

# Scrutiny Board

10 October 2017

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny  
**Venue** Training Room, Ground Floor, Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

## Membership

**Chair** Cllr Stephen Simkins (Lab)  
**Vice-chair** Cllr Barry Findlay (Con)

### Labour

Cllr Ian Angus  
Cllr 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

### Conservative

Cllr Arun Photay

Quorum for this meeting is four Councillors.

## Information for the Public

If you have any queries about this meeting, please contact the Democratic Services team:

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**Tel/Email** 01902 555046 or [julia.cleary@wolverhampton.gov.uk](mailto:julia.cleary@wolverhampton.gov.uk)  
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Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>  
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Some items are discussed in private because of their confidential or commercial nature. These reports are not available to the public.

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

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

### PRE-DECISION SCRUTINY ITEMS

- 5            **Digital Transformation Programme 2017-2020** (Pages 9 - 28)

### DISCUSSION ITEMS

- 6            **The Youth Council** (Pages 29 - 30)
- 7            **Information Governance Performance Report - Quarter 1 2017** (Pages 31 - 40)
- 8            **Annual Corporate, Social Care and Public Health Complaints Report**  
(Pages 41 - 108)
- 9            **Work programme** (Pages 109 - 116)  
[To consider the Board's work programme for future meetings.]

### Attendance

#### Members of the Scrutiny Board

Cllr Stephen Simkins (Chair)  
Cllr Barry Findlay (Vice-Chair)  
Cllr Ian Angus  
Cllr Jasbir Jaspal  
Cllr Rupinderjit Kaur  
Cllr Linda Leach  
Cllr Louise Miles  
Cllr Lynne Moran  
Cllr Peter O'Neill  
Cllr Zee Russell  
Cllr Ian Brookfield  
Cllr Julie Hodgkiss

#### Employees

Claire Nye	Director of Finance
Julia Cleary	Systems and Scrutiny Manager
Earl Piggott-Smith	Scrutiny Officer
Neil White	Scrutiny Officer
Greg Bickerdike	Democratic Services Officer
Andrew Wolverson	Head of Service, Early Intervention

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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 Councillor Jacqueline Sweetman, for whom Councillor Julie Hodgkiss substituted, Councillor Paula Brookfield, for whom Councillor Ian Brookfield substituted and Keith Ireland.
- 2 Declarations of interest**  
There were no declarations of interest.
- 3 Minutes of the previous meeting (4 July 2017)**  
Resolved:  
That the minutes of the meeting held on 4 July 2017 be approved as a correct record and signed by the Chair.

4 **Matters arising**

The Chair thanked Neil White for his contributions to Scrutiny Board in progressing training and advocating new ways of working. The Chair wished him well in his new position in Norfolk and the Board agreed.

5 **Annual Scrutiny Report and Work Plan**

The Scrutiny and Systems Manager introduced the report and informed the Board that the report was on the agenda for Full Council.

Officers highlighted the best practice which was in the process of being implemented and the importance of tracking recommendations. Training for Councillors was also a key component of the plan.

The Chair thanked all contributors, especially those who took on scrutiny reviews.

6 **Scrutiny Review of the City's Apprenticeship Offer**

Councillor Gakhall presented the report to the Board.

Councillors queried how many apprentices at the Council were employed on full-time contracts after their apprenticeships finished. Officers informed the Board that there were over 100 enquiries about work experience each year with around 30 apprenticeship positions available, with each apprentice taken on with a view to being employed afterwards, but not a guarantee. It was suggested that this could be improved by applying more pressure to service areas to accommodate people wanting work experience and providing them with day-long taster sessions in different service areas.

Concern was expressed that if people started their apprenticeships at age 16 then they would be 18 when they finished and it could be difficult to get a job outside the authority by this time. Officers informed the Board that there was no longer an age limit on apprenticeships and highlighted that there were many degree posts which were being converted into apprenticeships and more people were taking these up.

Councillor Gakhall discussed the barrier between schools and organisations, but reported that there were now 15 schools in the City who were on board with apprenticeships. He explained that this issue had been caused by a negative perception of apprenticeships, resulting in schools focussing on encouraging students to pursue an academic route rather than a vocational one.

The Panel discussed the need to make people aware of the opportunities that were available to them through the flexibility of modern apprenticeships. Councillor Gakhall concurred that communication was key and that children need to be educated early on about the options available so as to avoid missed opportunities.

The Chair suggested a target of employing 100 apprentices within two years. It was agreed that this recommendation be taken back to employees and Cabinet members for discussion.

Concern was expressed in relation to the low remuneration for some apprenticeships. Officers reported that apprentices at the Council were paid the National Living Wage and that this was a grade three on the Council's pay structure.

The Chair asked how the Council would be promoting the good work that was being done regarding apprenticeships. Officers informed the Board that there was an annual skills event at Wolverhampton Racecourse and National Apprenticeship week was in February each year. The Chair requested that this be publicised on the website and that efforts be made to push this into the WMCA.

Councillor Gakhal thanked Earl Piggott-Smith for his work on the review.

Resolved:

1. That clarification be provided to the Board regarding the remuneration received by apprentices at City of Wolverhampton Council.

## 7 **Feedback from the West Midlands Combined Authority**

The Chair provided a verbal update to the Board.

The Chair informed the Board that there have been delays to the process, due in part to late legislation and the election of the Mayor. The Mayor would be providing six key areas of priority, which would allow his vision to be resourced to achieve the benchmark standards.

The Chair informed the Board that there was now a call-in function, but there needed to be a discussion on how the surrounding counties could contribute to the Scrutiny process. Steer on this should be received by November. The Chair relayed that there was a desire to have the budget set in a similar process as in local government, with the same Scrutiny process.

The Chair also raised the issues of how business forums could contribute whilst being accountable, how to declare interests, how to deliver on education and how the Cabinet system holds the leaders to account as well as the Mayor. The Chair would be visiting the London Assembly next week to observe budget setting and this process would be used as a template. The Chair invited any Councillors with questions to submit them to him.

The question was raised as to whether the funding for Scrutiny at the WMCA was still for half of a Scrutiny Officer.

The Chair reported that this was still the case, but that he was pushing for the £25,000 contributed by each of the non-constituent authorities to be used for Scrutiny. The Chair emphasised the need to ensure that this was a key priority as observers from the House of Commons had flagged that the Scrutiny function was not robust enough.

The question was raised as to whether Scrutiny would be involved in 'question time'. The Chair explained that the Mayor had decided to have open forums, with one on the budget and one on priority setting.

Resolved:

1. That any questions for the Mayor to be made to the Chair by Monday 11 September.

## 8 **Quarter 4 Corporate, Social Care and Public Health Complaints Report**

The Board enquired as to whether the definition of complaint had been agreed upon and whether the timescale limitations for complaints had been clarified.

The Chair remarked on the opportunity to review the complaints procedure to ensure that it was user friendly. He stated that resources could be allocated to specific issues in the process. The Panel considered the possibility of a complaints app, similar to the Report It app.

Concern was expressed in relation to section 4.9 and 4.10 as issues which need addressing. The Chair agreed that these should be used as examples when investigating the policy and procedures, which would need to be reviewed every two years. Officers explained that for each complaint, the cabinet member was informed and action plans were created for the relevant service area. The action plans discussed the cause of the complaint and were intended to prevent further occurrences of the issue.

Resolved:

1. That the briefing note regarding complaint definitions and timescales be recirculated.
2. That the complaints procedure, policy and processes be brought to the Board as a workstream for review.
3. That the action plans relating to complaints in section 4.9 and 4.10 be investigated.

## 9 **Implementation of the Early Years Strategy**

Andrew Wolverson presented the report.

The Chair thanked Andrew for the report and suggested that outcomes could be improved if there was a nursery at the Council for employees' children.

The Panel requested information about how effectively the concept of 'school readiness' is communicated to parents. The Officer detailed that there was a checklist which needed to be part of the school induction process, but that the health visitors used this checklist at the age of 2 – 2 ½. It was stressed that readiness needed to start before school and to assist parents the online offer, especially that of the Wolverhampton Information Network, was being developed to ensure that all materials were available.

Some concerns were expressed regarding the long waiting list for 'Healthy Minds'. Officers reported that work was being conducted in partnership with Public Health to assess how the service was delivered. The Chair expressed that, as a preventative initiative, this would result in a greater cost later if it was not properly resourced.

Resolved:

1. That Cabinet be requested to investigate greater resources for Healthy Minds.
2. That the issue of Healthy Minds be brought back as an item for Scrutiny Board in the future.

## Scrutiny Board

### 10 October 2017

<b>Report title</b>	Digital Transformation Programme 2017-2020	
<b>Decision designation</b>	RED	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Corporate Plan priority</b>	Confident Capable Council	
<b>Key decision</b>	Y	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All Wards	
<b>Accountable Director</b>	Mark Taylor, Strategic Director, People	
<b>Originating service</b>	Corporate Directorate	
<b>Accountable employee</b>	Andrew Hoare	Digital Transformation Programme Director
	Tel	01902 554044
	Email	lisa.williams@wolverhampton.gov.uk, andrew.hoare@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	2 October 2017
	Scrutiny Panel	10 October 2017

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#### Recommendation for action:

1. That Scrutiny reviews the contents of this report and provides feedback to Cabinet ahead of any decision to implement future phases of the Digital Transformation Programme.

## **1.0 Purpose**

1.1 On 18 October, Cabinet will be asked to approve the following recommendations:

That Cabinet recommends that Council approves:

1. The implementation of future phases of the Digital Transformation Programme over the period 2017-2018 to 2019-2020.
2. The allocation of projected capital resources totalling £3.0 million for the delivery of the next phase, Phase 2, of the Council's Digital Transformation Programme over the period 2017-2018.
3. The allocation of additional capital resources totalling £1.0 million for the further rollout of the ICTS capital programme during 2017-2018.

That Cabinet is asked to note:

1. That future phases of the Digital Transformation Programme over the period 2018-2019 and 2019-2020, is anticipated to have a total projected capital cost of £11.0 million and will be subject to Council approval.
  2. That future funding for ICTS capital programme over the period 2018-2019 and 2019-2020, is anticipated to have a total projected capital cost of £5.0 million and will be subject to Council approval.
  3. The Digital Transformation Programme will build internal capability to support continuous improvement of digital services once the programme itself has been completed.
- 1.2 Scrutiny Board is being asked to review the contents of this report and provide feedback to Cabinet ahead of making these decisions to implement future phases of the Digital Transformation Programme.

## **2.0 Background**

- 2.1 The Council has a responsibility to provide excellent services and value for money to the taxpayer. Driven by budget cuts, increases in demand, an aging population and new areas of responsibility the financial pressure we face is set to continue for the foreseeable future. Delivering cost effective services is becoming more of a challenge and the Council needs to achieve a budget reduction amounting to £15.5 million over the two-year period to 2019-2020.
- 2.2 Usage of digital services in the community is increasingly common, with the banking, travel and retail sector taking the lead in delivering customer focused services that both increase user satisfaction and reduce the cost to provide services. Our customers now expect to transact with the Council in the same way. Through online self-service we can



generate a reduction in costs whilst providing quicker, effective, more convenient and easier ways for customers to access council services.

- 2.3 The Council can also deliver more cost-effective services by making better use of the information it holds to enable decision making that results in improved outcomes and meets customers' expectations. In addition to providing insights that allow us to get it right first time, better manage demand and enable pre-emptive intervention.
- 2.4 Our employees are our most valuable asset and by enabling them with technology we aim to make work an activity we do, rather than a place we go. Through agile working we will empower our people to work where, when and how they choose with complete flexibility of work to drive long-term organisational success. Whilst it can unlock value for both the employer and the employee, it will be driven by customer and business needs.
- 2.5 In summary, the programme aligns with and supports the council strategy and corporate plan by delivering on the strategic themes of the ICT and digital strategy which aims to:
- Empower customers (citizens, residents, visitors, businesses and partners) capable of self-serving with the means to do so, ensuring the council can focus precious resources upon those in society most in need;
  - Enable employees to work more effectively while they are out and about or operating from different office sites making them more productive and reducing the cost to serve;
  - Create a capable organisation that effectively implements and utilises information, technology, digital tools and approaches to give the council the ability to deal with challenges more effectively.

### **3.0 Programme status update**

- 3.1 The Customer Platform, which was launched in February 2017, is a mobile-friendly gateway that makes it easy for residents and businesses to potentially access a wide range of services, benefits and to transact with the council. Through a central online account and associated digital services, customers can apply, report and pay for services online at their convenience. The Customer Platform workstream has:
- Implemented a single future proofed customer case management and Customer Relationship Management (CRM) solution to support contact centre consolidation and enable end to end digital service provisioning of services;
  - Implemented a fully digital Healthy Life Styles operating model and business solution to support the move from the NHS;

- Created reusable components to enable 24/7/365 availability of all eligible council services. The project proved the concept by delivering bulky waste, tip permit and digital payment services;
- Launched an online customer account with 16,000 'My Account' registrations to date. Enabling the migration of the e-billing solution to the new customer 'My Account' portal.

3.2 Our business intelligence dashboards for Finance and HR reporting have been considered a step change by our peer councils. This has led to a number of speaking engagements at LGA forums with the Digital Transformation Director providing thought leadership for the sector. The business intelligence workstream has:

- Created a HR Dashboard capable of providing managers with full drill down visibility of employee details in their entire establishment;
- Created a finance capital budget management dashboard capable of providing budget holders with one place they can go for full real-time capital budget visibility of their area of responsibility;
- Produced a finance revenue budget management dashboard providing real-time visibility of budget managers revenue position;
- Built a data analysis module for the mainframe archive enabling quicker more informed responses to invoice payment queries, which has already saved the council thousands by stopping duplicate payments;
- Created an initial Customer Services Dashboard providing full drill down capability and ready for full automation in the next phase of the project.

3.3 The programme has established a single view of the customer across the Council with Data Stewards from the business area taking responsibility for on-going management and maintenance of the data. Enabling the Council to relate to the customer intelligently as a single organisation. The Single View workstream has:

- Collated three key data sources including council tax and housing benefits, adult social care and housing management into a single customer view;
- Established a data stewards team to enable and support continuous data quality and data governance procedures within business units;
- Improved council data sharing and data quality. The council now has over 160,000 cleansed data records which have been updated into the source systems;
- Uploaded customer data into CRM to provide initial customer information and will support the Customer Platform to provide a 360-degree view of the customer to

service departments and the customer themselves through the 'My Account' feature.

3.4 The Council's investment in digital transformation over the last two years means that it is in a strong position to take advantage of the opportunities that continue to be presented. The foundation is in place to allow rapid progress to be made in digitalising all the council's services over the next two years.

#### **4.0 Programme workstreams**

4.1 Customer Platform - Enhancements to the Customer Platform especially the 'My Account' feature and the end to end digital enablement of all report it, request it, payments and application services by 2020.

4.2 Business Intelligence - Enhancing the finance dashboard, full automation of the customer services dashboard and HR dashboard to include management of attendance, appraisals and training records. Utilising council data as a valuable asset for driving service delivery improvements.

4.3 Single View - Utilising data held in our systems to provide consolidated views of the customer, businesses and properties. Supporting change of circumstances and consent management for the General Data Protection Regulation (GDPR).

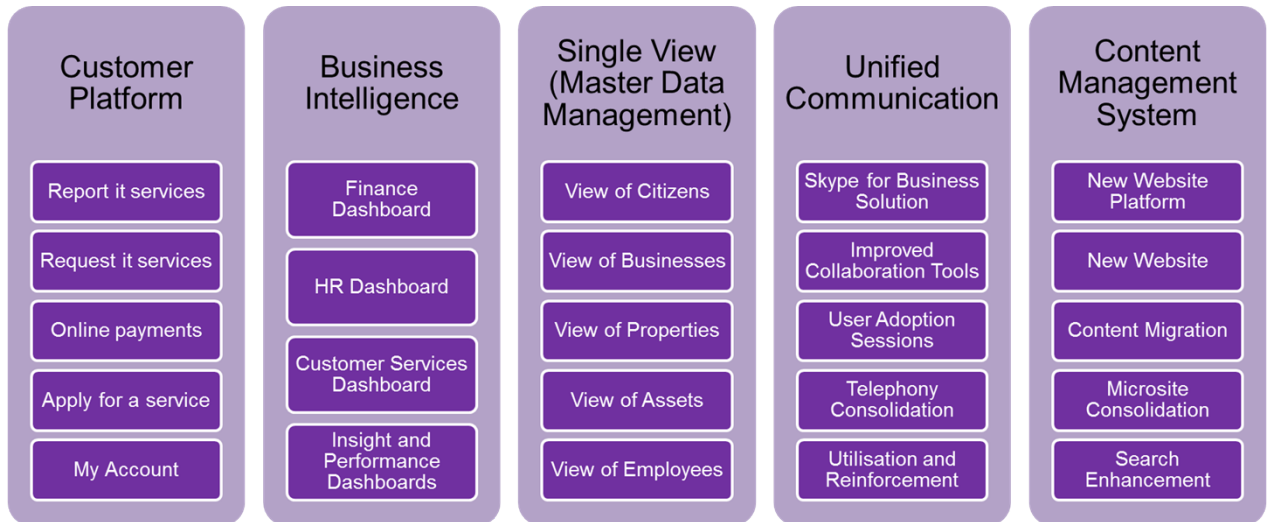
4.4 Unified Communications - Enabling our telephony services to support flexible and agile working practices to enable property rationalisation, employee work/life balance, maximise team collaboration, efficiencies and productivity.

4.5 Content Management System (CMS) - Replacing the council's website and migrating relevant content to the new website to better support digital customers. Implementing improved search capability and consolidating all council related websites.

4.6 End to end digital transformation can enable us to address our savings challenges. However, customer convenience is just the tip of the iceberg, greater benefits and savings will be achieved through:

- better long-term outcomes;
- operational efficiency;
- demand avoidance;
- satisfactory customer outcomes delivered first time.

## 5.0 Future phases deliverables



5.1 The Customer Platform workstream will deliver full end to end digital customer services covering:

- Report it: missed bins, fly tipping, benefit fraud, child safeguarding, adult safeguarding and potholes;
- Request it: bulky waste collection, new bin, home visit, parking dispensation and appointments;
- Payment: council tax, parking fines, business rates, planning applications, school fines and other upfront payment opportunities;
- Applications: blue badges, planning permission, taxi licenses, benefits and business licenses;
- My Account: edit details, change of circumstances, open cases, history and document upload.

5.2 The Business Intelligence workstream will deliver insights to enable our employees to make better more informed decision by providing:

- Finance dashboard that enables budget managers to have full real-time visibility of their budget position, compare against previous periods and forecast based on multiple variables;
- HR dashboard that enables managers to have full visibility of their establishment including sickness, management of attendance, mandatory training and appraisals;
- Customer Services dashboard that enables the full automation of real-time customer contact reporting and profiling of channel usage;

- Programme dashboard incorporating the financial position of programmes and project taking place across the council;
- 5.3 The Single View workstream will deliver consolidated views of customers, businesses and property to ensure that all the engagements with the council are holistic.
- 5.4 The Unified Communications workstream will deliver follow me telephony services which will enable remote and agile working. Benefits are gained from changing work practices, utilising new technologies and creating new working environments. These include:
- Benefits for the Council:
    - Increased productivity and efficiency
    - Space savings
    - Reduced property costs
    - Reduced cost of fuel and parking
    - Extended business hours
    - Meeting customer's expectations
    - Ability to match workforce to fluctuating demands
    - Better utilisation of skills
    - Increased innovation
    - Reduction in organisational and personal carbon footprint
    - Improved business continuity; less disruption due to weather, office security issues, travel problems etc
    - Improved staff performance
    - Ability to attract and retaining high quality talent
    - Reduced absenteeism and related costs
    - Reduced staff turnover with associated costs and reduction in lost knowledge, skills and experience Increased motivation and engagement of staff;
  - Benefits for employees:
    - Reduced travel time and related cost
    - Personal productivity; fewer distractions, improved focus, concentration, creativity, better use of skills and less frustration linked to fewer barriers
    - Improved work life balance
    - Increase in wellbeing, health and happiness; reduced stress, better sense of control, ability to integrate healthy eating and exercise into the day
    - Increased engagement as a result of the autonomy and trust at work.
- 5.5 The Content Management System (CMS) workstream will deliver a new council website platform and a new website that is fit for purpose and enables:
- Transactional digital services;
  - Targeted information;

- Improved search;
- Share customer and customer service agent knowledge base;
- Consolidation of all council related websites onto one CMS platform.

