residents in the City. This benefit has the potential to lead to longer term cost avoidance as a result of delayed and/or reduced levels of admission to residential/nursing accommodation.<br>• Projected delivery of savings for 2016/17 and 2017/18 in line with the Promoting Independence business case – with development and wider rollout of improved local social work approaches also underway.<br>• An increase in the use of the home based re-ablement service through more efficient use of the service and reduced lengths of stay.<br>• The pilot implementation of a new shared Health/Social Care data system which will enable the organisation to identify trends and pathways through from Health issues to care and support needs – providing improved evidence to inform evidence based commissioning and care planning decisions alongside more intelligent risk stratification.<br>• The redesign of the Adult Disability and Mental Health transformation projects into a single 'supporting life choices' initiative'. Key objectives will be to develop improved ways of working, to provide more person centred support outcomes for adults with disabilities, and to deliver more cost effective solutions.<br>• Working alongside iMPOWER to identify key methods of reducing demand in the service – focusing on Improving Hospital Pathways, and the development of a strong, prevention focused community offer. |



This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 22<br>01/17 | **Skills for Work and Economic Inclusion**<br><br>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for Council Services.<br><br>Risk owner: Tim Johnson (Keren Jones)<br>Cabinet Member: Cllr John Reynolds<br><br>  <br> | N/A | N/A | 15<br>Red | 10<br>Amber<br><br>Completion of the Skills and Employment Action Plan | The actions outlined below are all key components of the Skills and Employment Action Plan, the majority of which is due to be completed by 31 March 2017.<br>• Work Box has been developed as an information, advice and guidance tool. The Digital Transformation Programme is currently developing the interactive Work Box site. The site will be launched to the public when the interactivity is available during June 2017. In the interim, further content around market sectors is being developed alongside on-going consultation with various stakeholders.<br>• Over 2000 people attended the last Jobs fair on 9 September 2016 at the Molineux. 1500 jobs were available on the day. Royal Mail offered 400 interviews and we estimate that as a result of the jobs fair, 400 local people gained employment.<br>• Cabinet have approved the allocation of resources to a joint Council/DWP project 'Wolves@Work'. The project will provide, work coaches to broker Wolverhampton residents into jobs and employer work coaches who will work with employers to identify work placement, apprenticeship and job opportunities, whilst also supporting the employer and job seeker to sustain employment and progress. Both CWC and employer work coaches are currently being recruited. The wolves@work employer launch was held on 25 January 2017, 29 businesses attended, 20 have signed the 'Wolves@Work pledge and another five are currently being followed up.<br>• The ESF and YEI funded Impact project has engaged with 632 young people not in Employment Education and Training (NEET), 412 have received customised support and 78 have moved into employment, education or training. The project is currently ahead of profile.<br>• The One City Skills conference on 30 November 2016 was very successful. As a result of the event, 15 organisations signed up to be part of the Work Box when it is launched. 100% of delegates responded to say they were satisfied with the event. Conference outcomes will help to shape future developments in the city. |

| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 23<br>01/17 | **Cyber Security**<br>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.<br><br>Risk owner: Andy Hoare<br>Cabinet Member: Cllr Milkinderpal Jaspal<br><br>  <br> | N/A | N/A | 10<br>Amber | 10<br>Amber<br>On-going | The level of this risk will vary throughout the course of a year, due mainly to external factors, which may potentially heighten the types and intensity of attacks, the impact those attacks have had on other organisations and the publicity regarding those attacks. It is envisaged that the impact of a cyber-security failure is always going to be '5' and that the likelihood will vary dependant on the factors described above.<br>Maintaining robust, secure and up-to-date technology defences is the first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. Regular independent testing of the cyber security technical defences provides assurance that the defences are appropriate and identifies vulnerabilities that need to be addressed.<br>Information Security and Cyber-Security policies identify the good practices that need to be adopted by the Council. These, along with other HR policies, are regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities.<br>Employee awareness of potential threats and good working practices, through mandatory and associated training continue to enhance the understanding of cyber security and good working practices, helping to minimise the opportunities. Exercises such as the trial use of Metacompliance's MetaPhish software which targeted 200 employees are undertaken in order to identify areas where additional training may be required. |