## **6.0 Benefits**

6.1 The overall benefit of the future phases of the programme will be generated from utilising the foundations implemented in the previous phases to:

- Drive down the cost of service delivery;
- Deliver better customer outcomes;
- Reduce duplication of effort;
- Improve customer experience;
- Make best use of the technology investments we have already made;
- Make the best use of our data insights to inform decision making.

6.2 Based on last year's payment provider costs, by consolidating and migrating online payment to our new Customer Platform, the Council should be able to make sizeable cashable savings, based on the transactional charge reducing from 1.46% to a flat rate of 5p per transaction.

6.3 Based on the Customer Service Overall Performance report for March 2016 the Council answered 57,536 calls. Using industry average channel cost figures, the Council cost of provisioning this call answering service was in the region of £150,000. Based on this, if:

- 20% of customers used self-service, the Council would save approximately £30,000 monthly or £360,000 per annum;
- 50% of customers used self-service, the Council would save approximately £75,000 monthly or £900,000 per annum;
- 80% of customers used self-service, the Council would save approximately £120,000 monthly or £1.4 million per annum.

6.4 Based on the Customer Service Overall Performance report for March 2016 the Council had 14,484 visitors to Customer Services in the Civic Centre. Using industry average channel cost figures, the cost to the Council was in the region of £119,000. Based on this, if:

- 20% of customers self-served the Council would save approximately £24,000 monthly or £286,000 per annum.

6.5 It is important to note that the ability of the Council to realise these as cashable savings is yet to be determined. Some of these reductions will be realised as efficiencies rather than cashable savings.

6.6 Other benefits include:

6.6.1 Reduction in the cost to serve the customer which will support the council to address the budget challenge. The programme aims to:

- Reduce duplication of effort and solution, increase productivity and deliver more with less by reducing avoidable contact, automating processes and handing off fulfilment to the most appropriate resources;
- Achieve early and incremental benefits from investments by using agile programme and project delivery methodology, ensuring the council does not have wait until the end of the project to gain value;
- Automate transactional tasks so that resources are freed-up to perform task that add value and reduce the cost to serve;
- Support digital customers to use lowest cost contact channels by choice because it is the most convenient and easy to use channel.

6.6.2 Improved customer experiences and customer satisfaction with council services and outcomes. The programme's aim is to:

- Enable 365/24/7 always on council services;
- Enable end to end digital customer self-service to report, request, pay (up front) and complete applications online;
- Personalise, remember and relate to customers intelligently as a single organisation;
- Provide customers the ability to openly track progress and status, view transaction and engagement history;
- Provide information required by the customer in the most convenient way to enable the customer to deal with an event in their life;
- Encourage feedback from customers to tell us what services are performing well or poorly and how they can be improved;

- Connect customers to people who have similar needs and involve them in the re-design of services.

6.6.3 New capabilities enabled to support customers and employees to deliver better outcomes at a reduced cost. The programme's aim is to:

- Enable customer multi-channel engagement so that they have a choice, but still get the same level of exceptional service;
- Enable customers to assess their own needs so that they are empowered to make decisions for themselves;
- Accurate, consistent and high-quality data to support the provision of all council services;
- Provide a single view of customers, businesses and property to ensure appropriate collection of taxes, rates and best usage of council asset;
- Informed and evidenced decision making based on seamless integration with back office applications.

6.6.4 Future proof the organisation by ensuring that it can adapt and cope with the changing demands and expectations of the customer and employees. The programme's aim is to:

- Automate transaction processing by enabling digital processes;
- Improve the management and utilisation of information;
- Improve data security and meet compliance requirements;
- Reduce avoidable contact resulting in cost avoidance;
- Improve demand management and enable pre-emptive intervention resulting in few people being caught in the benefit trap.

## **7.0 Reasons for digital investment**

7.1 The Digital Transformation Programme is an enabler for the Council's Confident, Capable Council (C3) transformation programme which underpins its drive to improve services and transform the way the council works. It is a requirement to enable us to deliver on our Corporate Plan.

7.2 End to end digitalisation of Council services will enable new ways of working and support better customer outcomes whilst meeting our financial challenge and delivering on our strategic priorities for the city 'a stronger economy, stronger communities, supported by a Confident, Capable Council.'



- 7.3 The Digital Transformation Programme will enable us to meet the changing behaviours, demands and expectation of customers who have become used to the convenience of digital technologies. At the same time, we will leverage the self-service opportunities that allow us to deliver services at a reduced cost.
- 7.4 The investment will enable the Council to better utilise the data it holds to inform decision making by providing actionable insight to the right people, in the right format at the right time.
- 7.5 The solution will enable the Council to comply with security and data protection legislation, including the new General Data Protection Regulation (GDPR) minimising the risk of data loss, data breaches and the associated penalties.
- 7.6 The investment will mean that the programme can enable the delivery of savings targets that are dependent on digital transformation. For example:
- Customer Services Transformation Programme is reliant on DTP to enable its savings target to be achieved;
  - Digital enablement is required in order to begin the transformation of the Registrars services and achieve both operational efficiency and expected savings;
  - Agile, flexible and mobile working is dependent on the delivery of follow me telephony in order to be fully operational. Future Space programme savings are dependent on a digitally enabled workforce.

## **8.0 What will be different?**

### **8.1 Empowered Customer:**

- The business model, processes and people will be reshaped around the customer journey, demands and expectation with the help of technology enablement.
- Customers will be empowered to help themselves through digital self-service channels that will be always-on, ensuring that access to public services using their choice of device at a time and place convenient to them.
- The Council's Customer Platform will continue to be enhanced, digitally enabling all council services by 2020 and promoting personalised customer self-service through the 'My Account' functionality.
- Through integrated feedback channels customers will have a voice that can be heard and will help co-create services that are customer focused, digital, convenient, consistent, simple to use, intuitive enough that users succeed the first time they engage and with the right mix of automated and human touch points.

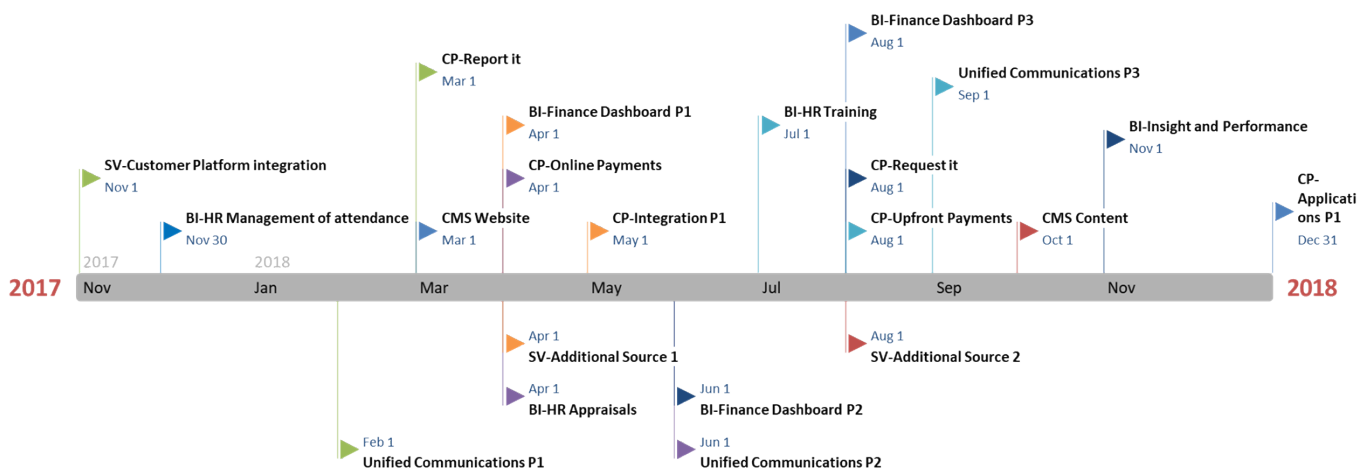
## 8.2 Enabled Employee:

- For City of Wolverhampton Council employees, work will become what you do not where you go. Employees will be provided with the tools and skills to be able to carry out their duties from any location, using any device and at any time.
- A suite of productivity software for collaboration and unified communications including follow me telephony will be implemented and accompanied by people change management activities to ensure adoption and utilisation.

## 8.3 Capable Organisation:

- Data will be recognised as a valuable asset for driving service delivery improvements. We will deliver the initiatives of 'Open Data' and 'Data Transparency' in line with Central Government policy and in collaboration with our partners and the community.
- We will apply digital thinking and agility across everything we do; how we engage, serve, and meet customer expectations; how we ensure services are secure, simple, standardised and shared; how we operate our internal processes; and how we source or commission business services.

## 9.0 Timescales



## 9.1 In quarter 3/4 2017-2018 the programme will deliver:

- Two-way integration between the consolidated single view of the customer and the council's CRM solution to enable real-time customer detail updates;
- HR management of attendance dashboard to enable line managers to proactively manage attendance within their establishment;

- HR appraisals dashboard to enable manager to track and report on the status of appraisals in their establishment;
- Finance dashboard to enable financial visibility of budget and income through an easy to use platform;
- Fit for purpose unified communications infrastructure and configuration that can support the full requirements of the council;
- New website platform and website ready to be used as the front door for all council services;
- All the report it services accessible from the new website as self-service digital offering which is available 24/7/365;
- All payments available to customers online form the new council website as a self-service digital offer 24/7/365.

## **10.0 Approach**

- 10.1 The Digital Transformation Programme Team has spent the last four months speaking to the different service owners throughout the Council to establish, gather, explore and prioritise the opportunities that they have identified in their business areas.
- 10.2 The list below are the priority areas that have been identified by the services owners as the areas that will bring the most value to the Council if digitally enabled.

Service Area	Directorate	Requirement (Title)	Theme
Various	Corporate	Online payments	Payments
Customer Services	Corporate	Enhancements to CEP solution (Report IT)	Report It/Request It
Various	Corporate	Upfront Payments	Payments
Adult Services	People	Self Assessment and Referral	Applications
Registrars	Corporate	Registrars	Request It
City Economy	Place	Workbox	Applications
Customer Services	Corporate	Knowledge Base	Information
Adult Services	People	Carers Portal	Various
The Hub	Corporate	Case Management Tracking	Various
Parking Services	Place	Customer visibility of parking appeals	My Account
Schools	Education	Integration with Capita One	Various
Customer Services	Corporate	Missed Bins	Report It
Governance	Corporate	GDPR Compliance	Request It
Various	All	Online appointments	Request It
Communications	Corporate	Campaign management	My Account
Revs and Bens	Corporate	Replacement of Billing Solution	Payments
Governance	Corporate	SAR (Subject Access Request) Management	Request It
Governance	Corporate	FOI Management	Request It
City Economy	Place	Loyalty Card	Various
Childrens Services	People	Foster Carer Portal	Various
Customer Services	Corporate	Complaints and Complements	Report It
Various	Corporate	My Account enhancements	My Account
Pest Control	Place	Pest Control	Request It
Customer Services	Corporate	Sports Pitches	Request It/Applications

- 10.3 The order in which the services will be delivered by the programme will be prioritised by the Senior Executive Board.
- 10.4 The products of the programmes will be delivered in an incremental manner that impacts a number of the council's services at the same time to enable early realisation of value and benefits. For example, the payment workstream will enable all online payment service across the whole council ensuring that all service benefit early from the online digital payments service.
- 10.5 Digital services will be delivered using a combined approach that starts by focusing on end to end services reviews in order to fully understand the breadth of the service before reverting to an incremental delivery approach to deliver fully functional features.
- 10.6 To align with the rapid pace of change, the programme will adopt an agile digital delivery framework that can supplement our existing in-house delivery approach, governance and assurance processes.

## 11.0 Possible savings

- 11.1 The programme underpins the delivery of existing and future savings required to meet the medium term budget challenge. This includes enabling:
- Saving from releasing staff from transactional tasks so that they can focus on value add tasks;

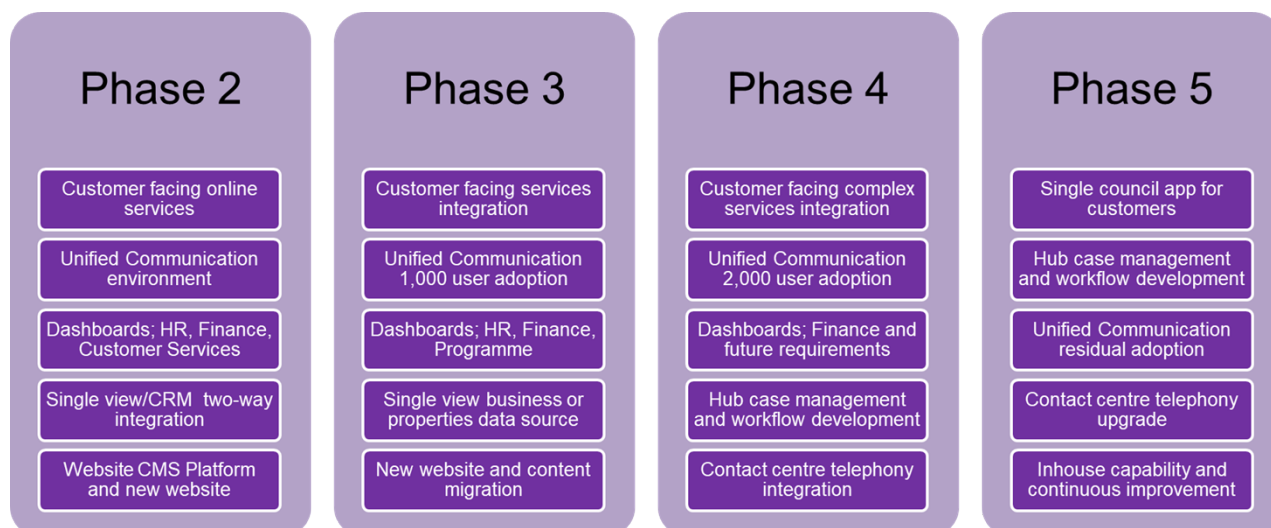
- Increased productivity through technology enablement;
- Fraud reduction through better use of information about customers, businesses and properties;
- Cost avoidance through informed decision making;
- Enable proactive and predictive intervention through the better use of actionable insights;
- Enablement of further customer contact savings.

## 12.0 Investment summary

12.1 It is anticipated that the delivery of phases 2 to 5 of DTP would require capital resources totalling £14.0 million.

Workstreams	Investment £000	Revenue £000	Potential Benefits (Key: £££ = £1million+ ££ = £100,000+ £ = £10,000+ )
Customer Platform	10,300		£££ - Enabler for end to end digital services
Business Intelligence	800		£ - Enabler for informed decision making
Single view	700		£ - Enabler for 360-degree view of the customer, businesses and properties
Unified Communications	550		££ - Enabler for flexible and mobile working
Content Management System	650	20	Enabler for customer online channel engagement
Contact Centre Telephony	1,000		Enabler for improved telephone channel engagement

12.2 The high-level deliverables for each phase of the programme are outlined below.



- 12.3 The anticipated profile of investment across the years 2017-2020 is shown below and the release of funds will be subject to Council approval based on delivery of agreed products of the phase.

Phase 2 £000	Phase 3 £000	Phase 4 £000	Phase 5 £000
3,000	4,000	4,000	3,000

### 13.0 ICT Capital Programme

- 13.1 The Digital Transformation Programme is a major delivery stream of the Council's Future Works programme; one of the seven 'Future' streams of the Council's C3 portfolio. The Future Works programme is predominantly funded through the ICT Capital Programme. The period between the end of phase 1 of DTP and the proposed start of phase 2 of DTP has been funded from the ICT Capital Programme in addition to funding commitments for other priorities such as the upgrade of the Council's social care solution.
- 13.2 The Council's ICT infrastructure needs to be continually updated to remain operational and up to date. Most ICT solutions have a finite shelf life and have to be replaced or upgraded at regular intervals in order to remain current, working and supported; failure to do this could lead to Council ICT solutions breaking and, therefore, being unable to support the Council in its duty to deliver services to citizens. The rolling ICT capital programme which makes budgetary provision for this.
- 13.3 The existing ICT Capital Programme, following a report to Cabinet (Resources) Panel on 23 May 2017, incorporated a range of projects totalling £4.8 million. As a result of the requirement to realign the ICT Capital Programme to support the delivery of some of the Digital Transformation Programme, previously agreed funding for longer term strategic objectives now needs to be reallocated in order to allow the ICT Capital Programme to continue. This realignment has taken place.
- 13.4 Increased funding totalling £1.0 million for the period 2017-18 will be required to support the delivery of the proposed ICT Capital Programme during this period taking the total to £4.4 million. This is shown in Appendix A.
- 13.5 Funding for DTP and the ICT Capital Programme are intrinsically linked. Revenue implications arising from the funding options for both programmes will affect the Council's Medium Term Financial Strategy (MTFS) as well as the ICT revenue budget. These considerations are explored in the Financial Implications of this report.

### 14.0 Financial implications

- 14.1 The Digital Transformation Programme was first implemented in November 2015. The first phase of the project utilising capital resources totalling £3.6 million, delivered efficiencies across the organisation.
- 14.2 It is projected that the capital cost arising as a result of Phase 2 of the Digital Transformation Programme will be in the region of £3.0 million; fully utilised in 2017-2018. The increase in the capital programme arising as a result of this request will require additional prudential borrowing. The revenue implications of borrowing £3.0 million, including interest costs and the provision for redemption of debt, will be in the region of £490,000 per year over an average asset life of 7 years.
- 14.3 In addition to this, Cabinet approval is sought to increase the ICT capital programme by £1.0 million in 2017-2018. The proposed increase in the capital programme will require additional prudential borrowing. The revenue implications of borrowing £1.0 million, including interest costs and the provision for redemption of debt, will be in the region of £220,000 per year over an average asset life of 5 years.
- 14.4 It is anticipated that the revenue costs arising as a result of borrowing can be met from within Corporate Budgets in 2018-2019.
- 14.5 At the point of writing, it is anticipated that Phases 3 to 5 of the Digital Transformation Programme will be in the region of £11.0 million, whilst the further rollout of the ICTS capital programme over the period of 2018-2019 to 2019-2020 is anticipated to be in the region of £5.0 million.
- 14.6 Any increase in the capital programme arising as a result of the additional requests will be considered as part of the 2018-2019 budget setting process.

[MH/02102017/S]

## **15.0 Legal implications**

- 15.1 Although there are no immediate legal implications in implementing the recommendations a number of implementation contracts will be required to be entered into at a future point. Legal and procurement advice will be given throughout this process. The Information Governance and HR policies meet legal requirements surrounding information risk and the appropriate use of ICT assets.  
[RB02102017/N]

## **16.0 Equalities implications**

- 16.1 An initial Equality Analysis has been undertaken which has identified that there are implications for three equality strands (Age, Disability and Race). As the programme develops there will be an ongoing review of the Equality Analysis to look at how these can be addressed.

## **17.0 Environmental implications**

- 17.1 There are no environmental implications as a result of this report.

## **18.0 Human resources implications**

- 18.1 The programme will build in-house digital transformation capability and capacity, developing skills and competencies to ensure sustainable continuous digital transform post the programme end date.
- 18.2 There will be a resource requirement to enable the delivery of the programme. Recruitment will be in accordance with HR policies and procedures, where possible secondment opportunities will be advertised across the organisation to ensure transfer of knowledge and skills.
- 18.3 The programme supports the Agile Working Protocol introduced in March 2017.
- 18.4 Any future impact on services will be mitigated through the normal consultation processes associated with the redesign of services and teams.  
[HR/AP/AH/048]

## **19.0 Corporate landlord implications**

- 19.1 At its peak the Programme will require accommodation/banks of desks to house approximately 30 to 40 people during the duration of the Programme.