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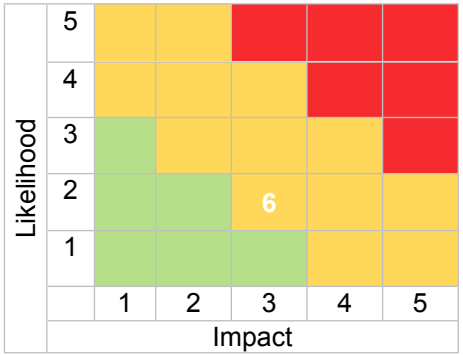
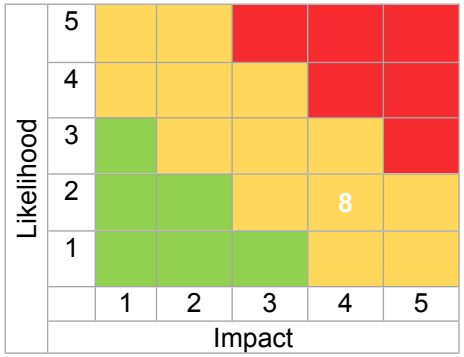
| Risk ref | Risk title and description | Previous score (Dec 2016) | Direction of travel | Current score (Feb 2017) | Target score and date | Comment |
|---|---|---|---|---|---|---|
| 24<br>01/17 | **Maximising Benefits from West Midlands Combined Authority**<br>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it.<br><br>Risk owner: Keith Ireland<br>Cabinet Member: Cllr Roger Lawrence<br>  <br> | N/A | N/A | 6<br>Amber | 3<br>Green<br>On-going | The risk score reflects the measures currently in place to manage this risk which include;<br>• Monitoring of the objectives set out in the WMCA Strategic Economic Plan (SEP), via the WMCA SEP Board, the WMCA Board and the Black Country Local Enterprise Partnership (LEP), all of which includes representation from both Council members and officers.<br>• The WMCA Assurance Framework that sets out how WMCA will monitor and scrutinise the achievement of its objectives and management of risk. As well as detailing the processes that will be put in place to ensure an adequate response if risks or performance are measured as unacceptable.<br>• Appointment of a Business Support Manager based at the Council, who will support the Managing Director in his role of WMCA Monitoring Officer and ensure that key information is reported to relevant officers and Members based at the Council.<br>• Representation at both member and officer level on key WMCA Boards and Committee's including the WMCA Board, the SEP Board, Audit Risk and Assurance Committee and Overview and Scrutiny Committee.<br>• The on-going development of effective working relationships between key Council and WMCA Officers across all directorates.<br>• On-going work to improve communication regarding WMCA and its activities across the Council at all levels. |



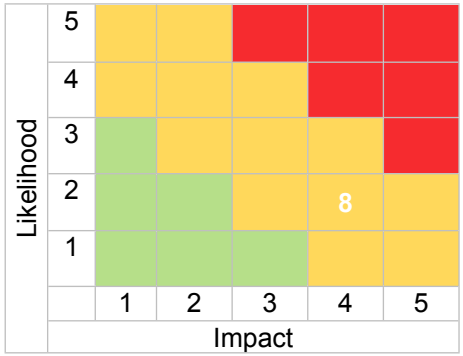
This report is PUBLIC [NOT PROTECTIVELY MARKED]

- The following are/were the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 1<br>01/14 | **Looked After Children (LAC)**<br>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children's services.<br><br>Risk owner: Linda Sanders (Emma Bennett)<br>Cabinet Member: Cllr Val Gibson<br><br>  <br> | 8<br>Amber | | 8<br>Amber | 5<br>Amber<br>March 2017 (Following Ofsted Inspection) |

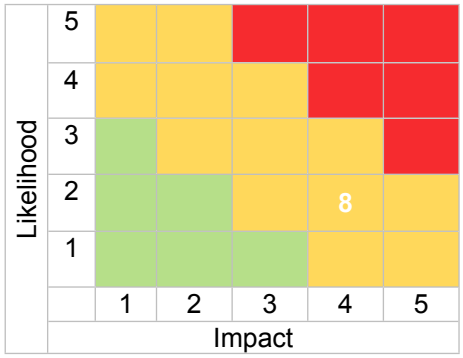


This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 3<br>01/14 | **Information Governance (IG)**<br>If the Council does not put in place appropriate policies, procedures and technologies to ensure:<br>• that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998;<br>• compliance with the Freedom of Information Act and Environmental Information Regulations<br>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.<br><br>Risk owner: Kevin O' Keefe<br>Cabinet Member: Cllr Milkinderpal Jaspal<br>  | 8<br>Amber | | 8<br>Amber | 4*<br>Amber<br>On-going |



This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 8<br>01/14 | **Business Continuity Management (BCM)**<br>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.<br><br>Risk owner: Linda Sanders (Ros Jervis)<br>Cabinet Member: Cllr Paul Sweet<br><br>  <br> | 8<br>Amber | | 8<br>Amber | 8*<br>Amber |



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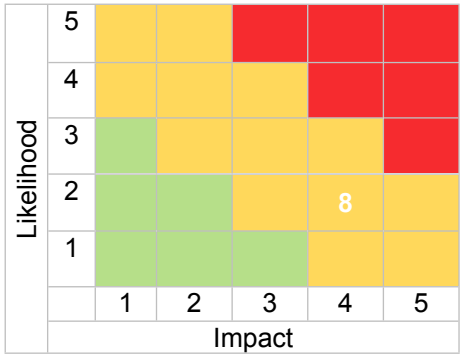
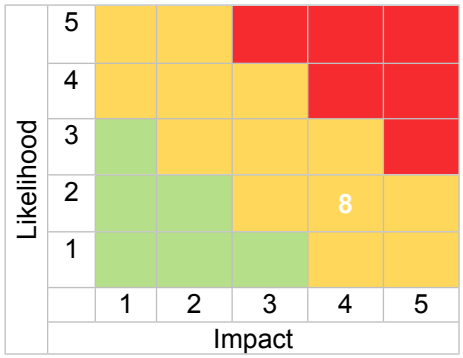
| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 9<br>01/14 | **City Centre Regeneration**<br>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:<br>• the attraction of private sector investment<br>• the creation of space to accommodate new businesses and economic growth<br>• the enhancement and creation of visitor attractions<br>• the creation of well paid employment<br>• retention of skilled workers<br>• the creation of residential opportunities<br>• a functioning city centre offer that serves the residents of the City<br>• increased prosperity and<br>• a reduced demand on Council services<br><br>Risk owner: Tim Johnson<br>Cabinet Member: Cllr John Reynolds<br>  | 8<br>Amber | | 8<br>Amber | 8*<br>Amber |

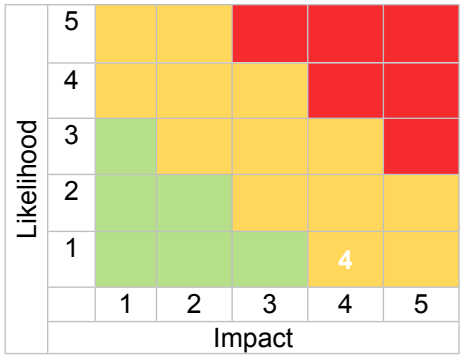


This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 14**<br>01/14 | **School Improvement**<br>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.<br><br>Risk owner: Julien Kramer<br>Cabinet Member: Cllr Claire Darke<br><br>  | 5<br>Amber | | 8<br>Amber | 5*<br>Amber |



This report is PUBLIC [NOT PROTECTIVELY MARKED]

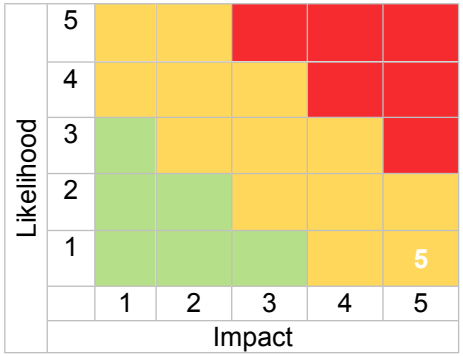
| Risk ref | Risk title and description | Previous score (Nov 2016) | Direction of travel | Current score (Feb 2016) | Target score and date |
|---|---|---|---|---|---|
| 15<br>01/14 | **Emergency Planning**<br>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident.<br><br>Risk owner: Linda Sanders (Ros Jervis)<br>Cabinet Member: Cllr Roger Lawrence and Cllr Paul Sweet<br>  <br> | 4<br>Amber | | 4<br>Amber | 4*<br>Amber |



* The target assessment for these risks remains constant as they are risks which are likely to remain at their current level over the medium term and as such these risks may not have target dates.