## Appendix A

ICT Capital Programme Q2 2017-2018		2017-2018
		£000
<b>Main Programme:</b>		
Provision for Future Developments		75
		75
Emergency Projects		75
		75
<u>Security Enhancement</u>		
Penetration Testing & ITHC		23
Internal Security Testing Tools		10
		33
<u>Refresh</u>		
Microsoft Enterprise Agreement (Core)		823
Microsoft Enterprise Agreement (Dynamics/servers)		250
Microsoft Azure Commitment		100
		1,173
<u>Storage Refresh</u>		
Increase Storage Capacity		60
Upgrade / Replace Filers		93
		153
<u>Upgrades</u>		
Active Directory upgrade		10
		10
<u>Infrastructure Upgrades</u>		
Telephony Improvement		50
Network Hardware Refresh		57
Expand production VM environment and production DMZ environment		30
SCCM / SCOM		5
Expand SDC Virtual Server Farm		5
Civic Centre Infrastructure Upgrade		230
Auditing Tools and Log Management Solution		10
Telephony Refresh		10
Civic Centre Wireless Upgrade		20
Replace/Upgrade System Centre Appliance		40
Unified Communications		100

<b>ICT Capital Programme Q2 2017-2018</b>	<b>2017-2018</b>
	<b>£000</b>
Project resource to support agile working	90
Large format printer	20
Additional digital signage equipment / AV	300
Just in Time Development	300
Resilient Express Route installation	20
	1,287
<u>Data Centres</u>	
Additional Data Cabinets	2
Air conditioning	20
Data centre decommission and deep clean	5
Replace UPS Batteries	5
UPS DC & AC Capacitor Replacement	15
	47
<b>Main Programme</b>	2,853
<b>Desktop Refresh</b>	1,018
<b>Disaster Recovery</b>	5
<b>Service Led ICT Projects:</b>	
Migrate Care First to Eclipse	450
WV Active Kiosk	36
Council Chamber / Mayoral Parlour refurbishment	50
<b>Service Led ICT Projects</b>	536
<b>Total ICTS Capital Programme</b>	<b>4,412</b>

## Scrutiny Board Briefing

Agenda Item No: 6

The Youth Council have been supporting the vote in Wolverhampton and have been encouraging young people from schools and youth projects to vote. The Youth Council have been doing assemblies and approaching form groups encouraging young people to take part.

A report will be presented to Scrutiny which will update the Wolverhampton Result and provide an opportunity to discuss how Scrutiny and the Youth Council can work jointly on the issues.

This year the national campaign for the Youth Parliament was Votes at 16 the Wolverhampton response to this campaign was to ask full council to debate a motion that the council supports votes at 16. This motion was passed on July 19<sup>th</sup> 2017. The Youth Parliament have been asking for councils to offer their support to the campaign.

The national campaign will not be decided the 10<sup>th</sup> November 2017 where Members of UK Youth Parliament will come together to debate and decide in their House of Commons sitting the most important issue that they will campaign on for the year ahead. **They will decide this from the top 5 issues voted on by young people from across the UK from the Make Your Mark ballot.** The UK Youth Parliament is the only group other than MPs that is allowed to sit in the House of Commons.

The topics on the ballot paper were all decided by Members of Youth Parliament at the Annual Sitting in July. These are

**A Curriculum to prepare us for life.** Schools should cover topics like finance, sex and relationship education and politics.

**Votes at 16.** Give 16 and 17 year olds the right to vote in all elections/referendums.

**Protect LGBT+ People.** Lesbian, Gay, Bisexual and Transgender+ young people deserve to be treated the same as everyone else; discrimination needs to be challenged.

**Support for Young Carers. Government should increase funding to support Young Carers. Schools and youth organisations should work together better to support them.**

**Transport.** Make public transport cheaper, better and accessible for all.

**First Aid Education for All Young People.** All young people should learn basic First Aid, on a regular basis, including CPR, and all schools in the UK should have a defibrillator

**Mental health.** Services should be improved with young people's help.

**Make the invisible visible.** Not all debilitating illnesses and conditions are visible eg. epilepsy, autism and diabetes can be isolating. Young people should work together to raise awareness.

**Protect schools budgets from damaging cuts.** Government should reverse the proposed cuts to schools so that each young person has an equal chance to succeed

**Work Experience hubs for 11-18 year olds.** Knowing where to find work experience can be challenging. Government should create an online space to help young people with this

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## Scrutiny Board

10 October 2017

<b>Report title</b>	Information Governance Performance Report – Quarter One 2017/18	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Milkinderpal Jaspal Governance	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O’Keefe, Governance	
<b>Originating service</b>	Democratic Services	
<b>Accountable employee(s)</b>	Anna Zollino- Biscotti Tel Email	Information Governance Manager  01902 555166 Anna.zollino-biscotti @wolverhampton.gov.uk
<b>Report to beas been considered by</b>	Governance Directorate Leadership Team Cabinet Performance Panel Information Governance Board	14 September 2017 18 September 2017 21 September 2017

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### Recommendations for action or decision:

The Scrutiny Board is recommended to:

1. Review and comment on the quarter one performance for Information Governance
2. Identify and feedback any further action that may be necessary.

## **1.0 Purpose**

- 1.1 To report on the performance of Information Governance for quarter one (April – June 2017).

## **2.0 Background**

- 2.1 The Information Commissioner's Office (ICO) conducted consensual audits of the Council in October 2011 and July 2012.
- 2.2 The October 2011 audit covered requests for personal data and requests made under the Freedom of Information Act 2000 (FOI). The ICO's subsequent overall opinion was that there was a very limited assurance that processes and procedures were in place and being adhered to.
- 2.3 The ICO carried out a further audit on 19 July 2012 to measure the extent to which Wolverhampton City Council had implemented the agreed recommendations and identify any subsequent change to the level of assurance previously given. This was based on an update provided in March 2012 and subsequent management information. The ICO raised the Council's status from Red "Very Limited Assurance" to Amber "Limited Assurance" as an acknowledgement that progress had been made.
- 2.4 The Council provided a final management update to the ICO on 20 December 2012, after which the ICO confirmed that the audit process has been brought to a conclusion. Throughout 2013, work continued to ensure that a strategic approach was adopted to how the Council manages information assets.
- 2.5 In February 2014 the ICO asked for further updates on our progress, as a result of information incidents the Council was managing. The Council was then placed under an enforcement notice to achieve 100% of employees having undertaken the mandatory 'protecting information training'.
- 2.6 In June 2014 the Council complied with the enforcement notice and achieved 100% of employees completing the 'protecting information' training.
- 2.7 In June 2016, as a result of an information incident, the Council signed a written undertaking with the ICO to ensure that all staff handling personal data receive data protection training and that it is refreshed at regular intervals not exceeding two years. In addition, the Council was also required to devise and implement a system to monitor training.
- 2.8 In order to ensure ongoing improvements with information governance this report outlines current performance.

### **3.0 Progress**

- 3.1 The IG performance figures for quarter one are contained in appendix A.
- 3.2 263 requests were received for Freedom of Information /Environmental Information which is about average for this quarter however is 55 less than those received in quarter four last year. All but one request was responded to within the statutory 20 day timeframe, which equates to a 99% response rate.
- 3.3 Out of the 263 requests, only one request was not valid and consequently closed down following a nil response from the requester after further clarification was sought. Out of the 262 requests where a response was required, only 60% of these requests were responded to within the internal ten-day deadline.
- 3.4 91 requests were received for Data Protection this quarter which is a slight increase compared to those requests received last quarter, however volumes are in line with quarter one 2016. All requests were responded to within the statutory 40-day timeframe. This equates to a 100% response rate for the quarter.
- 3.5 The number of information incidents reported for the quarter has decreased and only nine have been reported. This is 11 less than the numbers reported in the previous quarter and 10 less than the numbers reported in quarter one last year. The trend in incident type remains the same however, as seven out of the nine incidents reported (78%) were of the incident type "Disclosed in error". A further breakdown of the incident types can be found in the restricted appendix B. All the incidents reported were in the low risk category.
- 3.6 There were 119 new starters in quarter one this year. Out of this number, 48 completed the mandatory protecting information module, which only equates to 40%.

### **4.0 Financial implications**

- 4.1 There are no financial implications associated with the recommendation in this report as Councillors are requested to review the progress made on information governance.
- 4.2 It is worth noting, however, that a failure to effectively manage information governance carries a financial risk. Inaccurate and out of date information can lead to poor decision making and a potential waste of financial resources. In addition to this, poor information governance can actually result in a fine of up to £500,000 from the ICO.

[GE/07092017/D]

### **5.0 Legal implications**

- 5.1 The Council has a legal duty under the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004 to appropriately manage and protect information assets.
- 5.2 The integration of Public Health into the Council in April 2012 required the Council to provide assurance to the NHS that it had in place suitable Information Governance policies, procedures and processes.
- 5.3 Failure to effectively manage information governance could increase risk of exposure to fraud and malicious acts, reputational damage, an inability to recover from major incidents and potential harm to individuals or groups due to inappropriate disclosure of information.
- 5.4 The Information Commissioner has the legal authority to:
- Fine organisations up to £500,000 per breach of the Data Protection Act or Privacy & Electronic Communication Regulations
  - Conduct assessments to check organisations are complying with the Act
  - Serve Enforcement Notices and 'stop now' orders where there has been a breach of the Act, requiring organisations to take (or refrain from taking) specified steps in order to ensure they comply with the law
  - Prosecute those who commit criminal offences under section 55 of the Act
  - Conduct audits to assess whether organisations processing of personal data follows good practice
  - Report issues of concern to Parliament.

[ TS/07092017/Q]

## **6.0 Equalities implications**

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

## **7.0 Environmental implications**

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

## **8.0 Human resources implications**

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

## **9.0 Corporate landlord implications**

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

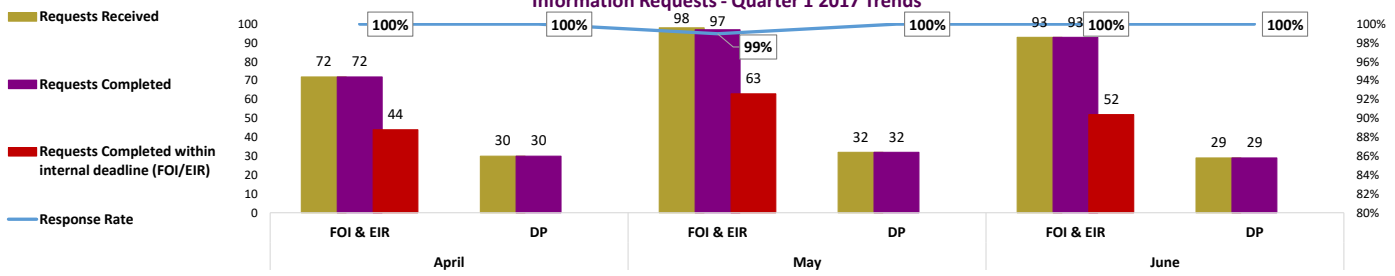


**10.0 Schedule of background papers**

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

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## Quarter 1 2017- Information Governance Trends



### FOI and EIR - Quarter 1 2017

Requests Received	Valid Requests	Requests completed in Statutory Timescale	Requests Completed within 10 days	Requests breaching 10 day internal deadline
263	262	99.6%	60.4%	39.6%

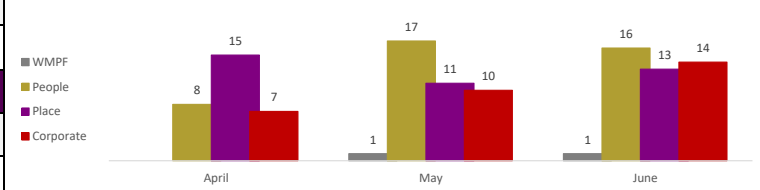
### Data Protection - Quarter 1 2017

Requests Received	Valid Requests	Requests completed in Statutory Timescale
91	88	100.0%

### General Requests - Quarter 1 2017

Requests Received	Valid Requests	Requests completed in Statutory Timescale
27	23	95.7%

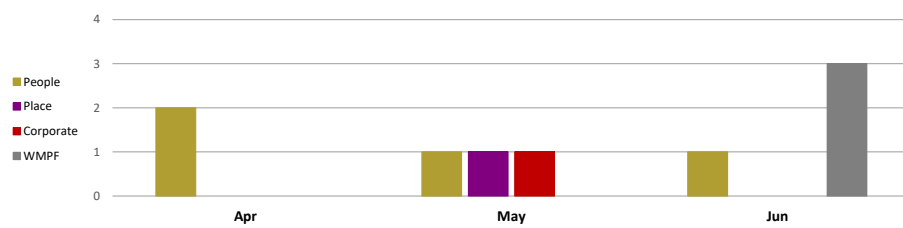
### Number of FOI requests breaching 10 day internal deadline by Division (N.B includes multi directorate requests)



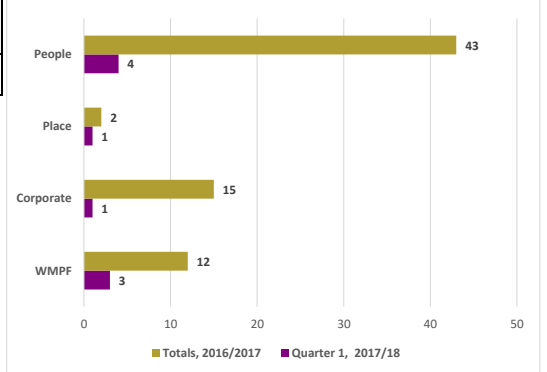
### Information Incidents

Low - Incident Severity	Low Medium - Incident Severity	Medium - Incident Severity	Medium High - Incident Severity	High	Total Q1 Incidents Logged
9	0	0	0	0	9

### Incidents by Month and Directorate



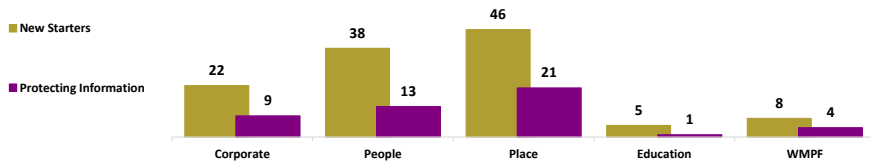
### Q1 17/18 & Total Breaches 2016/17 comparison



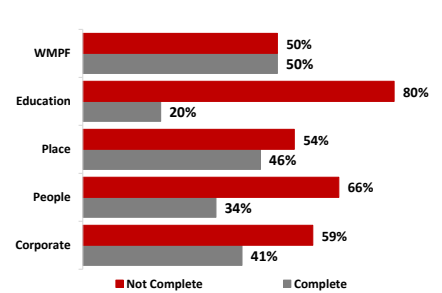
### Mandatory Training - Protecting Information

New Starters	Completed Protecting Information	Percentage Completed Protecting Information	Percentage Not Completed Protecting Information
119	48	40.3%	59.7%

### New Starters completed Protecting Information



### Completion Rate by Directorate



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# Scrutiny Board

10 October 2017

<b>Report title</b>	Annual Corporate, Social Care and Public Health Complaints Report		
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources		
<b>Wards affected</b>	All		
<b>Accountable director</b>	Mark Taylor, Director.		
<b>Originating service</b>	Customer Services		
<b>Accountable employees</b>	Steve Rice	Customer Engagement Manager	
	Tel	01902 553203	
	Email	<a href="mailto:steve.rice@wolverhampton.gov.uk">steve.rice@wolverhampton.gov.uk</a>	
<b>Report to be/has been considered by</b>	Corporate Leadership Team	4 September 2017	
	People Leadership Team	7 September 2017	
	Place Leadership Team	4 September 2017	
	Strategic Executive Board	12 September 2017	

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**Recommendations for action or decision:** The Scrutiny Board is recommended to:

1. Review complaints management and performance for the period 1 April 2016 to 31 March 2017.

The Scrutiny Board is asked to note:

1. This is a combined annual complaint report to Scrutiny Board covering all complaints and compliments received by the Council in relation to Social Care services, Public Health services and Corporate services.
2. Part A of the report relates to statutory complaints activity for Adult Social Care, Children and Young People Social Care and Public Health, Part B relates to all other complaints activity governed by the Corporate Complaints Procedures.

1. **Purpose:** The purpose of this report is to provide a summary of the complaints, compliments, Local Government Ombudsman and Housing Ombudsman enquiries received by the Council during the period 1 April 2016 to 31 March 2017.
- 1.1 **Introduction:** This report details a total of **504**, complaints received by the Council in 2016/17, compared to **515** in 2016/17 and **718** complaints received in 2014/15, a **decrease** of **11** complaints over the year.
- 1.2 **Complaints, Compliments and Ombudsman** enquiries are considered as a form of customer feedback. They are all registered and monitored by the Customer Feedback Team based within the Corporate Directorate. Monitoring customer feedback provides details about the types of complaints and compliments that are received by the authority and highlights any improvements or amendments made to service provision or delivery.
- 1.3 **Complaints procedures** are a mechanism to identify problems and resolve issues. If things go wrong or fall below expectation, we try to sort things out quickly and fairly. We also want to learn from our mistakes or concerns that arise and will make changes to improve services.
- 1.4 **This report:** is divided into two parts. Part A encompasses complaints that come under statutory Adult Social Care and Public Health Regulated Procedures, followed by Children Social Care statutory complaints and part B covers complaints relating to Corporate complaints received from 1 April 2016 to 31 March 2017.
2. **Part A – Adult Social Care and Public Health Complaints Activity. Followed by Children and Young People Social Care Complaints Activity.**
- 2.1 **Adult Social Care:** Adult Social Care complaints must be dealt with in accordance with The Local Authority Social Services and National Health Service Complaints England Regulations 2009. There is a one stage approach to handling adult social care complaints. This means the Council has one opportunity to respond to the complaint and conclude matters satisfactorily before the complainant can take matters to the Local Government Ombudsman should they remain dissatisfied. However, although there is only one complaint stage the degree of enquiries that are carried out to seek a resolution can be significant depending on the nature of the complaint.
- 2.2 **Public Health:** Complaints in relation to Public Health services are required to be dealt with in accordance with The NHS Bodies and Local Authorities Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch Regulations 2012.
- 2.3 Public Health is about improving and protecting the health of groups of people, rather than about treating individual patients. Public Health is about helping people to stay healthy and avoid becoming ill. The Public Health team at the City of Wolverhampton Council commission services across a range of policy areas including:
  - Sexual health
  - Health checks
  - Drugs and alcohol
  - Smoking cessation
  - Weight management



- 2.4 **Public Health Complaints received 2016/17:** A total of **three** complaints were received in relation to Public Health services during 1 April 2016 to 31 March 2017. This is compared to **two** complaints for the year 2016/17. We can report that very few complaints, regionally or nationally, are received by Councils in relation to Public Health Services.
- 2.5 The three complaints referred to: 1) Quality of Service. 2) Disagreement with Policy in relation to fluoride in the water. 3) Non availability of Service.
- 2.6 The outcome from the **3** Public Health complaints was; the **3** complaints were not upheld.
- 2.7 **Adult Social Care Complaints received 2016/17:** As of the 31 March 2017 there were more than 4,574 people who received adult social care services in 2016/17. From those figures Adult Social Care Services received a total of **90** formal complaints from 1 April 2016 to 31 March 2017.
- 2.8 This year's figure of **90** complaints compares with **81** in 2015/16, an increase of **Nine** complaints this year, compared to 2015/16. **105** complaints were received in the same period for 2014/15. This is reflected in Appendix 2.
- 2.9 **No** particular service area received a disproportionate number of complaints during 2016/17 with **33** separate Adult Social Care service areas receiving a complaint. The highest volume of complaints was received by the Health and Social Care Team with **13** complaints and Adult Community Team North receiving **12** complaints.
- 2.10 **Outcomes:** At the beginning and end of each year there will be a number of complaints ongoing, moving into the following year before being concluded. Overall, the number of complaints resolved during 2016/17 was **83**.
- 2.11 Each complaint is responded to individually with a 'finding' reached as to whether the complaint was justified, i.e. upheld, or not justified i.e. not upheld; or whether there are aspects of the complaint that should be partly upheld. Out of those **83** complaints concluded in 2016/17, **14** were upheld; **44** were not upheld and **25** were partially upheld.
- 2.12 **Timescale Compliance - Adult Social Care and Public Health Complaints:** When responding to Adult Social Care and Public Health Services complaints, the People Directorate sets a target timescale of **ten** working days to provide a written response to the complaint. However, this can be extended where a complaint is complex or covers several service areas.
- 2.13 During 2016/17, **52** complaints out of the combined total of **90** Adult Social Care and Public Health complaints received in this period, were responded to within ten days. A further **22** complaints were responded to within 11 to 20 days with **9** complaints taking 21 days or over for a written response to be provided.
- 2.14 Despite the slight increase in overall complaints in 2016/17 the average number of days to respond and conclude all complaints during this year went down to **11** days, compared to **19** days in 2015/16. We will seek to maintain and indeed improve on that average response time where possible, it is however a positive position given the increasing complexity of complaints received.