** Further details regarding Risk 14 - School Improvement are included below as this risk was ‘called-in’ by the Committee at their meeting in December.

- Risk 14 – School Improvement which was ‘called-in’ by the Committee at their last meeting in December 2016.

| Risk ref | Risk title and description | Comment |
|---|---|---|
| 14<br>01/14 | **School Improvement**<br>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.<br><br>Risk owner: Julien Kramer<br>Cabinet Member: Cllr Claire Darke<br>  <br> | The risk continues to be managed by the Assistant Director (School Standards). Since last reported, the following is noted:<br>• The Wolverhampton School Improvement Strategy was reviewed during September 2016. The Strategy continues to have a positive impact on improvements and Ofsted outcomes. As of January 2017, 85% of the City’s schools were measured at good or outstanding. This is a significant improvement on 65% two years ago.<br>• For maintained schools the School Standards Service continues to categorise schools and provide targeted levels of challenge and intervention dependent upon each school’s category. The programme continues to receive positive feedback, with the impact clearly visible within schools.<br>• The School Standards Service continues to work very closely with the DfE and the Regional Schools Commissioner to monitor standards of education in academies. An annual desktop data analysis is completed in respect of all academies. Where the local authority has concerns about an academies performance it will raise them initially with the school and offer appropriate support. If the offer of support is not accepted, or if the School Standards Service deems it necessary concerns are raised directly with the Secretary of State via the Regional Schools Commissioner.<br>• At end of key-stage 2 in 2016 the City achieved 53% of its pupils attaining the expected level of development for their age in all three subjects (reading, writing and maths), this is in line with the national figure. Wolverhampton’s national position is 79th out of 152 Local Authorities the same position as in 2015. We are joint 1st against our statistical neighbours (Sandwell, Coventry, Nottingham, Walsall, Derby, Birmingham, Peterborough, Southampton, Sheffield and Stoke-on-Trent) and 2nd in the West Midlands region.<br>• A new secondary school accountability system was implemented in 2016. Accountability measures for schools from 2016 are: Attainment 8, Progress 8, Attainment in English and Maths (A*- C), and English Baccalaureate (EBacc) entry and achievement.<br>• Attainment 8 - measures the average achievement of pupils in up to 8 qualifications, 47% of pupils achieved the attainment 8 (A8) standard compared to 48% nationally. Wolverhampton’s national position is 127th out of 152 Local Authorities. We are 5th against our statistical neighbours and 6th in the region.<br>• Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4, Progress 8 is a relative measure; therefore, the national average Progress 8 score for mainstream schools is zero. Average progress for Wolverhampton pupils between Key Stage 2 and Key Stage 4 was -0.14 Wolverhampton’s national position is 114th out of 152 Local Authorities. We are 7th against our statistical neighbours and 4th in the region.<br>• Attainment in Basics Measure measures percentage of pupils achieving A*-C in both English and maths. 58% of pupils achieved an A* - C grade GCSE in both English and maths compared to 59% nationally. Wolverhampton’s national position is 124th out of 152 Local Authorities. We are 4th against our statistical neighbours and 4th in the region. |



This report is PUBLIC [NOT PROTECTIVELY MARKED]

| Risk ref | Risk title and description | Comment |
|---|---|---|
| | | • 52% of pupils achieved 5 or more A* - C grade GCSE's including English and maths compared to 53% nationally. Wolverhampton's national position is 123rd out of 152 Local Authorities up on the 2015 position which was 127th (up 4 places nationally). We are joint 4th against our statistical neighbours and 4th in the region.<br>• The EBacc was first introduced into the performance tables in 2009/10. It measures how many pupils get an A*-C or above in core academic subjects at key stage 4. The EBacc is made up of English, maths, science, a language, and history or geography. It should be noted that many of the schools in Wolverhampton do not teach a compliant EBacc curriculum as this does not meet the needs of local young people in the main. 15% of pupils achieved the English Baccalaureate measure compared to 23% nationally. Wolverhampton's national position is 143rd out of 152 Local Authorities. We are joint 6th against our statistical neighbours and 6th in the region. |



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CITY OF WOLVERHAMPTON COUNCIL