2.15 **Compliments received for Adult Social Care and Public Health Services:** During 1 April 2016 to 31 March 2017, more compliments were received than complaints this year, with a total of **185 compliments**, however this is a decrease of **22 compliments** compared to 2015/16, where **207 compliments** were received for Adult Social Care and Public Health services. Please see Appendix 7.

### 3. Children Social Care Complaints and Compliment Activity 2016/17:

3.1 The Children's Act 1989, Representations Procedure England Regulations 2006 requires Children and Young People's Services to have a complaints and representations procedure in place. The Local Authority functions covered include services provided under Parts III, IV and V of the Children's Act 1989, for example:

- an unwelcome or disputed decision;
- concern about the quality or appropriateness of a service;
- delay in decision making or provision of services;
- delivery or non-delivery of services;
- quantity, frequency, change or cost of a service;
- attitude or behaviour of staff;
- application of eligibility and assessment criteria;
- the impact on a child or young person of the application of a Local Authority policy; and
- assessment, care management and review.

3.2 All Children Act complaints must be made known to the Customer Engagement Team who are responsible for registering all complaints. The Team will then monitor the progress of the complaint, ensuring that a written response is provided to the child/young person or the person representing them and that the response is of good quality and addresses all areas of complaints.

3.3 **Access to the Complaint Process:** Children and young people are made aware of their right to complain, comment or compliment about the service they receive. This can be by written information such as a complaint leaflet and/or verbally by their allocated worker or the Independent Reviewing Officers and Child Protection Conference Chairs.

3.4 **Advocacy:** Young people who complain on their own behalf must be offered the services of an advocate. The Black Country Advocacy Service provide this support. The Children Services Managers and the Complaints Manager meets with the manager of the advocacy service on a quarterly basis to ensure that performance is monitored in areas such as good access to the complaint process; a focus on early resolution, speedy responses, and that effective advocacy is available and taking place.

3.5 **The Complaints Procedure for Children's Social Care Services has three stages:**

- Stage One - Problem solving and informal resolution.
- Stage Two - Formal Complaint investigation.
- Stage Three - Independently chaired Review Panel.

**Stage One:** This stage offers managers responsible for the relevant service being complained about the first opportunity of considering the complaint and responding on behalf of the Directorate as appropriate. A written response is provided by the relevant

Manager to the young person or their representative. This could involve apologising for any mistakes made and correcting any resulting disadvantage, upholding the complaint or finding that the work that was undertaken was appropriate and therefore not upholding the complaint.

**Stage Two:** Where a complaint cannot be resolved satisfactorily at the first stage it may progress to stage two of the procedures, this is the formal complaint investigation stage. A considerable amount of work takes place to try to resolve matters – seeking to prevent the need for matters to escalate to Stage 2 unnecessarily. This can be evidenced by the relatively few complaints progressing to Stage 2. Stage two complaints are investigated by a person independent of the service. This can be another manager within the Directorate or an externally appointed person. Additionally, an independent person, not employed within the Local Authority, must be appointed in each case to oversee the investigation from the perspectives of thoroughness, fairness and objectivity.

25 working days up to a maximum of 65 working days are allowed for the formal investigation of the matter by the complaint investigator leading to a formal complaints report and the separate written response by the Service Director for Children's Services. If the complainant remains dissatisfied after the stage two process then they can request that matters move to the final stage in the procedure.

**Stage Three:** If the complainant remains dissatisfied following the stage two investigation, they can request that matters proceed to an independent review panel. This process requires the Local Authority to convene a stage three review panel to hear the complaints within 30 working days of the request. The Review Panel involves three independent people, one of whom is appointed to chair the panel. The review panel considers the management and investigation of the complaint and the responses made at stages one and two.

If the complainant remains dissatisfied following the stage three response they can; within twelve months of the panel hearing, approach the Local Government Ombudsman seeking further enquiries or investigation to be carried out into the complaints by that office. If the Ombudsman determines that the complaint has not been looked into fairly and correctly by the Directorate, or that the service user has suffered an injustice in the services he/she has received then the Ombudsman could reach a finding of maladministration against the Authority.

3.6 **Children Services Complaint Activity 2016/17:** The overall number of children social care complaints received from 1 April 2016 to 31 March 2017 was **96**, compared to **128** in 2015/16; this is a decrease of **32** complaints over the year. The overall number of complaints has decreased; however, the picture regionally and nationally is that the complaints being received by Councils in relation to social care services are increasingly complex.

3.7 **Informal Complaints:** The complaint regulations provide an opportunity for children / young people to raise issues of concern without those matters being treated as formal complaints, as long as they are speedily and effectively addressed. These are referred to as informal complaints; **32** were received during 2016/17, compared to **39** in the previous year 2015/16.

- 3.8 **Complaint Issues:** This is the stated complaint issue raised by the complainant. The most frequently complained about issue in relation to Children Services was communication and information with **37** in 2016/17, this is compared to **47** in the previous year. Quality of service was the second largest issue with **34** complaints in 2016/17 compared to **36** in the previous year. Please see appendix 2
- 3.9 **No** particular service area received a disproportionate number of complaints during 2016/17. The **96** complaints received in 2016/17 involved **26** separate service areas across Children Services.
- 3.10 **Timescale Compliance.** Regulation 14 1 of The Children Act 1989 Representations Procedure England Regulations 2006 places a 10 working day time limit for a response to the complaint, most stage one complaints should ideally be concluded within this time limit. The maximum amount of time that stage one should take is 20 working days. After this deadline, the complainant can request consideration at stage two if they so wish.
- 3.11 Of the **96** children complaints received and closed during 1 April 2016 to 31 March 2017, 38 were responded to and concluded satisfactorily within the initial ten day statutory timescale. A further **25** complaints were responded to within 20 days with **20** taking over 20 days. The average number of days to respond and close all complaints over the year 2016/17 was **14** days, compared to an average of **13** days in the previous year -2015/16. Given the growing complexity of complaints this remains a positive position, however, we will need to reduce the average response time where possible, whilst ensuring that a full and effective response is provided to all individual complainants.
- 3.12 **Outcomes.** Of **96** stage one complaints responded to and closed from 1 April 2016 to 31 March 2017: **20** were upheld, **34** were partially upheld and **29** were not upheld.
- 3.13 **Formal Complaint Investigations:** Where the complainant feels that they have not received a satisfactory outcome to their complaint at stage one, they will be informed of their right to move on to stage two which involves a formal independent complaint investigation.
- 3.14 During 2016/17 Children's Services saw **2** complaints out of the **96** complaints received progress to stage two formal complaint investigation. This compares to **3** in 2016/17. One other complaint which could have proceeded through the Stage 2 complaint route was, at the request of the complainants, looked into instead as a review. This involved a full review of the case as against looking into separate areas of complaints. This was looked into and resolved satisfactorily.
- 3.15 This low figure of **two** Stage 2 complaint investigations would indicate that the fast response times and quality of replies to each complaint has prevented the necessity for other complaints to proceed to stage two. This approach concludes matters speedily for the complainant, but it is also highly cost effective as the average cost of a Stage 2 complaint investigation is between £2,500 to £4,000.
- 3.16 It is anticipated that the demand for complaints to progress to a Stage 2 complaint investigation will grow in 2017/18. This is due to the increased complexity of complaints and the difficulties involved in providing resolutions to those complaints. This will have implications for Children Services such as increased demand on time and finances in responding to complaints.

- 3.17 **Stage Three Review Panels:** Should a complaint not be resolved following a formal investigation at stage two the complainant can request that it progresses to stage three – Independent Complaint Review Panel. **One** request was made for a stage three panel during 2016/17. This referred to a Child Protection case. The complaint was concluded satisfactorily at the Stage 3 Review Panel.
- 3.18 **Local Government Ombudsman:** During 2016/17 the Local Government Ombudsman dealt with **2** full investigations and **1** initial assessment in relation to the City of Wolverhampton Council Children’s Services.
- 3.19 **Compliments:** During 2016/17 Children/Young People, or their representative, took the opportunity to present **151** compliments for Children and Young People services, compared to **90** in the previous year, an increase of **61**.
- 3.20 During 2016/17 Ofsted carried out their inspection into Children Social Care Services, which culminated in a Good outcome for Children Services. The complaints function was part of the inspection and received the following positive comments from Ofsted: Complaints from children and families are taken seriously, and there are robust systems in place for logging, monitoring, analysing and learning from them. Heads of service receive weekly reports on the progress of complaints. The outcome of complaints is routinely shared with staff and teams through briefing meetings and training. Young people who wish to make a complaint are offered the services of an advocate to support them. However, the take up of advocacy support by children involved in the child protection process is low. The local authority has recognised this and has plans to address it.

#### 4. Part B – Corporate Complaints Activity 2016/17.

- 4.1 **Service requests.** It is important to distinguish between a complaint and a service request. When a citizen of Wolverhampton makes a first contact with the Council to raise a difficulty with a service that it has responsibility for; then it is likely in the first instance that it will be recorded as a service request. If the issue being raised is new to the Council, and the service involved has not had the opportunity of looking into the issue before or of resolving it, then it is likely to be received as a service request. However, if the issue has been raised previously and it has not been properly looked into or satisfactorily resolved, then the person may then wish to pursue matters through the formal complaint procedures.
- 4.2 **Corporate Complaints Activity 2016/17:** The Customer Feedback Team records and tracks all complaints, working closely with the services being complained about, until the complaint is concluded.
- 4.3 During 1 April 2016 to 31 March 2017, the Council received **283** stage one complaints; compared to **306** in the previous year 2015/16 and **459** in 2014-15.
- 4.4 Analysis of complaint activity during 2016/17 suggests that there are two principal reasons for the reduced number of complaints received in 2016/17 [**283**] compared to those received in 2015/16 [**306**]
- The emphasis has remained on getting the issue of concern resolved at the first point of contact with the complainant. The focus on resolving the matter at the first opportunity to the customer's satisfaction prevents the need for matters to proceed through to the complaint procedures.
  - Second, members of staff being clearer about when the presenting issue should correctly be followed up as a 'service request' as against a complaint. Therefore, providing an opportunity for the Council to put matters right first time to the customer's satisfaction.
- 4.5 The **283** stage one complaints received in 2016/17 are broken down by Directorates as follows: Place with **178** compared to **179** in the previous year 2015/16. Corporate with **96** complaints in 2016/17, compared to **102** in 2015/16. People with **2** complaints this year, compared to **23** for 2015/16 and Education with **7**. Refer to appendix 6
- 4.6 From the **283** stage one complaints received during 1 April 2016 to 31 March 2017 **45** were upheld and **238** were not upheld. Appendix 6.
- 4.7 As result of continuous monitoring with service managers the complaint issues that are identified from the upheld complaints have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.
- 4.8 **Timescale Compliance:** All stage one complainants should receive a written response to their complaint within 21 calendar days. The complaint data for 2016/17

evidences that the City of Wolverhampton Council has achieved an excellent average response timescale in looking into and responding to complaints.

- 4.9 In 2016/17 the average response time for a complainant to receive a reply to their complaint was **11** days, this is compared to **12** days in 2015/16. **99%** of all complainants received a response in the required timescale.
- 4.10 The customer feedback team provides support to the managers investigating the complaints to ensure that they meet response deadlines and provide quality written responses. That direct contact takes place with the complainant as needed. Response reminders are sent to investigating officers by the complaints team on a weekly basis.
- 4.11 **Complaints 1 April 2016 to 31 March 2017:** From the **283** complaints received in this period:
- Revenues and Benefits received the highest number of complaints this year with **55** complaints, with **15** of those complaints being Upheld.
  - Environmental services received **44** complaints. **Five** of those complaints were Upheld.
  - Waste Management received **43** complaints with **13** being Upheld.
  - Public Protection with **27** complaints with **two** being Upheld.
  - Leisure Centres received **19** complaints with **four** of those being Upheld.
  - Customer Services received **17** complaints with **one** complaint being Upheld.

Please refer to Appendix 6 for full details.

- 4.12 **Stage Two Complaints:** During 1 April 2016 to 31 March 2017 the Council received **283** stage one complaints; from that figure **21** complaints were un-resolved at the first stage and progressed to stage two of the corporate complaints procedures.
- 4.13 During 1 April 2016 – 31 March 2017 the Council received **21** stage two complaints. Out of those **21** complaints investigated, **two** were upheld, **three** partially upheld and **16** not upheld.
- 4.14 Out of the **21** stage two complaints **18** were for the Place Directorate and **three** for the Corporate Directorate.
- The Place Directorate received **18 complaints**; out of those **18** complaints, **two** were upheld, **one** partially upheld and **15** were not upheld.
  - Corporate Landlord - **One** complaint in relation to toilet facilities at the Parks; the outcome was upheld with appropriate remedies put in place.

- Waste Management - **One** complaint was received in relation to officer conduct for waste management; outcome upheld, appropriate remedies put in place. **One** other complaint received in relation to members of staff at a waste site for waste management; the outcome was not upheld.
- Leisure Centre's - **One** complaint in relation to a decision regarding a leisure centre membership; the outcome was not upheld. **One** other complaint in relation to leisure centre refurbishment and reduction in facilities; outcome not upheld.
- Planning - **One** complaint in relation to process at a planning committee; the outcome not upheld. **One** other complaint received regarding the way a planning application was handled; the outcome not upheld. **One** further complaint received in relation to officer conduct of planning officer; outcome was not upheld.
- Public Protection – **One** complaint in relation to process and procedure with regards to noise issues; outcome not upheld.
- City Environment – **One** complaint in relation to street cleaning policy; the outcome not upheld. **One** other complaint received in relation to obstruction of a lamp post; the outcome not upheld. **One** further complaint in relation to debris from trees; outcome not upheld.
- Bereavement Services – **One** complaint in relation to officer conduct; outcome not upheld.
- Library Services – **One** complaint in relation to a room booking; outcome not upheld
- Regeneration – **One** complaint in relation to the regeneration team; outcome partially upheld.
- Transportation – **One** complaint in relation to yellow kerb markings and double yellow lines; outcome not upheld
- Private Sector Housing – **One** complaint in relation to officer conduct; outcome not upheld.
- Pendeford Tenant Management Organisation TMO – **One** complaint regarding lack of a resolution to the issue being raised; outcome not upheld, however, recommendations provided for complaint handling.

The Corporate Directorate received **three** complaints; **two** were partially upheld and **one** was not upheld.

- Revenues and Benefits - **One** complaint in relation to Housing Benefits and payments to a Landlord; outcome partially upheld; appropriate remedies put in place. **One** other complaint in relation to an encrypted email message; outcome partially upheld; appropriate remedies put in place.



- Democratic Support – **One** complaint in relation to the school appeal process and procedure; outcome not upheld

## **5.0 Local Government Ombudsman / Housing Ombudsman enquiries**

**5.1** During 1 April 2016 – 31 March 2017 the Council received **23** LGO / Housing Ombudsman enquiries

**5.2** Out of the **23** enquiries received:

- The Corporate Directorate received **eight** enquiries,
- Place Directorate received **six** enquiries,
- People Directorate received **six** enquiries and
- Wolverhampton Homes/Tenant Management Organisation (TMO) received **three** enquiries; out of the **three**, **one** is still outstanding.

**5.3** The Corporate Directorate received **eight** LGO enquiries;

- Legal Services with **two**
- Democratic Support with **five**,
- Education/Democratic Support with **one**.

**5.4** Out of the **eight** Ombudsman enquiries received **three** were upheld as follows:

- Education/Democratic Support; complaint regarding an application for junior school and appeal hearing; outcome, upheld no further action
- Democratic Support; complaint regarding school appeal failed to properly consider an appeal for a school place; outcome upheld, maladministration and injustice
- Democratic Support; complaint regarding a council appeal panel that failed to follow correct procedure; outcome, upheld, maladministration no injustice

**5.5** The Place Directorate received **six** LGO enquiries. Out of the **six** received, **one** case was upheld as follows: Corporate Landlord/facilities complaint regarding toilet facilities at parks; outcome, upheld, maladministration and injustice

**5.6** The **People Directorate** received **six** LGO enquiries. Out of the **six** received, **three** cases were upheld as follows:

- Children and Young People complaint about the action of social workers; outcome, upheld no further action

- Older People complaint about the Council failing to arrange support on return home from hospital, despite needs being assessed; outcome, upheld, maladministration and injustice
- Older People complaint about the Council's request to pay a third party top up fee towards the care home fee; outcome, upheld maladministration and injustice.

**5.7 Wolverhampton Homes and Tenant Management Organisation TMO** received **three** Housing Ombudsman enquiries. **Two** enquiries for Wolverhampton Homes and **one** enquiry for the TMO.

Out of those **three** enquiries, **one** case was found to be maladministration for the TMO regarding a failure to meet and resolve issues around the complaint when raised, the outcome was maladministration and service failure.

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

**5.9** During 1 April 2016 – 31 March 2017 the Council received **34** LGO/Housing Ombudsman enquiries.

- The Corporate Directorate received **11**,
- Place Directorate **seven**,
- People Directorate **seven**,
- Education Directorate **one**,
- Wolverhampton Homes **six** and
- Tenant Management Organisation **two**.

Out of those **34** cases received, **ten** proceeded on to a full investigation.

**5.10 Compliments:** All compliments are recorded, acknowledged and each service areas are updated on the compliments they receive. During 1 April 2016 to 31 March 2017, the Council received **448** compliments, down from the previous year 2015. A decrease of **23** compliments for the year.

**5.11** The Housing Department accounted for the highest number of compliments **149** following by Bereavement **102**, Planning **64** and Customer Services **25**. The Customer Feedback team are currently promoting compliments via City People to ensure all officers are aware that we record compliments as part of our quarterly monitoring.

**5.12 Monitoring Information:** There are no concerns with the data analysis or evidence of any groups being disproportionately affected. The equalities data is based upon what complainants have provided.

**5.13 Service Improvements:** The Complaints Team produce service improvement reports for all upheld complaints where the recommendations are for a change to policy or service delivery. The recommendations are agreed with Heads of Service

and shared with the relevant Service Director and Strategic Director, and the Managing Director. Recommendations will be delivered by the service group as appropriate.

#### **5.14 Corporate complaint handling improvements**

- The corporate complaints procedure was last reviewed in 2013 to improve the handling of complaints. One of the improvements made to the procedure was to reduce the response timescale from 28 calendar days to 21 calendar days. During April 2016 to March 2017 the average time taken to respond to complaints was 11 calendar days.
- In 2016/17 The Customer Feedback Team was formed to manage all areas of complaints received by the Council. This change brought together Statutory Social Care Complaint Procedures, Public Health and all Corporate complaints.
- Improved Response timescales. The average response time of 11 days is highly positive and would compare very favourably with other Councils regionally and nationally. Timescale compliance nevertheless remains under constant review.
- Training – During 2016/17 the Customer Engagement Team has developed and delivered complaint handling training to over 90 Managers and members of staff.

#### **6. Financial Implications**

There are no financial implications associated with the recommendation in this report. [GE/29092017/B]

#### **7. Legal Implications**

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

- Children and Family Services - The Children Act 1989, Representations Procedure England Regulations 2006. The Local Authority functions covered include services provided under Parts III, IV and V of the Children Act 1989.
- Adult Social Care - The Local Authority Social Services and National Health Service Complaints England Regulations 2009; which came into force on 1st April 2009.  
Public Health - The NHS Bodies and Local Authorities Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch Regulations 2012. [[TS/29092017/Q]

#### **8. Equalities Implications**

- 8.1 There are no equalities implications associated with this report where in relation to its recommendation for noting. There are important equalities implications in terms of the complaints procedure itself and these were analysed for equalities implications when the corporate complaints procedure was reviewed in 2015.

82 The Customer Feedback Team looks to capture specific equality data from each complaint received and this is contained in all quarterly performance reports presented for scrutiny. The person raising the complaint, concern or compliment is invited to provide their personal information in a number of areas including, Sex / Gender Identity. Ethnic Origin. Sexual Orientation. Religion. Age. Disability. However, the experience in many cases is that the customer does not provide this information with some customers querying the reasons for requesting the data and how it might be used.

## **9. Environmental Implications**

There are no environmental implications associated with this report.

## **10. Human Resources Implications**

There are no human resource implications associated with this report.

## **11. Corporate Landlord Implications**

There are no corporate landlord implications associated with this report.

## **12. Schedule of Background Papers**

None for consideration.

## **Appendices**

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

# Children and Young People Annual Statutory Customer Feedback

Appendix 1: Annual (April 2016 – March 2017)

## Formal Complaints Received



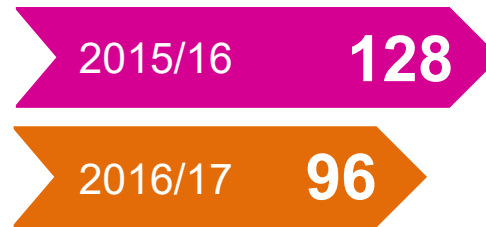
Page 53

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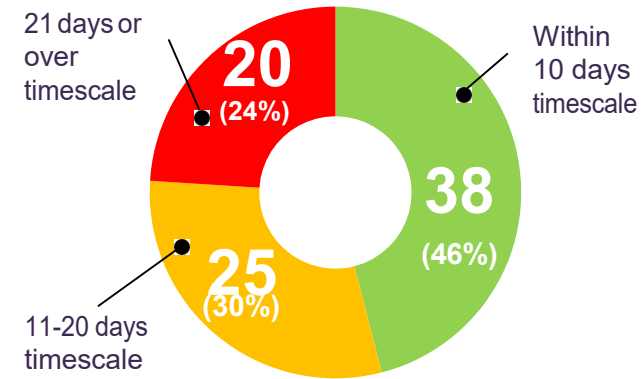


**32**  
**(25%)**

## Stage 1 Complaints Comparison



## Response Timescales



## Average Complaint Response Time

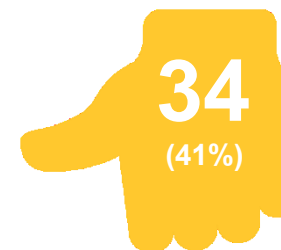


## Complaints Where The Council Is At Fault (Upheld)



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

## Complaints Where The Council Is Partially At Fault



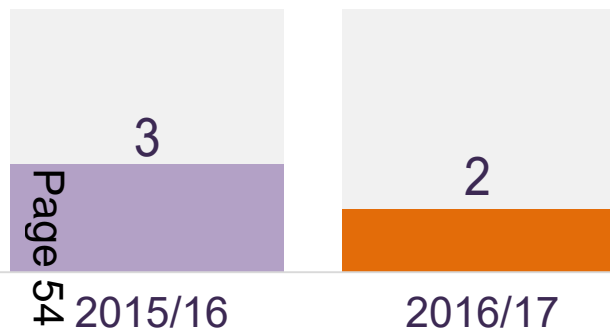
## Complaints Where The Council Is Not At Fault



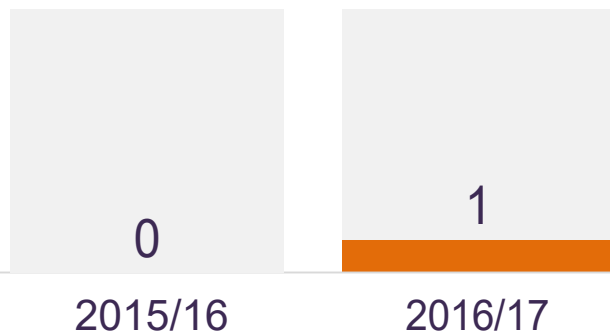
# Children and Young People Annual Statutory Customer Feedback

## Appendix 1: Annual (April 2016 – March 2017)

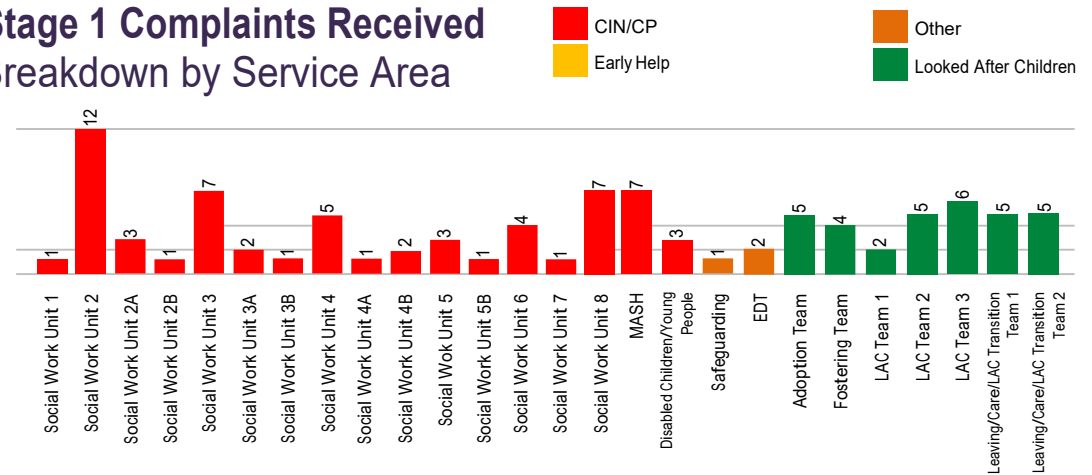
### Stage 2 Complaints Comparison Annual Breakdown



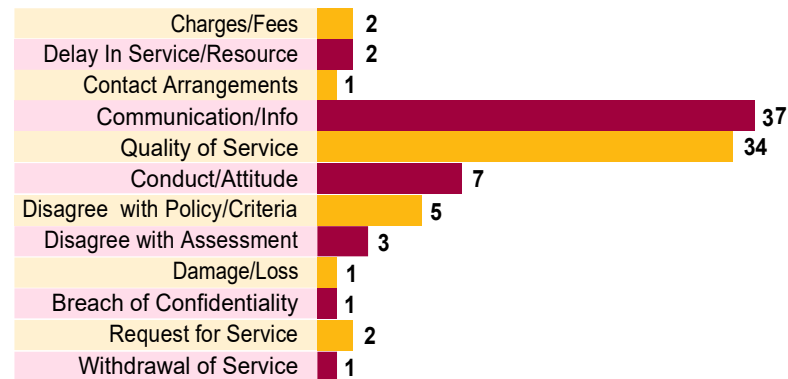
### Stage 3 Complaints Comparison Annual Breakdown



### Stage 1 Complaints Received Breakdown by Service Area



### Stage 1 Complaints Received Breakdown by Category



151

Compliments

32

Informal  
Complaints

# Adult Social Care and Public Health Annual Statutory Customer Feedback

Appendix 2: Annual (April 2016 – March 2017)

## Formal Complaints Received



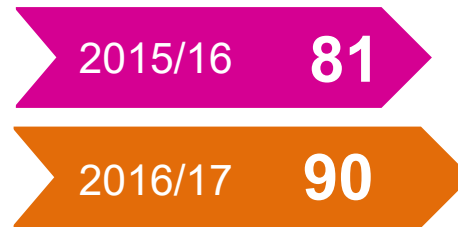
Page 55

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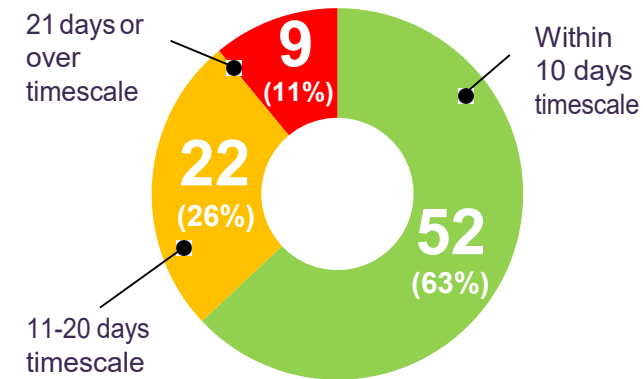


11%

## Stage 1 Complaints Comparison



## Response Timescales



## Average Complaint Response Time



## Complaints Where The Council Is At Fault (Upheld)



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

## Complaints Where The Council Is Partially At Fault



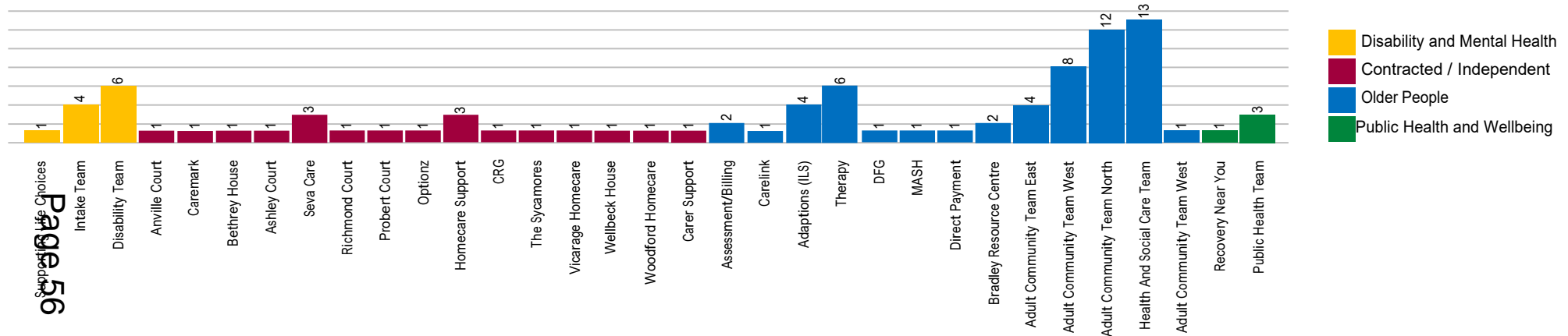
## Complaints Where The Council Is Not At Fault



# Adult Social Care and Public Health Annual Statutory Customer Feedback

## Appendix 2: Annual (April 2016 – March 2017)

### Stage 1 Complaints Received Breakdown by Service Area

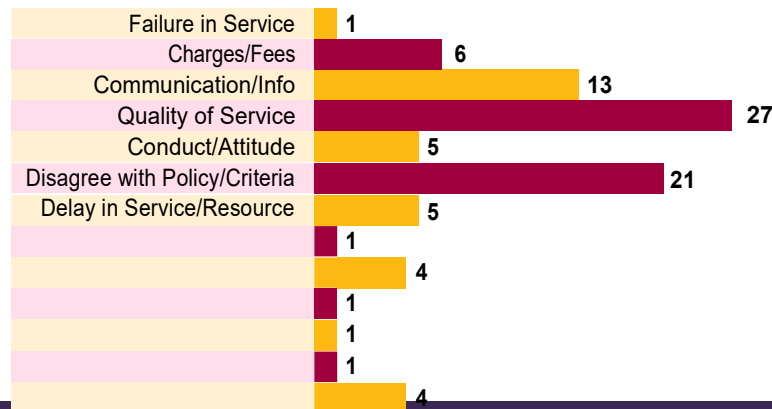


Page 56

### LGO Enquiries Or Investigations



### Stage 1 Complaints Received Breakdown by Category



185

Compliments

36

Informal Complaints



# People Directorate

## Customer Feedback - Children Learning

### Appendix 3 - Quarter 1 (April - June 2016)

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

#### **CYP -Adoption Team -**

Slow replies from social workers; social workers promising to give information, but do not; lack of help, understanding, power from social workers.

**Learning:** Outline the importance of responding in a timely way; discuss with social workers the importance of ensuring we provide a timely response, even if we do not know the resolution to queries; and highlight the importance of re-examining face to face contact when Court cases are delayed to assess if it is in the best Interest of the child to resume contact.

#### **CYP- LAC Team 3 -**

Since the LAC Review in November I have had no contact with the Social Worker. She doesn't respond to her 'phone or text messages.

**Learning:** Better communication with birth parents from social workers; and Part 2 LAC Reviews held wherever required.

#### **CYP - Leaving Care/Transitions Team 1**

Outcome of assessment has not been shared with child and she is struggling to gain a response regarding whether it has been agreed for her placement to be a solo one.

**Learning:** Ensure that at the time of any recommendations made by another agency eg CAMHS relating to the need for a solo placement, the local authority should ensure that their position is clearly recorded; and the outcome of such decisions should be clearly discussed with all relevant parties in a timely manner.

#### **CYP - Social Work Unit 2a -**

Complaint In relation to lack of communication around this case.

**Learning:** Team meetings to be utilised as a forum to reaffirm the importance of effective communication.

**CYP - Social Work Unit 4b -** My son and I have been placed in a bed and breakfast accommodation, but the accommodation is not suitable for living in. I have complained about this to my social worker, but her manager is adamant to keep us there as long as she wants.

**Learning:** Training required in respect of the NRPF Policy; NRPF Policy and guidance in the process of being implemented; partnership working with housing team to look at affordable housing; specialist team to work with immigration and financial support to families who are assessed as CIN.

# People Directorate

## Customer Feedback - Adults Learning

### Appendix 3 - Quarter 1 (April - June 2016)

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

#### **ASC - Brokerage Team -**

Grandmother still remains in Nursing Care Home despite being told back in January 2016 that it would only be for 1 month.

**Learning:** The Head of Commissioning has contracted 12 tier 1 providers, but in addition there are now numerous tier 2 providers which has doubled the capacity of providers available to Brokerage. This should make the procurement of packages much easier and swifter moving forward.

**ASC - Therapy Service -** Complainant requested a home visit to assess her bathing needs, however, this was refused and she was asked to visit the Neville Garratt for assessing.

**Learning:** As soon as the receptionist making clinic appointments discovers that someone is unhappy, she will refer to the team lead OT immediately for discussion and action.

#### **Public Health -**

Complaint regarding use of or level of fluoride in water.

**Learning:** This complaint was not substantiated, however, if a number of similar enquiries are received we will liaise with PHE and explore an awareness raising/publicity campaign to address issues.

#### **ASC - Direct Payments -**

Complaint in relation to Direct Payment issues, and also the Team failing to notify complainant's mother of the pre-payment account being set up by CoWC.

**Learning:** 1) Working with the card provider to improve identification of transactions on card accounts. 2) Processes put in place to improve the payment arrangements with regard to deductions of contributions. 3) To consider gross payments of Direct Payments. 4) Process put in place to notify customers before reclaiming unspent monies in accounts.

**ASC - Care Unk -** Complaint in relation to being told there will now be a charge from July 2016 for Care Link service; despite being a service user since 1998 with no charges. I was originally told there would be a charge from July 2015 there would be a charge, but I appealed and did not hear anything until recently.

**Learning:** We will look at Telecare practice to see how this delay can be avoided in future.

## Appendix 3 - Quarter 2 (July - September 2016)

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

### ASC - Health and Social Care Team -

Have been told three times that there would be no charge for the first four weeks.

However, the service users relative received a bill showing payment for the first four weeks.

**Learning:** AH professionals involved in the discharge of a patient from hospital should endeavour to include the patient's relative(s)

as part of the decision making process if at all possible regardless of the patient's ability to make his/her own decisions. Hospital Social Worker involved in this case has been reminded of this. This has also been shared with the rest of the team for future reference.

**ASC - Therapy Service -** Service user received a 14 page Assessment Form to complete and return to the NGC. No letter was attached to the form advising where it had come from and no telephone number. The service user cannot read it due to being blind and, therefore, cannot complete it himself. On telephoning the NGC his neighbour was told home visits are not carried out to assist with completing forms as we do not have the resources.

**Learning:** The correct process has been reiterated to the member of staff who sent the form in error, and also to the rest of the team for clarification.

### ASC- Adult Community Team North

- Complaint in relation to the time it has taken for service user to be moved to suitable nursing/residential care.

**Learning:** The systems and processes in place between the CCG and City of WC to be more timely. Where there is evidence that a service user may be eligible for CHC Funding the social worker requests that the trigger tool is undertaken and then if required the CHG Assessment. The social worker has to wait for the outcome of this assessment before presenting the support plan for validation and funding.

### ASC- Independent

#### Provider-

Care Agency failed to attend for the evening calls on both Saturday and Sunday.

**Learning:** The company advise they will continue to recruit and find suitable staff to complete service user's care needs. For the Council it has confirmed the need to work with Providers in improving responses to complaints.

**CYP - Adoption Team -** Complaint in relation to not receiving the Later Life Letter and the Life Journey Work, despite making several telephone calls.

**Learning:** There is a resource allocation implication as one PT FSW is undertaking all Life story work. We are looking to recruit urgently, devise a data base for Later Life Letter and Life Journey work which will outline cases that remain outstanding. Urgently review all cases to identify which cases remain incomplete. Discuss in unit and team meeting poor recording of management oversight.

**CYP - Social Work Unit 4 -** Inaccuracies within the single assessment report.

**Learning:** Reflective case discussion with the social worker - social worker to check assumptions being made within the assessment and identify the source where the information was received from. Social worker to write the reports which are user friendly; using words that parents are able to understand.

**CYP- Social Work Unit 5 -** 1 was told the meeting would be held at Priory Green. However, on arriving I was told it had been changed to another venue.

**Learning:** Ensure all relevant dates/locations of meetings are correct and shared appropriately (verbally and in writing) with the service user.

**CYP- Leaving Care/Transitions Team -** Complaint in relation to the quality of service and conduct/attitude of the Social Worker.

**Learning:** Social worker needs to ensure there is a clear plan/expectations written down prior to a young person moving into an accommodation provision that does not enable any scope for misinterpretation around roles and responsibility. This, therefore, should follow the current process in place.

**CYP - LAC Team 3 -** Complaint about the social worker who entered complainant's property without his consent and also removed property from his car.

**Learning:** Whilst many elements of the complaint were not upheld it is felt we could have predicted a complaint being made given the complexities of which we were aware. Given the presenting situation and evolving circumstances on the day in question the likelihood of removal although not clear cut could have been considered allowing Social Workers to ensure they had the necessary equipment. It is also acknowledged that at the point of making the decision to remove the children another worker could have taken car seats to the address thus avoiding any difficult conversations and resulting complaints.

## Appendix 3 - Quarter 3 (October - December 2016)

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

**ASC - Assessment and Billing** - On receiving an invoice for my late mother's care fees, I contacted the Council to advise that my mother had left no estate or savings. However, I was told by the team that this matter would be passed onto Debt Management if I did not pay.

**Learning:** The Department are already in the process of developing the reassessment process for April 2017. An automated benefit updating process will be implemented using ASWP data, which will enable the team to notify customers of their new contributions and eradicate any backdating of contributions.

**ASC - Health and Social Care Team** - Complaint about the overall service received from the Social Worker and his manager in their handling of our mother's case.