**Appendix B**

# Strategic Risk Assurance Map – February 2017

| Risk Ref | Risk Title and Description | Current Score | Types of Assurance<br>External/ Independent<br>(Third Line of Defence) | Risk and Compliance<br>(Second Line of Defence) | Operational and Management<br>(First Line of Defence) | Comments / Gaps in Assurance/Risk Exposure |
|---|---|---|---|---|---|---|
| 1 | **Looked After Children (LAC)**<br>If the number of LAC is not reduced this may result in an increase in costs, budget overspends and an increased demand on children's services. | 8<br>Amber | Performance indicator- number of LAC per 10,000 population<br>Audit and Risk Committee review of risk – September 2015<br>Internal audit review 2015/16 – External Placements (substantial assurance)<br>Children's Services Ofsted Inspection January / February 2017 | Scrutiny review of Corporate Parenting and Children in Care Council – September 2015<br>Resources panel reviews<br>Update to Children's Trust Board- September 2014<br>Care panel reviews of placement costs<br>Report to Cabinet (Performance Management Panel) September 2014<br>Scrutiny review of LAC February 2014 | Children's Services self- assessment December 2015<br>Reports to LAC Budget Monitoring Group (every two months)<br>Controls Assurance Statement | Present sources will continue to provide assurance regarding the changes in number of LAC and progress made against the programme. Assurances through the budgetary process regarding the cost of LAC need to be continually provided to ensure effective management of the budgetary pressures associated with this risk. |
| 3 | **Information Governance**<br>If the council does not put in place appropriate policies, procedures and technologies to ensure:<br>• that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998;<br>• compliance with the Freedom of Information Act and Environmental Information risk Act<br>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information. | 8<br>Amber | Internal audit review 2014/15 – Information sharing agreements (Satisfactory assurance)<br>Internal audit review– Protective marking compliance, September 2014 (Limited assurance)<br>Internal audit review 2016/17 – Freedom of Information Requests (Substantial Assurance)<br>Internal audit review 2016/17 – Information Governance | Information risk register and reports to Information Governance Board<br>Performance reports to Cabinet, Scrutiny Board and SEB<br>Performance indicators reported to Cabinet- Number of data breaches<br>Performance indicator - % of Freedom of Information (FOI) requests met within timescales<br>Performance indicator- % of Subject Access Requests (SAR) met within timescales | Senior Information Risk Officer Annual Report<br>Controls Assurance Statements | The Council's on-going dialogue with the Information Commissioners Office, regular audits, performance against FOI and SAR requests and information incidence logs will all continue to inform the level of assurance over the effectiveness and adequacy of the controls in place to manage this risk this risk. |
| 4 | **Medium Term Financial Strategy**<br>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties. | 12<br>Amber | PwC report: Report to those charged with governance (ISA 260) September 2016<br>Independent review of process for MTFS and budget- E Sullivan, May 2014<br>Internal audit review Budgetary Control - 2015/16 (Satisfactory assurance)<br>Internal audit review – 2014/15 Assumptions of the MTFS<br>LGA Finance Peer review- June 2016<br>Audit and Risk Committee review of risk – December 2016 | MTFS risk register<br>Reports to Budget Working Party<br>Reports to Cabinet<br>Scrutiny reviews of budget strategy<br>Outcome of Local Government Finance Peer Review Report –Report to 3C Scrutiny Board 14 September 2016 | Management accounts<br>Controls Assurance Statements | Ongoing internal and external reviews will continue to provide assurances over the successful delivery of the MTFS and the achievement of efficiency savings. |



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| Risk Ref | Risk Title and Description | Current Score | Types of Assurance<br>External/ Independent<br>(Third Line of Defence) | Risk and Compliance<br>(Second Line of Defence) | Operational and Management<br>(First Line of Defence) | Comments / Gaps in Assurance/Risk Exposure |
|---|---|---|---|---|---|---|
| 7 | **Safeguarding**<br>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage. | 10<br>Amber | West Midlands Association of Directors of Adult Social Services peer review – Adult safeguarding September 2014<br>West Midlands Association of Directors of Children's Services peer review- children's safeguarding September 2014<br>Internal audit review 2015/16 – Independent Reviewing Officer Service (satisfactory assurance)<br>Internal audit review 2015/16 – Safeguarding in schools (satisfactory assurance)<br>S.11 (Safeguarding self-Assessment) Audit 2016/17<br>Internal audit review 2016/17 – MASH<br>Children's Services Ofsted Inspection January / February 2017 | Scrutiny review- Child Sexual Exploitation 2015/16<br>Adults and Safer City Scrutiny Panel Review- Violence against women and girls strategy September 2015<br>Annual reports from adults and children's local safeguarding boards<br>'Our Story' report to Cabinet Member for Children and Families<br>National and local Wolverhampton performance indicators in relation to social care<br>Self- audits confirmation by schools of s175 compliance<br>Annual Reports from: IRO Service, Local Authority Designated Officer, Foster Home Reviewing Officer<br>Safeguarding Adults Board Annual Review – Report to Adult and Safer City Scrutiny Panel 31 January 2017 | Children's Services self- assessment December 2015<br>Adults safeguarding self- assessment and action plan – June 2016<br>Quality Assurance Framework and assessments<br>Controls Assurance Statement<br>WSCB Self-Assessment against Ofsted Descriptors | Up to date assurance from Ofsted is required to confirm risk is being effectively managed.<br>In addition, further assurances continue to be sought by the Wolverhampton Safeguarding Children's Board in respect of the adequacy and effectiveness of the safeguarding arrangements in schools. |
| 8 | **Business Continuity Management**<br>Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services. | 8<br>Amber | Internal audit review 2015/16 – Business continuity and resilience management (satisfactory assurance) | Reports from Wolverhampton Resilience Board to SEB | Incident management: St Alban's Church of England School February 2015<br>Incident management: e.g. industrial action July 2014<br>Incident management: Drug resistance TB June 2016<br>Incident Management: Anchor Lane Chemical Spill September 2016<br>Incident Management: Ettingsall Fire October 2016<br>Reports to Wolverhampton Resilience Board<br>Controls Assurance Statement | The exercise and testing programme once developed and implemented will provide further assurances on the management of this risk.<br>Given the continual reductions in the Council's workforce, ongoing testing will be required to provide assurance over the resilience of the provision of Council services. |
| 9 | **City Centre Regeneration**<br>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:<br>• creation of well paid employment<br>• retention of skilled workers<br>• sector and economic growth<br>• increased prosperity and<br>• reduced demand on council services | 8<br>Amber | Internal audit review 2015/16- City centre development (Satisfactory assurance) | Programme and project risk registers<br>Monthly reporting to the City Centre Regeneration Programme Board<br>Stronger City Economy Scrutiny Panel Review 2016/17 – Regeneration programmes | Reports to Programme Board from project managers<br>Controls Assurance Statement | Regular update reports to the Programme Board and Cabinet continue to provide assurance on the management of this risk. |



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|---|---|---|---|---|---|---|
| 14 | **School Improvement**<br>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence. | 8<br>Amber | Ofsted annual report – Schools 2014/15, December 2015<br>Ofsted inspections 2015/16<br>School internal audit reviews 2013/14 and 2014/15 and 2015/16<br>Internal audit review 2015/16 – School Improvement and Governance Strategy (satisfactory assurance)<br>Audit and Risk Committee review of risk – February 2017<br>Internal audit review 2016/17 – Vulnerable Pupils | Performance indicator – gaps in educational performance<br>Performance indicator – end of key stage outcomes<br>Report to Children and Young People and Families Scrutiny Panel – School Improvement Strategy July 2016<br>Report to Children and Young People and Families Scrutiny Panel - Local Authority School Improvement Inspection Self-Evaluation July 2016<br>Report to Children and Young People and Families Scrutiny Panel- Primary School Organisation strategy July 2015<br>Report to Children and Young People and Families Scrutiny Panel- Academy Partnership Protocol April 2016<br>Report to Children and Young People and Families Scrutiny Panel – Secondary School Sufficiency Strategy April 2016<br>Report to Children and Young People and Families Scrutiny Panel – Improving Our Schools Annual Report 2016 April 2016<br>Audits carried out by School Support Advisors and External Governance reviews | Reports to Cabinet<br>Controls Assurance Statement | The Ofsted inspections and annual report published in December 2016 will continue to be the primary source of assurance for this risk. |
| 15 | **Emergency Planning**<br>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident. | 4<br>Amber | Follow up of internal audit recommendations, January 2014 | Reports to Wolverhampton Resilience Board (WRB)<br>Regular reports from WRB to SEB and C3 Scrutiny Panel | Incident management, e.g. weather incidences 2014, Hickman Avenue fire September 2014<br>Test exercise "Exercise Chillout" August 2014<br>Winter debrief report to WRB – June 2014<br>Controls Assurance Statement | The exercise and testing programme once developed and implemented will provide further assurances on the management of this risk. In the meantime, unplanned incidences and the lessons learned from these exercises continue to provide some level of assurance over this risk. |
| 21 | **Transforming Adult Social Care (TASC)**<br>If the Council does not have robust management and governance arrangements in place for the Transforming Adult Social Care Programme then it may be unable to effectively manage demand and deliver the targets of the significant savings challenge the service needs to make as part of the MTFS. | 12<br>Amber | Birmingham City Council – Wolverhampton Adult Social Care Peer Challenge, March 2016 | Reports to Transforming Adult Social Care (TASC) Board<br>Regular reports from TASC Board to SEB<br>Resources Panel reviews<br>Programme and project risk registers<br>Various TASC KPI's and performance measures | Controls Assurance Statement | Ongoing reviews will continue to provide assurances over the successful delivery of the TASC programme and the achievement of savings targets in the MTFS. |