**Learning:** Letter has now been implemented and email sent to team regarding contracts. ASWP's to chase up outstanding short stay requests. Team reminded of the importance of sending activities to relevant departments - checklist has been devised for all case transfers to locality teams.

**ASC - MASH** - No feedback received from the social worker on the outcome of the safeguarding referral.

**Learning:** As a result of this complaint, Social Worker has been spoken to about the importance of recording conversations and outcomes with the alerter and any relevant professionals as part of the Safeguarding process.

**ASC - Adult Community Team North** - Disagree with the decision for his mom to return home from respite due to her vascular dementia and the family being unable to cope.

**Learning:** Social Work staff need to ensure that customers and families/carers are fully advised that respite care is a temporary arrangement with a start and end date. Any changes that occur within the respite period will require a reassessment of need and a subsequent support strategy.

**CYP - Adoption Team** - Concern that the behaviours of the children were not fully addressed prior to them being considered for adoption. The prospective adopters did make it known to workers in the early stage of this placement that they felt the children were not ready to be adopted, but were not listened to.

**Learning:** Consider making robust plans for support and help at the start of an adoption placement especially when the behaviour of the children has in the past been problematic. This would be over and the above the adopters ability to cope with the behaviour. A Disruption Meeting to be held within two weeks so that we can have some understanding of changes that could be made to future practice in this area, if at all necessary.

**ASC - Therapy Service** - Complaint about a member of staff in the Stores.

**Learning:** The ASWP in the Adult Care Team North will be given a framework to risk assess delaying allocation of similar cases in the future. The Stores Manager will be supported with further training on how to respond appropriately to abusive calls. There were issues arising from this complaint that necessitated the need for changes to policy/procedure, staff supervision or resource allocation.

**CYP - Social Work Unit 8** -

Been waiting since January 2016 for a new social worker to be appointed.

**Learning:** Complainant's main complaint was that there had been a lack of consistent social worker and it is clear from Carefirst that there was a period of three months whereby there had been four different social workers and a duty worker involved in the case, which can cause confusion for any family. In the future managers should be mindful of the impact multiple social work changes will have on families and ensure that any changes are kept to a minimum.

**CYP - LAC Team 1** - Currently being paid at rate for 'standard placement' whereas all documentation states the placement is 'solo'.

**Learning:** The complaint was not upheld; there was an understanding around the terminology of a solo fee. However, in recognition of the complexity of the circumstances an assessment around support needs has been recommended.

**CYP - Social Work Unit 2** - Complainant is unhappy with the recent assessment which has been completed and which did not agree with her wish to look after her grandson.

**Learning:** The terminology within the report was poor which led to misinterpretation of information. These circumstances could have been greatly reduced had the social worker been more specific and used plain language which was not open to interpretation. The social worker should have met with complainants and spent time reading through the report.

# People Directorate

## Customer Feedback – Organisational Learning

### Appendix 3: Quarter 4 (January – March 2017)

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

#### ASC

Family are disputing financial charges because they advise they were led to believe that they would only need to make a nominal contribution.

**Learning:** A letter has been devised which workers can give to citizens and families which clearly state that any services provided by Social Care will be subject to means testing. Workers will ensure citizens with whom they are working with have already had a financial assessment.

#### CYP

Complaint in relation to the number of social workers the children have had in the past two and half years.

**Learning:** Unit managers need to have better oversight of children that have experienced multiple changes to the primary worker. Handover/goodbye visits need to be undertaken at all times when there is a change of worker.

#### ASC

Concern raised at the lack of contact with the social worker.

**Learning:** There is a need to improve communication, and a need to understand the process of CHC assessments. Staff have also been reminded to discuss with family any concerns and any documentation that may need to be shared.

#### CYP

Lack of communication from the social worker.

**Learning:** There needs to be a greater focus on participation of parents in planning for LAC children. There is already a working group in process to progress this. Unit managers also need to more closely monitor that parents have been informed in a timely manner re: changes in their children's care plans.

#### CYP

A member of a team breached confidentiality.

**Learning:** Member of staff who was involved has been spoken to and informed that they must always confirm that information can be shared and obtain consent where necessary.

#### CYP

One team provided wrong information to another team regarding an incident which took place.

**Learning:** Staff to be reminded of the importance of recording information received from complainants correctly to avoid a recurrence. As a result of this matter referral systems have been reviewed and staff have been provided with advice and further training in processing referral information.

#### ASC

Complaint around some inaccuracies within the Team's letter.

**Learning:** Staff reminded that when writing letters they should identify themselves as approved workers which gives them authority to act in all future correspondence. In addition, staff have also been reminded of the need for sensitivity towards family members/carers who are in stressful situations and who find it difficult to navigate the complex health and social care system.

#### ASC

Issues raised in relation to family member being moved to alternative accommodation without Next of Kin being informed.

**Learning:** The need to review practices in relation to recording decisions made by the individual about who they want involved in the intervention. Also, avoid situations where actions are [unduly] influenced by previous Worker's recordings and providers; re-iterated the importance to check it out before proceeding with the intervention; discussion with the relevant team manager about aspects of improvements needed in practice/development/supervision.

#### CYP

Young person was due to be picked up from school and taken to respite for her weekend stay. However, transport had not been organised and a delay incurred.

**Learning:** Whilst on this occasion the complaint arose from a worker's error; transport to and from short breaks is an ongoing issue. When transport has been arranged correctly it is being cancelled at very short notice by the transport provider, escort or volunteer drivers. This has been raised with senior management and a more reliable and robust system is required which is currently being explored.

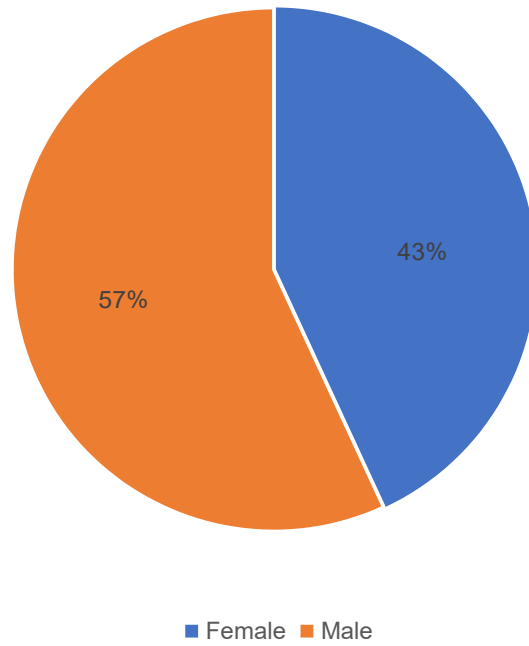
#### ASC

Complaint in relation to the referral not being dealt with in a timely manner.

**Learning:** A spreadsheet has been developed for all cases waiting to be allocated. This tool will ensure that deadlines are not missed, and also will help to prioritise cases and check dates when an initial referral is made to the Team. A transfer protocol tool has also been devised which will be used by both social workers and managers when transferring cases from one Team to another Team.

**Appendix 4**

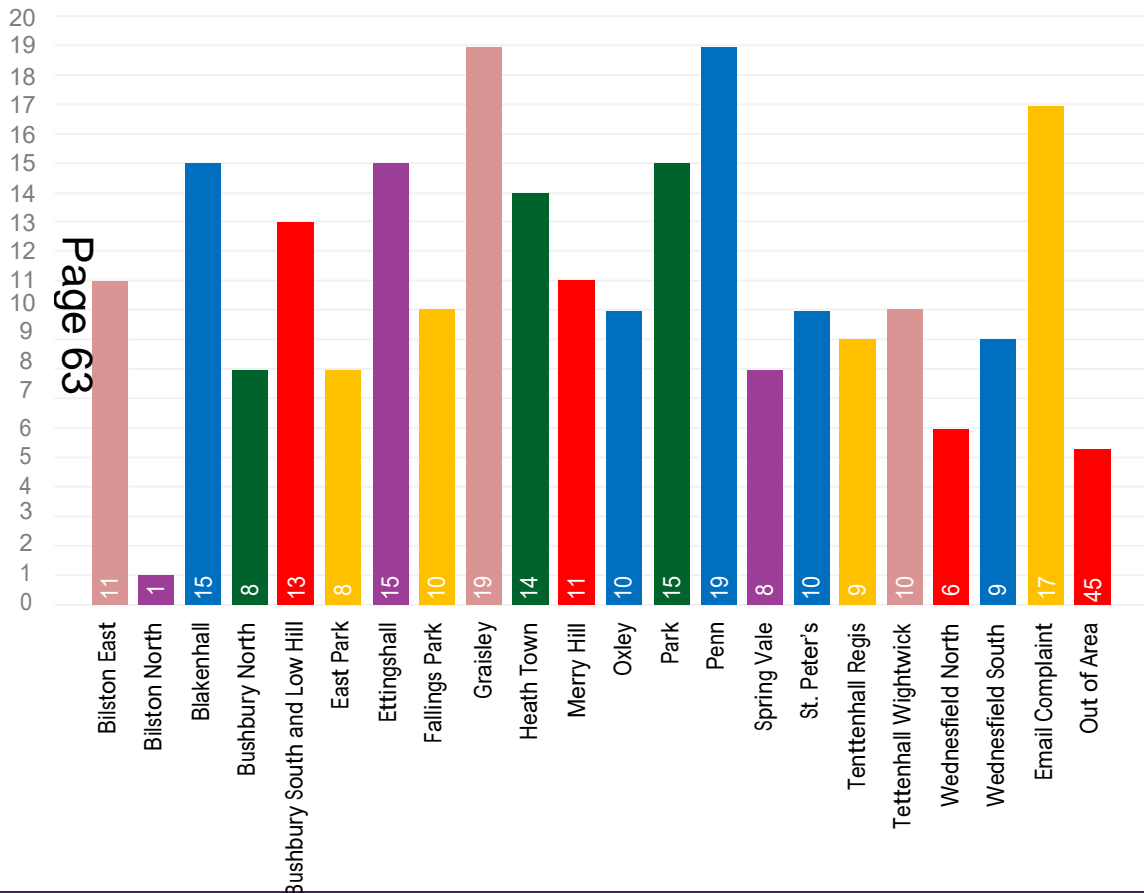
**Equalities data for Corporate Stage 1 Complaints – 1 March 2016 to 31 April 2017**



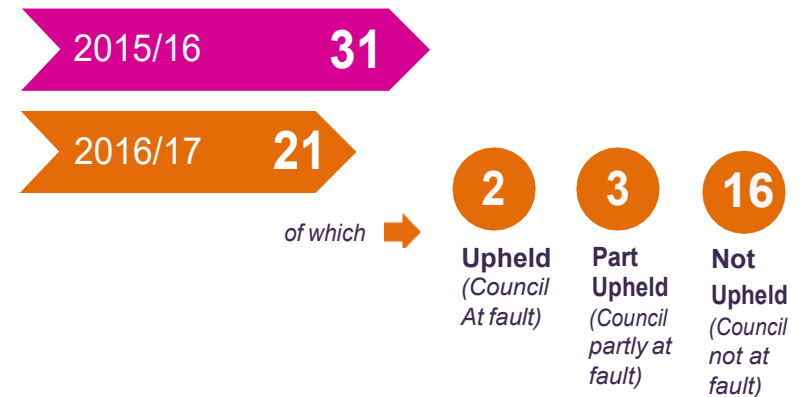
# Stage 2 – Annual Corporate Customer Feedback, LGO Enquiries & Ward Data

## Appendix 5: Annual 2016 – 2017

### Complaints Received by Ward



### Stage 2 Complaints Comparison for 2016/2017



### LGO/Housing Ombudsman Enquiries for 2016/2017



# Stage 1 Annual Corporate Customer Feedback

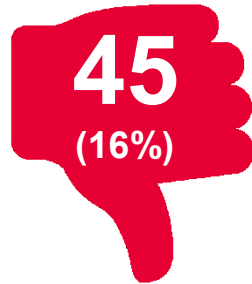
Appendix 6: Annual 2016 – 2017

## Complaints Received



Page 64

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

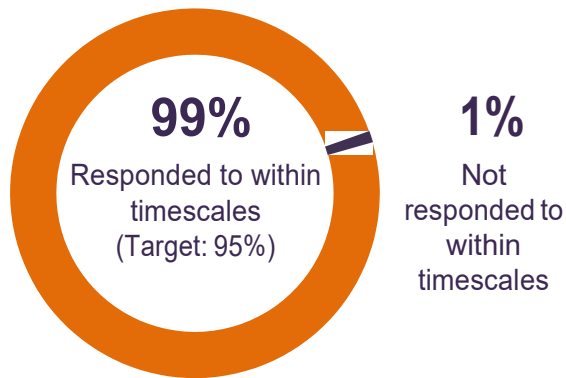


Issues have been identified from 45 upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

## Complaints where the Council is not at fault



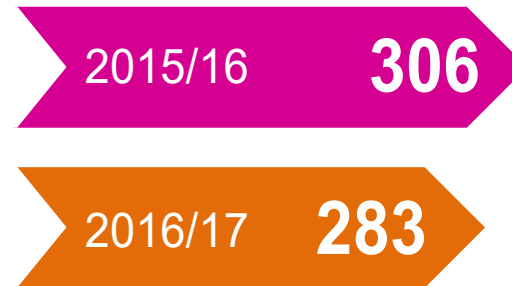
## Response Timescales



## Average Complaint Response Time



## Stage 1 Complaints Comparison for 2015/16



## Complaints received down by



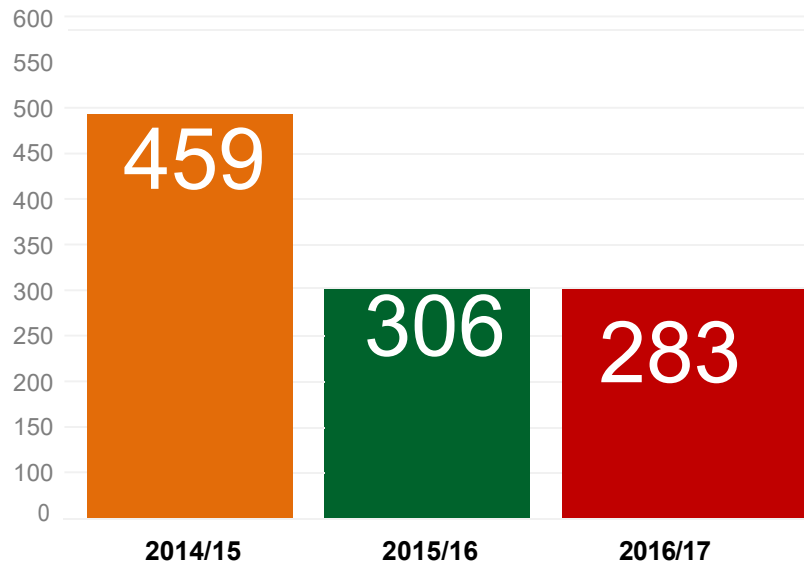
In comparison to 2015/16 decrease due to service groups being encouraged to be more pro-active in resolving complaints at service level.



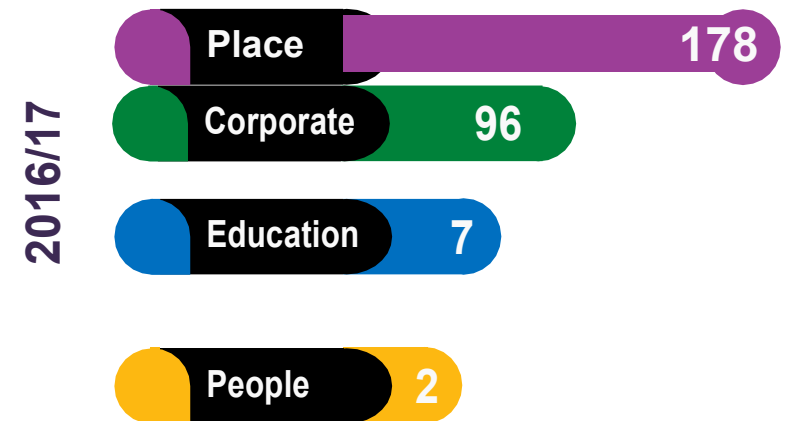
# Stage 1 Annual Corporate Customer Feedback

Appendix 6: Annual 2016 – 2017

## Stage 1 Complaints Comparison



## Stage 1 Complaints Breakdown by Directorate



Annual  
Compliments  
Received

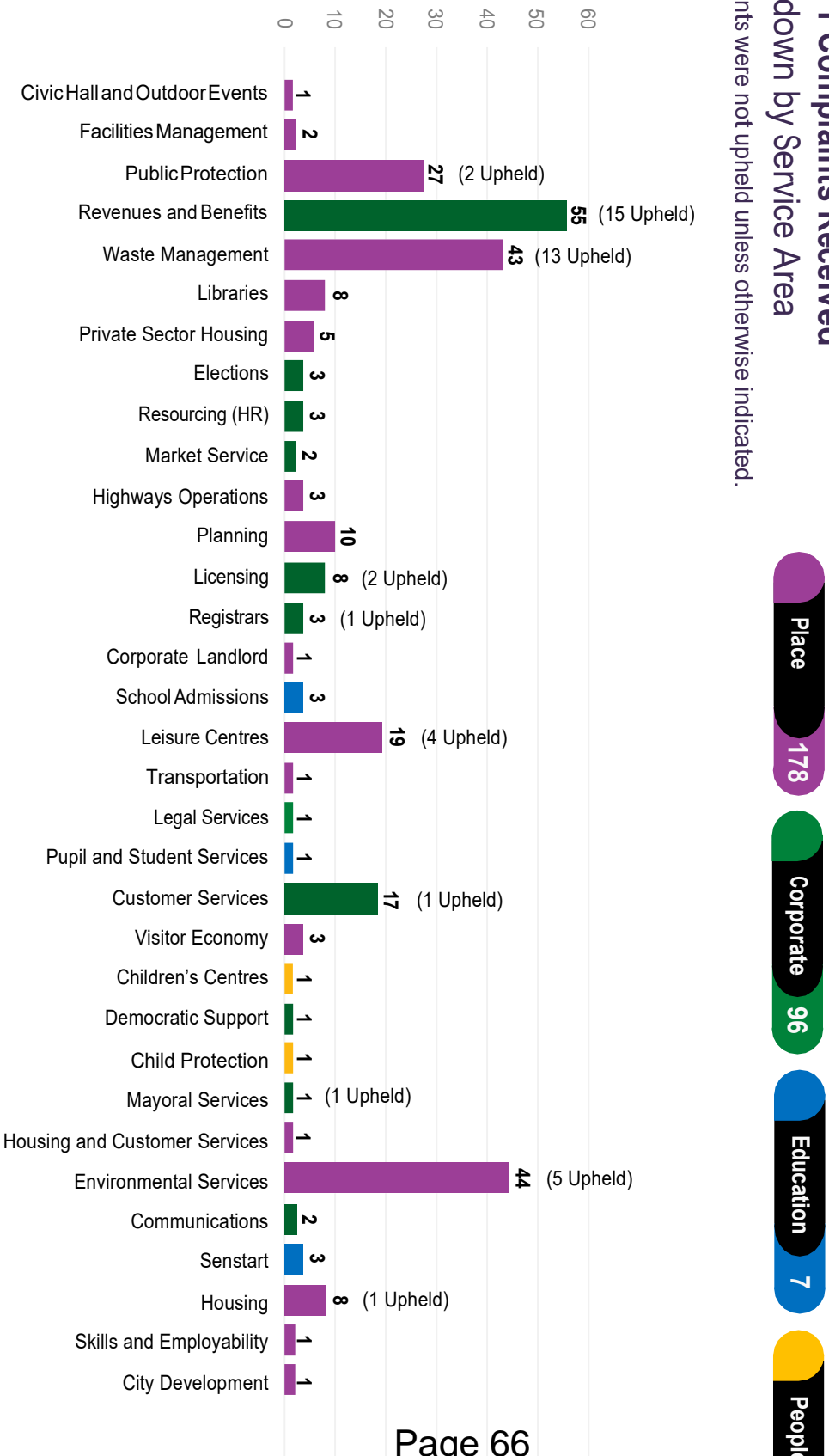
448

# Stage 1 Annual Corporate Customer Feedback

Appendix 6: Annual 2016 – 2017

## Stage 1 Complaints Received Breakdown by Service Area

Complaints were not upheld unless otherwise indicated.