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|---|---|---|---|---|---|---|
| 22 | **Skills for Work and Economic Inclusion**<br><br>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for Council Services. | 15<br>Red | Reports to the Black Country Local Enterprise Partnership and City Board<br>National performance indicators e.g. % residents unemployed, child deprivation, skills profile, etc.<br>Wolverhampton Skills Commission Review – November 2014 to April 2015<br>Skills and Employment Board<br>Audit and Risk Committee review of risk – September 2016 and December 2015<br>Wolverhampton Skills Commission Review – November 2014 to April 2015<br>Internal audit review – City of Wolverhampton College- Learners with learning difficulties post 16, December 2014<br>Black Country performance management framework | Stronger City Economy Scrutiny Panel Review – Investment and Funding July 2016<br>Report to SEB – City Board –<br>Monthly unemployment briefings<br>Scrutiny review of "Employability and Skills in Wolverhampton" report to Cabinet 11 March 2015<br>Scrutiny review of "Employability and Skills" September 2014 – January 2015<br>Performance indicator - % of residents with no qualification<br>Performance indicator - number of work experience/ volunteering/ apprenticeships opportunities provided<br>Monthly unemployment briefings<br>Scrutiny Skills and Employment Update – Report to Stronger City Economy Scrutiny Panel – 20 September 2016 | Reports to the Wolverhampton Skills and Employment Boardec growth board<br>Inclusion board<br>Controls Assurance Statement | National indicators will demonstrate the effectiveness of the measures in place to manage this long-term risk.<br>In addition, assurances received at a regional level (e.g. through the West Midlands Combined Authority) will also inform the adequacy and effectiveness of the regional initiatives being employed to manage this risk. |
| 23 | **Cyber Security**<br>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence. | 10<br>Amber | Annual Public Service Network (PSN) certification<br>Independent testing of cyber security technical defences<br>Use of 3rd party software to stimulate email phishing attacks | Information risk register and reports to Information Governance Board<br>Reports to SEB and Cabinet (Performance Monitoring) | Regular maintenance and review of technical defence's i.e. fire walls and virus software.<br>Senior Information Risk Officer Annual Report<br>Appointment of Chief Cyber Security Officer<br>Controls Assurance Statements | Independent testing of the Council's cyber security defences will continue to provide assurance. |
| 24 | **Maximising Benefits form West Midlands Combined Authority**<br><br>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it. | 6<br>Amber | SEP monitoring via WMCA SEP Board and Black Country LEP.<br>WMCA Assurance framework<br>Reports to WMCA Board and various Committees<br>City of Wolverhampton Council provide the internal audit service for WMCA | Regular reports to SEB<br>Representation on WMCA Boards and Committee's including Audit Risk and Assurance Committee and Overview and Scrutiny Committee.<br>Update on the West Midlands Combined Authority – Report to Scrutiny Board 17 January 2017 | Appointment of Business Support Officer<br>Controls Assurance Statement | Council representation on key WMCA Boards and Committees will continue to provide assurance. |



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