## Appendix 7

### Compliment Data for April 2016 to March 2017

#### Quarter 1

Directorate/Team	Nature of Compliment
<b>People</b>	
<b>Adult Social Care</b>	
Adult Community Team East	Telephone call from husband thanking SG (Social Care Worker) on behalf of his wife for all the support.
	I have recently been helped considerably by SG with an assessment for my mother's subsequent support for VSH. SG was friendly, understanding, thorough and concerned to help us arrive at the best solution. She also kept in touch when she promised to do so and has followed up with a visit after the move to see how my mother has settled at the VSH. I am most grateful for the help and guidance she has given us.
	Initial call to SIO. Telephone call from husband thanking Social Care Worker on behalf of his wife for all the support.
Adult Community Team North	Thank you card received.
Adult Community Team West	Niece telephoned in relation to her uncle and stating they would not have got through this period without the social worker's support who has been a 'star'.
Bradley Resource Centre	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Questionnaire response – complimenting service
	To all staff, thank you all for your care and kindness while I've been here. God Bless you all.
	Staff informed of compliment
	Many thanks for looking after me while I have been with you. Keep up the good care.
	Staff informed of compliment
	Staff informed of compliment
	Thank you for the wonderful care and helping me to relax for the first time in many years.
	A huge enormous thank you for looking after me so well.
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Thank you so much for all the help you have given. It is much appreciated. We could not have asked for better care.
	A special note of thank you to you for your

	thoughtfulness, and kindness too
	To all the staff and carers; I would like to thank you all for the wonderful care and help I was given to get me on my feet again. Your decision was wonderful. I enjoyed my stay with you and miss you all. Thank you all and God Bless you all.
Commissioning	I have such respect for the Joint Commissioner Learning Disabilities. As always the things she said this morning displayed her intelligence and knowledge, but also her warmth and unswerving commitment to the values of inclusion and citizenship.
	I would like to thank you for the opportunity you and your team provided these past 8 weeks. I thoroughly enjoyed my time at the organisation and found the experience very interesting and insightful.
	Thank you for the work that you have put into this process.
Disabilities Team	Thank you for loaning us the equipment, it was invaluable.
	Just a little thank you for being so helpful and helping make my life easier. The television loop is brilliant and to be able to try the telephones is a really good idea, as it helps to choose which one is suitable for you.
	Comments received regarding all transition arrangements and professionalism of the team was excellent.
HARP	Questionnaire Feedback
	Thank you card received
	Thank you card received
	I would like to have had a regular care team, but otherwise well satisfied with all the staff.
	I would like my 30mins time to be much longer. Due to my disability I am very slow getting dressed, etc. Otherwise happy with the service.
	Special thanks to three special ladies for all your help and advice. Without you to talk to I think I would have gone mad.
	The six week course I have just finished has been more than helpful to me. I could not wish for a more helpful and pleasant team. For me J... stands out as with her I learnt how to use the walker frame for the first time.
	I would like to thank you first of all for extending the time for the job you do. Many thanks to your staff for looking after me as you have. It's been a pleasure having them here.
	Six weeks of unfailing care, concern and rehabilitation. B... has coped without help in washing and dressing,

	but the remaining care throughout the day has been excellent.
	All staff kind, considerate and efficient in their work. Over the past few weeks I have gained my confidence and ability to walk and regain my independence.
	All the team – both men and women – were very kind and helpful. I only wish I could have them a little longer.
	All the support team were friendly, helpful and always cheerful no matter what the weather. My mobility and confidence in coping with all I do has improved thanks to their support and suggestions.
	The HARP team have been caring for my mother since her discharge from Bradley Lodge on 21 December 2015; visiting her morning and night. I would like to place on record my sincere thanks for all that they have done. They have been very kind, caring and considerate of my mother's needs, allowing her to maintain her dignity at all times. The team are to be congratulated on their professionalism.
	Just to say thank you to all the ladies that have been to see me. They are all so kind and helpful - always willing to help if needed.
	The HARP Team is excellent in every way.
	I have the utmost praise for the carers from HARP. Each and everyone was polite, efficient and always very pleasant during the time they were here. It was a pleasure to have them in my home.
	Good service
	Congratulations on having a fine team. Always very kind, friendly, courteous and willing. Thank you all very much for doing such good work.
	Thank you card received.
	I have been looked after since 31/03/16 by three members of staff. They have all been absolutely excellent. Not only have they catered to all my needs, they have also educated me in what I will need once they have stopped visiting me.
Health and Social Care Team	Although I didn't meet Social Worker face to face, I would like to thank her for the service she gave to me when she was assigned Social Worker to my mom on Ward C25. If there was anything I needed clarifying she took the time to explain the procedure.
Intake Team (MH)	I would like to praise DB for the excellent way she has helped me and my family. My brother was moved from the Royal Care Home to Recovery House. Dion kept myself and my mother informed about what was happening and when. D... went above and beyond

	her duties to ensure my brother was cared for.
Oxley Moor House	Service User thanked the service for going above and beyond their remit in helping him to secure a replacement.
Recovery House	Compliment to all of the staff and a 'wonderful service'.
	Thanked and complimented staff on the time spent to support and motivate during difficult time.
	Telephoned to express upset that service was closing and thanked staff for all of the support given to her son.
	Complimented staff on the support given to son throughout resettlement programme.
Support Plus	Compliment staff on their observation of service users they support. And the thorough detailed report that was completed.
<b>Children and Young People</b>	
Adoption Team	A very impressive performance from Social Worker giving evidence for the first time.
Blakenhall Contact Centre	On leaving her SW post at WCC, R... said she was happy to have worked with BCC staff as they are always helpful and supportive.
	Staff very helpful and welcoming - there is not one thing I would change at Centre.
	Staff always welcoming and make you feel relaxed. Supervisor fun and gave us lots of activities.
	Supervisor very welcoming and polite - a great person to know. Nothing I would like to change.
COPE	Compliment received from the Foster Carer of LW in relation to the progress she has made as a result of the 'turnabout' intervention programme that COPE are delivering to targeted LAC at KS2. Social Worker has been thanked for the support, patience and kindness shown to LW and stating she has benefited greatly from his work and has become more settled as a result of gaining confidence through improved concentration.
	Carers mentioned they are "amazed" at the improvement in S...'s ability to remember his times table since WP did Turnabout Intervention with him.
	I just wanted to mention about the positive impact the 'Turnabout' work has had with LN. Before the project began, LN was painfully shy and would be very reluctant to make eye-contact or respond to greetings. The project has undoubtedly helped LN make improvements towards becoming more conversant. She responds to greetings with a smile and will sometimes even initiate them (which is a considerable

	step forward). Thank you for all the work you have put in with LN. Whilst there is still room for improvement in terms of how she socialises, Turnabout has undoubtedly boosted her self-esteem and put her on a better path.
Early Help	Since I've been with KG she listens and I can tell her anything and now I have moved she is going to get in touch with other people so I have still having the help.
	Working with K... has brought my family a lot closer together. It's been hard at times, but helping me get routines and discipline into my family has helped our lives considerably.
	I have been happy with the service I have received from KG. She has helped me and supported me in the whole process.
	K... supported myself and my family whilst we were going through a very hard time with ex-family members. This involved housing mainly. There has been continual support for my family and also all outcomes have been met and more. I could not be happier.
	KG helped me through a lot. She was good support.
Fostering Team	I have found EK to be very professional. She has been very accommodating and made herself available for various meetings (having to rearrange her own diary).
LAC Team 1	Thank you to manager for all her work and involvement which resulted in avoiding a Stage 2 investigation.
	C... attended a PEP meeting with the F.../B... children recently and was really helpful and supportive. They felt he was listening to their point of view and was also very knowledgeable of what support the school should be providing.
	The children really enjoyed C... visiting them because he was funny and he listened to them. The children said that they would like C... to be their social worker because they can talk to him and he is interested in them.
	I wanted to state how impressed I have been with FD the past two days during the contested hearing in Great Yarmouth.
LAC Team 2	Thank you for all your help and hard work with this case. Your assistance has made the investigation much easier; particularly given the complexity of it all.
	Social Worker's approach and sensitive work ethics has been refreshing. She is clearly children focused and an excellent communicator.
	I just wanted to let you know that I have been speaking to the foster carers for the P.../G... children

		who have been very complimentary about the social worker's practice. I also wanted to add that he has written some very good observations on their files which have enabled me to get a good picture of how things are going. Well done.
		Social Worker is brilliant - thank you for all your support.
LAC Team 3		Social Worker has shown determination and commitment to overturn a decision made not to progress an Education Health Care Plan. His hard work, research and commitment has meant that the decision has been reviewed and is going to second stage. It is excellent news for child.
		Parents were very complimentary about the work that has been undertaken by Social Worker. "Social Worker has been wonderful to us. We like her; she is open and will not promise what she cannot do".
Social Work Unit 6		The parent was very pleased with how supportive the social worker was and felt comfortable speaking to her as she could speak to her in Urdu.
Wolverhampton Centre	Contact	Our staff are very good, flexible and happy to help. Facilities are lovely.
		Good service from the staff, and facilities offered at Centre good.
		Contact Worker very polite, welcoming and great person to know; helpful too.
		Staff always welcoming and make you feel relaxed.
		Excellent staff, very welcoming, friendly and approachable. Rooms are lovely.
YOT		My worker was down to earth and never once did I feel as though I was being judged or put down in any way. She was positive and always listened to me about many things that were going on in my life. I feel as though I could have told her anything. During the meetings I felt in control. I was treated with respect and this in return got me engaged and, therefore, on track to change. I could not have asked for any more.



## Quarter 2

Directorate/Team	Nature of Compliment
<b>People</b>	
<b>Adult Social Care</b>	
Access & Initial Assessment	Son has been in touch today to speak highly of the support he received from SIO when contacting social services in relation to his father's case. The SIO was very professional and caring.
Adult Community Team East	Flowers received as thanks
	Compliment received
	It is felt that the social worker dealt with the whole procedure in a professional and caring manner. His commitment and assistance were excellent.
Adult Community Team North	Compliment for social worker. She was very polite and pleasant who listened carefully to the needs and aims of the family with regards to the needs of parents. She was also kind and patient and spoke clearly and slowly, but remained professional. Her knowledge and advice has been a great help. She is an asset to CoWC.
	Compliment for social worker who looked after sister. She is extremely helpful and has a good attitude towards people. She arranged for my sister to go into respite care. She is a professional and easy to talk to. Her commitment to dealing with the GP was commendable. TA is an excellent ambassador for CoWC.
	Compliment for social worker in regards to care to father. TA is a credit to her Department, with a kind and caring nature and with a professional manner.
	Son has been in touch today to speak highly of the support he received when dealing with his father's case in the absence of R. He said we were both very professional and caring and he wanted to express his thanks personally.
	Compliment in regards to the social worker. She put everything in place and was wonderful.
Adult Community Team West	Thank you for all the help my mom has received. My mom is in VSH and it has been a life line for me and my mom. I now have peace of mind and so does my mom as she is in a safe secure environment.
Bradley Resource Centre	Compliment received
	Compliment received
	Compliment received
	Compliment received
	Compliment received

	Compliment received
	I am writing to praise the EXCELLENT service that BRADLEY RESOURCE CENTRE have given me over the past few weeks. All the team: OHA/CARERS/PHYSIO have helped alleviate the stress etc. regarding the care of my brother. My husband and I really appreciate this and can say the standard of help is OUTSTANDING. Please accept our sincere thanks.
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	I would like to thank the HARP team for taking care of me for the last 6 weeks. I have met quite a few of the ladies and have found each of them very kind and helpful. I congratulate all concerned with HARP for doing such a good job.
Ernest Bold	A verbal thank you to all the team for the support they give to C and the family as a whole.
	A verbal thank you to the staff that supported him to attend the Temple
	A verbal thank you to the staff who supported her to attend church as she won't always go along with family.
HARP	I am unable to complain in any way or about anything. The service has been excellent all the way through. Your carers are to be complimented for their efficient and pleasant approach. I have only praise for them and certainly no complaint. It has been a pleasure to have your carers in my home.
	I have been very pleased with all the staff I have come into contact with nothing is too much trouble and they always have a smile
	Could have done with a bit longer as very comfortable with the service received.
	I have received first class care and cannot fault the team in anyway. Many thanks.
	I found the support staff to be very efficient and understanding who put the patient at ease. Nothing was too much trouble for them dedicated ladies. Thank you.
	I would like to thank you all for the care and kindness

	shown to me when I was not feeling well you do such a good job and also made my day. Thank you very much.
	All the ladies and gents that visited were very pleasant and helpful at all times.
	I feel that the HARP Team helped me to regain my confidence and independence. Thank you.
	The team is a valuable asset to those who need help.
	Excellent work. Caring and reliable.
	I have been very pleased with all the staff I have come into contact with. Nothing is too much trouble and they always have smile.
	HARP are brilliant; so caring and carers are always happy with plenty of joy and chatty conversation. Everyone was helpful and took care of me. They were so gentle and nothing was too much trouble to help me. HARP give a wonderful service at a time when it is needed by the patient.
	I have received professional and courteous care from every member of your staff without exception. The service has helped me get back to some kind of normality after my time in hospital.
	This is a very good service. The carers were all very good and very friendly. I appreciated all the help I got.
Health and Social Care Team	I am writing to praise the EXCELLENT service given to me over the past few weeksAll the team: OHA/CARERS/PHYSIO particularly A and R who have helped alleviate the stress etc. regarding the care of my brother. My husband and I really appreciate this and can say the standard of help is OUTSTANDING. Please accept our sincere thanks.
	Thank you for the work the social worker did to assist her grandmother in leaving hospital and going into Bradley Resource Centre.
Recovery House	Service user thanked staff for a pleasant enjoyable relaxing respite stay.
	You do an important job and no amount of money can buy the level of kindness care and compassion you show through your work on a daily basis.
<b>Children and Young People</b>	
Early Years (Rainbow Children Centre)	Finding a nursery for my baby and handing them over is one of the hardest things I have done as a mother. However, this was made much easier with such an excellent staffing team. They have not been just a nursery to me, they have been my daughter's 'family'. The Rainbow Children Centre has been the greatest experience for my daughter. She is currently at the

	top end of the learning spectrum for her age and this is down to the Centre's hard work. Special thank you to all the staff at the Rainbow Children Centre.
Adoption Team	Bouquet of flowers received with thanks from Adopters that we placed a child with.
	The Adoption Family Finder as without doubt absolutely fantastic. She went beyond the call of duty for which we cannot thank her enough. She pulled out all the stops to make this adoption happen in the shortest possible time and with the best outcome for H.
Fostering Team	I am writing to express my thanks for the commitment and dedication shown by the CSW and IRO when overseeing the care plan for the children in my care. As a Foster Carer I have found both individuals extremely supportive with the interests of the child at the centre of all their decisions. GC-E has ensured all her supervisions have been maintained (hence she had a good relationship/understanding of the children). K has worked tirelessly escalating her concerns and meeting all the expectations of her role. It is a real pleasure to see such dedicated and knowledgeable members of the team - I know the children will benefit from this in their future lives
	Recognition of Social Worker's hard work.
LAC	The Great Big Thank You Awards 2016 - Inspirational Leader of the Year
LAC Team 1	I wanted to state how impressed I have been with FD the past two days during the contested hearing in Great Yarmouth.
	I was very impressed with the Life Story Work, Social Worker has been undertaking with child. The child has two completed Life Story Books, but there are a lot of gaps, which has raised lots of questions for the child. In addition to this, the child's family network is very complex and the Social Worker has been working with the child in attempt to answer some of his questions, and to identify key members of his family. The Social Worker is doing a great job, which I can see is having a positive impact on the child.
	Another SGO granted yesterday...Well done F and thanks for all your hard work in achieving the best outcome for this child.
LAC Team 2	Compliment received in relation to the feedback received on the social worker's decision making skills in relation to placing MB and SB. Both these children have a high level of need and indeed SB's placement is solo. Social Worker articulated himself effectively to dissuade them to do this and it is recognised that the decision was in the best interest of the LAC child.

	<p>I would like to compliment the social worker on his work with both of these children. He has only fairly recently been allocated these children, but has made an effort to build a relationship with them quickly and effectively. Both children appear to have begun to develop a solid and trusting relationship with him. He has prepared both of the children for their reviews and has supported them to attend. He has demonstrated that he takes on board the wishes and feelings of the children and represents these during the review. The voice of the child is heard clearly throughout his work. It is clear that he has taken time to interact with the children and to listen to what they are saying to him.</p>
	<p>In recognition of the life journey books completed for each of the children. The children shared that they really enjoyed working with MB and that they have learned new things about their family and each of them was thrilled to know what day of the year and what time they were born. They liked the fact that MB saw them individually at home and at school and are really pleased with their books.</p>
	<p>The certificate is issued in recognition of the following:</p> <ol style="list-style-type: none"> <li>1) Child centred practice</li> <li>2) The children have a comprehensive understanding of their care plan and are happy that plans of permanency are being progressed.</li> <li>3) The children's religious and cultural needs are well met, the placement is an excellent match.</li> <li>4) The children's academic progress is evidenced - all achieving at school and are very proud of their achievements. Work with schools/PEP is excellent.</li> <li>5) The children feel safe and have a sense of belonging.</li> <li>6) Life Journey books/work has been completed in a timely way and feedback from each child has been positive.</li> <li>7) Excellent feedback was given to IRO from the fostering agency in recognition of SW practice and work completed by the FSW.</li> <li>8) Whilst the children do not want direct contact with parents, contact is maintained &amp; encouraged via letters and regular feedback/written reports by the SW - this is appreciated by parents.</li> <li>9) Each child has had the opportunity to express their views independently to the Guardian - they have a good understanding of the court/legal process and the eldest was supported to write to the Judge herself to share her views directly.</li> <li>10) The SW challenged the fostering agency decision not to approve the FC as long term - the outcome was successful and supported by the IRO.</li> <li>11) Reports to reviews are on time and relevant.</li> <li>12) Records are up to date and easily accessible, child centred and decision making is</li> </ol>

	clear. 13) SW challenges parent(s) firmly and with empathy IRO will forward as an example of good practice to Louise Houghton - Principal SW
	In recognition of the life journey books completed for each of the children. The children shared that they really enjoyed working with M and that they have learned new things about their family and each of them was thrilled to know what day of the year and what time they were born. They liked the fact that M saw them individually at home and at school and are really pleased with their books. The SSW spoke to the IRO and praised the work completed, she shared that the books were completed in a timely manner, are of excellent quality and are very detailed. She is of the view that the whole process has been helpful in establishing a sense of permanency by having looked at the present, past and the future.
	The certificate is issued in recognition of the excellent work carried out by the Social Worker in relation to the children and their life journey
Leaving Care/Transitions Team 1	I meet many professional in my role and I'd just like to say that RW appears to be very much on the 'ball' with the young person that we spoke to.
	Gratitude for a member of staff who has been consistently fantastic. Social Worker has been great; she's been here today and I always find her very supportive, fair but firm and proactive. She always works in the best interest of the young people and I find she really tries to work with us holistically to ensure the best outcome for the young people.
	I was very impressed with KM's work. Prior to the meeting she had informed me of the imminent return of the young person to Wolverhampton. This was helpful in terms of my being able to co-ordinate my efforts to when he did return. KM then re-arranged her diary so that she could attend the consultation meeting. This was very well attended by residential staff and it was very helpful that she was able to give an up to date picture of the young person, as well as useful historical/background information.
	It was such a pleasure to work with Social Worker. I can't begin to imagine the impact they have made on the care leavers going through your service. I am so thankful City of Wolverhampton Council have had their steady and caring hand. They have been a real encouragement and inspiration to me.
	1) A comprehensive Review Report was provided by LM and evidence of good social work practice. Young Person's Care Plan is being progressed with a

	<p>suitable transition plan for post 18 years. Staying Put has been explored in a timely way and a date has been scheduled to complete the Contract, which has reduced anxieties for YP in relation to his future. Arrangements were also in place for YP to have short stays in the Training Flat, to support his independence skills.</p>
Leaving Care/Transitions Team 2	<p>I wanted to take the opportunity to pay a compliment to MM and his manager for their actions in the strategy meeting on Wednesday. This was a difficult and challenging meeting, but I felt that MM and his manager held clear and robust boundaries.</p>
	<p>Just wanted to convey my thanks for your attendance at court with LO last week and for going the extra mile seeing him in the cells etc.</p>
	<p>Social Worker has a very professional, but 'easy' style when undertaking her case work. This enables her to make good working relationships with young people and also to co-ordinate the team of professionals around that young person. She is organised and structured, but also flexible in her approach. In this particular case the social worker has worked hard and has developed excellent working relationships with the young people and their carers. This enables her to carry out her statutory duties to an excellent standard, but also to do 'social work'. Both young people have come from troubled backgrounds and both have been in care for many years. However, both young people really engage with the social worker and appear to trust her. Both young people could not have had a better social worker at the end of their life in care.</p>
Safeguarding	<p>I am writing to express my thanks for the commitment and dedication shown by the IRO when overseeing the care plan for the children in my care. As a Foster Carer I have found her extremely supportive with the interests of the child at the centre of all her decisions. She has worked tirelessly; escalating her concerns and meeting all the expectations of her role. It is a real pleasure to see such a dedicated and knowledgeable member of the team. I know the children will benefit from this in their future lives.</p>
Social Work Unit 5	<p>Compliment in relation to the social worker's conduct of the case.</p>
	<p>Both the guardian and the Judge made several comments about the hard work AP has done on the case, the efforts she has made and the quality of her work. I would also like to thank AP for the same and it has been a pleasure to work with her as always.</p>
Wolverhampton Children's Contact Centre	<p>Came back into building especially to thank staff member for their continual support and help. Very</p>

	appreciative.
	Staff very kind and cheerful. Make you feel at home.
	Quality of service at Centre very good, and good communication.
	New clients having contact with their baby said contact staff lovely and helpful and Centre on a whole so much better than the area where they have recently come from.
	Found Centre and staff welcoming and enjoyed having the allocated supervisor.
	Centre and staff welcoming. Supervisor very kind. Facilities very suitable.
	Centre and staff welcoming. Facilities suitable and comfortable. Supervisor helpful.
	Very welcoming Centre.
	Centre is great – my daughter loves the Contact Room.
	Staff very kind and cheerful; make you feel at home.
	Centre and staff always welcoming when I come here.
	Very friendly and welcoming at Centre. Staff full of good advice which is very useful. Not judgemental. Rooms very comfortable and suitable for our baby. Enjoy our contact at Centre.
YOT	Since I started seeing N and G I have felt the difference in myself and I have felt so much better and more being with the youth centre it has helped me learn things I never knew about and gained more information and enjoyed all the times I have gone to my meetings and done everything I needed to do to finish my 3 months. I am happy I got the help and support I did from each and everyone that has worked with me.



### Quarter 3

Directorate/Team	Nature of Compliment
<b>People</b>	
<b>Adult Social Care</b>	
Adult Community Team East	I would like to thank Wendy Haynes (Social Worker) for all her help and support. She gets on well with Audrey and the family, keeps us informed of any changes.
	<p>“Thank you for responding so quickly to my parents' needs. It is making all the difference knowing help is available. Social Services get an extremely bad press, but you have shown that even under the present financial constraints a speedy response is possible.</p> <p>It was the Adult Team that came to my rescue, with my sister, after months of trying to get her GP to take my concerns seriously. Thank you again for all you are doing not only for my family, but for others.”</p>
Adult Community Team North	I would like to thank CE for her most professional and compassionate conduct when working with my mother as her key worker. My mother has dementia and is very deaf and CE has shown nothing, but patience, kindness and understanding when talking to my mother. I know that social workers have a lot of criticism in the media and so I think it is important to give credit to those in the service who make their job their vocation and I feel that CE does that.
	I am extremely impressed with the professionalism, patience, dedication and care that the social worker has shown in dealing with my father's case.
	Home visit by social worker regarding involvement of social services due to referral made by CICT. She had a very friendly disposition and put my mother-in-law at ease as she can often be very anxious. Social Worker asked questions and waited patiently when required. Social Worker really appeared to care about my mother-in-law's needs. In my opinion she was perfect for the role she has to fulfil.
	Excellent work; nothing too much trouble and always time for you, even when busy.
	Both Social Workers received thank you cards from family: "A heartfelt thank you for your help and support".
Adult Community Team West	Councillor K... was complimentary about the service received from social worker.
Bradley Resource Centre	My father has been staying there after being

	discharged from New Cross Hospital. The Centre is very well run. All the staff are courteous and caring and highly professional. I have visited on one occasion with my family and the staff were very accommodating, allowing us to make use of the visitors lounge, the garden and the kitchen. My father was being well looked after, enjoyed the food and his room was spacious, clean and tidy. I spoke to several of the residents and they all spoke very highly of the staff and facilities. It was also good to see that there is on-site provision of therapy services. The Bradley Centre is a much needed resource and provides a level of care that cannot be provided to patients in their own homes and is a invaluable facility bridging the gap between home and hospital to enable patients to adjust after time in hospital.
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
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	Staff informed of compliment
Customer Feedback	BG called regarding his mother to say he would like to thank the team for all the hard work and commitment in establishing his mother a place at Waterside.
Ernest Bold	Mother is happy with being informed that her son is becoming more independent at short breaks and happy that we discussed new activity experiences with her also. She is very pleased overall with the service.
HARP	Very pleased with all the treatment given to me and all the kindness and care I received.
	I found people who look after me were very helpful and kind and could not do too much for me.
	All the service users I have met are pleasant, helpful and try to help answer any medical questions if they can.
	I have enjoyed the visits of the HARP people very much. I did not have many tasks for them, but was very pleased for their cheerful company and often good advice.
	Very happy with the HARP service. Staff very nice and pleasant.
	Thanking everyone involved.

	I think the staff who work with you are very polite and there to help us. Nothing seems too much and are so understanding.
	Well satisfied.
	My mother-in-law has had support from the HARP team and we have been most impressed with the service which has been provided. Punctuality, kindness, care, respect and consideration for her has been superb.
	No complaints.
Health and Social Care	I would like to thank the Social Worker for all her help and support.
	Compliment form completed and received from daughter in law for the help and support provided from Social Worker.
	ES thanked AH for all her help and support. A card and chocolates were received.
	AH received a hand painted picture from Mr B thanking her for helping with the VSH application.
	Email received to Social Worker thanking him for helping to sort things out.
	Email sent to Social Worker "You have not only been the best Social Worker I have ever had the pleasure of working with, but also that you have been a tower of emotional and physical support. I will never forget your help, kindness and guidance. It knows no limit".
	Card sent to Social Worker thanking her for all her efforts.
	Received compliment - could not praise the Social Worker enough for all the support given - they felt supported and listened to.
	Card received thanking social worker and colleagues for their work.
	Card and flowers received by social worker thanking her for the support she has given to family stating they are blessed to have her as their father's social worker and for helping and supporting them with difficult decision and she was there for them from the beginning to end.
	Christmas Card received by social worker thanking her for her help.
Mental Health Outreach Team (Ryefields)	Thanked the team for the continued support delivered to her sister.
	Thank you card sent to team for continued help and support.
	Plant and card sent to team for kindness, good hard work, dedication and understanding.

	Small gifts and card sent to all team members to thank staff for their support.
	Box of chocolates and card delivered to office to thank staff for support.
Therapy Services	Thank you for letting me have the green chair to try out; and for showing G.... how to get me back into bed. The support of the staff is very much appreciated.
<b>Children and Young People</b>	
Adoption Team	We recently adopted a beautiful baby boy and cannot thank the social workers enough for supporting us emotionally and showing empathy throughout the process. The one social worker was on the rollercoaster journey with us and if it had not been for her support, professionalism and guidance I do not think we would be where we are now. There is not a day that has passed where all three of us have not laughed and smiled.
	Very pleased with LJB.
	Very pleased with LJB.
	Emailed K... thanking her for all her hard work.
COPE	WP has had another compliment on the positive impact that the Turnabout Intervention is having on pupils' learning and engagement.
Early Help	I would like to compliment some outstanding work that Strengthening Families workers have completed. LB was allocated the case to undertake some direct work with father around his experiences of being a victim of domestic violence. It was clear at the point of the referral that there was very little research and support for male victims. However, LB worked hard to compile a good programme to work with father to support him to rebuild his confidence. In addition, to the direct work with father, L also supported father in meetings, and offered him on going telephone support to build his self-esteem.
	The mother of the children shared with me that she is particularly grateful for the work that the worker has completed with the family, She shared that she is "absolutely wonderful" and stated that she does not know what she would have done without her. One of the children also shared that "the worker is a very kind lady; she is funny and always makes us smile". Another child shared that she appreciates the hard work the worker is completing to get them into a new home.
LAC Team 1	WJ was the previous social worker and the carer stated they were very pleased with WJ's approach,

	communication and practice. They feel he is able to represent Wolverhampton in a positive light and stated he went over and beyond to advocate on behalf of the child and achieve the best outcome.
LAC Team 2	Ms C..... wanted to share with us how supported she felt by the social worker (SL) and how well she worked with her and her family. Ms C..... said "SL". She also stated she felt SL cared and listened to her and that she always had time for her no matter how small her query was.
LAC Team 3	Social Worker (SL) is absolutely fantastic and has an excellent relationship with the children and takes a keen interest in their needs.
Leaving Care/Transitions Team 1	Social Worker has completed a very in-depth risk assessment as requested at the child's review. She has obviously worked very hard to complete the assessment and has used a variety of tools and methods. The way in which she has recorded her sessions with the children is exceptional, having been recorded exactly as the children would have spoken; this really brings the voice of the children into the assessment and places them at the centre of it. I am extremely impressed with the quality of the assessment, particularly given that T.... is a newly qualified worker and will not have a great deal of experience in completing risk assessments. I look forward very much to working with her in the future.
MASH	Many thanks for the information and quick response.
Social Work Unit 1	Judge praising excellent social work that CH presented.
	Social Worker praised for her social care planning on this case, which enabled matters to be brought to a swift conclusion.
Social Work Unit 6	We would just like to say a big thank for everything you have done for us. You gave us a chance and you took the time to listen and be here for our family.
	I just wanted to thank you for helping us throughout the year with what happened surprisingly just over a year ago.
	You have helped us move forward to the next chapter of our lives, and helped me change my life for the best.
Wolverhampton Children's Contact Centre	At final contact with their son they thanked supervisor on his behalf for her support over the two years they had been attending the Centre.
	Thanked supervisor for her support to the Social Work Team in the arrangements for a LAC child's Christening in the Community.
	Compliment from our Legal Dept thanking Contact

	Worker for her contact recording - very comprehensive and one of the best recordings she had seen. Wonderfully observed.
	Completed Professionals Questionnaire rating all services as 'very good' during her first visit to the Centre.
	I found the staff are really friendly and welcoming.
	Found the Centre comfortable - my daughter loves the ball pit room and outside areas. Staff very friendly.
	Small child filling in questionnaire said "I like everything at the Centre".
	At final contact, parents thanked our two supervisors for their support and help during their contact sessions.
	Parents thanked our supervisor for doing baby "hand and footprints" with them during their contact session - very grateful.
	Stated how the staff at the Centre are all exceptionally nice and caring. Made her feel 'cosy' and welcome. Genuine care given to visiting families.
Youth Offending Team	Young person came to panel last night for his final review. Presented so much more positive than when he first came into panel. Statement from him to panel was "KW has made me think of my behaviour and understanding the consequences of knife carrying. This has been positive for me".

#### Quarter 4

Directorate/Team	Nature of Compliment
<b>People</b>	
<b>Adult Social Care</b>	
Adult Community Team East	Without the support of the social workers looking after my husband would be nigh impossible. I cannot stress enough just how wonderful their support and advice has been. Nothing seems too much trouble for them and I have found I can rely on them utterly when needed.
Bradley Resource Centre	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
Disabilities Team (Neville Garrett Centre)	I would like to thank and compliment IF and BP on a very interesting and informative presentation when they visited the Centre. Most of our members, and some of our volunteers, have sight and/or hearing problems and they were all very impressed and grateful for the demonstration of the various aids and the advice given. This is a very valuable service and it was presented in a sensitive and personal way.
Ernest Bold	Many, many thanks for taking care of my son and bringing him home. It has been a difficult end to the year here, so you helping us by caring for our son and understanding the situation has been a great help.
HARP	Good service with good help.
	I was very lucky to have very kind and understanding ladies to deal with me.
	All the staff were very polite and caring and because of that I was soon able to be more independent. Within two weeks I had had my bathroom converted into a walk in shower and raised toilet which made it much better for me to keep myself clean. I can't praise these carers highly enough - they do a grand job. Thank you for allowing me to use this service, it has been invaluable.
	I have been very pleased with the Harp Team and they have been helpful and of a pleasant disposition. I wish to thank them for reassuring me over some items. Thank you all so much.
	Pleased with all staff and service received.

	The carers that came to our home were very good at their job and very helpful. I was pleased that they were there to help me to get better.
Health and Social Care	Verbal compliment and chocolate given to Social Worker following an assessment in the home.
	Compliment received via email to Social Worker; thanking her for all her hard work and pursuing all channels.
	Card and small gift received from daughter thanking for all the help Social Worker had given. She also sent a letter to SM praising the Social Worker.
	Mr S... wanted to thank all staff for their loving and professional attitude, but also to thank the social worker for her help and comprehensive assessment report.
	Daughter came to reception window and passed on praises to social worker saying she had done a fantastic job and had gone above and beyond in the help she has given her and her family.
	Thank you card sent to social worker to thank her for the support and life line given to her mom.
	Thank you card received to social worker thanking her for her support, help and patience. It was hugely appreciated.
	Thank you card and flowers sent to Social Worker thanking her for all the support she gave the family when transferring their mum into care home. Words on card "It's nice to know we have caring professional people like you working in social services. You are our Guardian Angel".
	Thank you card received from family to social worker for getting D's flat fit for her and getting her into respite care.
	Flowers given to BJ from family thanking her for all the support she had given them.
Mental Health Outreach Team	Complimented both Outreach Team and Social Worker on the way in which her cousin was supported to move into alternative accommodation from a Nursing Home.
	Email sent to staff member to thank her for her support and acknowledgement.
	Email sent to thank staff for the positivity and support received.
Support Plus	Verbal compliment received on the care and support received via staff at A41.
Therapy Service	An outstanding service has been received by the Community Occupational Therapists and Independent



	Living Service.
<b>Children and Young People</b>	
Adoption Team	A big thank you for all your hard work and support. We wanted to let you know how grateful we are to be chosen to be parents to R...
	Very pleased with LJB. Told SW verbally to pass on compliments.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Emailed thanking D... for all his hard work.
	Sent a card thanking her for all her hard work.
	Compliment for social worker about his support through adoption and help with sorting out Nursery place.
	Social Care worker spoke to LB and she spoke highly of the support received from him
	Email to say how pleased they are with the support from the social worker during the adoption process.
COPE	JM, Foster Carer for CR, wanted to thank and show how much she appreciated the help AF gave in getting CG for secondary school after they had put a requires improvement school down initially. Both Foster Carer and young person were extremely happy with the allocated school and AF's support in securing it.
Early Help (0-18yrs)	On behalf of the Head Teacher, I would like to thank one of your members of staff. Yesterday, we had a particularly difficult situation arise at school which resulted in the police attending. Luckily, before relevant parents could arrive at school, we were informed about the potentially volatile situation and this allowed us to be prepared. The member of staff has been working closely with the family and quickly arrived at school to support us with the situation. Her contribution was invaluable and she handled the parents with total professionalism. The school was placed in a difficult situation, but with her advice we were able to resolve it quickly. The Head Teacher is very grateful. We are looking forward to working with her a lot more in the future. She is an asset to the role.
LAC	I undertook a visit to DJ yesterday, he has S... and SG in placement and the social worker joined about an hour into my visit that I was undertaking on duty. It

	<p>was evident that she has a really positive relationship with the children and they interacted so well with each other - and the girls were really pleased to see her. It was just so refreshing to see.</p>
	<p>There has been a significant improvement in the reports and Pathway plans to reviews. I have been really impressed with the quality of plans and attention to detail. Reports have been received in advance of reviews and the authorisation comments have been specific to each young person.</p>
LAC Team 1	<p>In reading the panel members feedback forms over the year, FD's name came up several times for his; 1) Knowledge of the case. 2) Work he has undertaken with the children. 3) The relationship he appears to sustain with the children and their carers. 4) His ability to present the cases to panel and his open and honest approach.</p>
	<p>Just a quick email to say that I visited two of M...’s children, who are a part of the CICC, and they said that they are enjoying it so far and that they thought you were really nice and helpful.</p>
	<p>In recognition of N...’s report and care plan to the children’s review. I want to further recognise N...’s child centred approach to her work which I observed at the review, both children told me how much they like their new social worker, praise was also given by the foster carers. N... has moved this case from 18 months of amber rags to green – she has engaged the children in direct work regarding family contact and life journey work; managed complex contact arrangements by liaising with family, two sets of foster carers and other social workers. N... completed an assessment in relation to family contact which recommended a reduction; this report was evidenced based, child focused yet sensitive to parents’ position too – this piece of work is to be commended.</p>
	<p>In recognition of N...’s report and care plan to C’s review - timely, relevant and child centred. C... shared with me how much she likes N... because she gets things done and listens to her. N... is skilled at communicating with children and this was evident in today’s meeting. Foster carer reported that N... has developed a great relationship with C..., further that they have felt supported during this review period.</p>
	<p>Well done WJ as I am aware you have only had the case a short while (approx. 6 months) and you have been really proactive in completing the outstanding tasks and achieving the best outcome for this child. Thanks for all your hard work. And this is a good</p>

	<p>example of progressing a child's plan in a timely manner once a case has been allocated.</p>
<p>LAC Team 2</p>	<p>At the end of the POT meeting I commended the worker for the presentation he did in relation to assessment and investigation process connected to these two children. POT meeting was in relation to one of the children being physically hurt by a person in a Position of Trust. The worker came in prepared, he knew his case well and presented his services information with confidence and was concise ie that the information was relevant and appropriate to the discussion that was taking place. The worker understood the needs of these children and showed passion and conviction in ensuring the meeting heard the children's story. In fact he did such a good job the experienced Police had little to add to the information conveyed in respect of the investigation and the risk analysis made by the worker. In my summary and concluding in the POT meeting, the worker had no difficulty in adding and expanding on points; he had no problems agreeing or disagreeing with points and added points to my risk analysis of the situation. The worker presented as someone who is enthusiastic and eager to progress matters especially for the children; It has been a long time since the meeting had seen a social worker so animated about what he does and how children/families respond to him.</p>
	<p>At the end of the POT meeting I commended A... for the presentation he did in relation to assessment and investigation process connected to these two children.POT meeting was in relation to one of the children being physically hurt by a person in a Position of Trust. AR came in prepared, he knew his case well and presented his service's information with confidence and was concise ie that the information was relevant and appropriate to the discussion that was taking place.AR understood the needs of these children and showed passion and conviction in ensuring the meeting heard the children's story. In fact he did such a good job the experienced Police had little to add to the information conveyed in respect of the investigation and the risk analysis made by AR. In my summary and concluding in the POT meeting - AR had no difficulty in adding and expanding on points; he had no problems agreeing or disagreeing with points and added points to my risk analysis of the situation.AR presented as someone who is enthusiastic and eager to progress matters especially for the children; It has been a long time since the meeting had seen a social worker so animated about</p>

	what he does and how children/families respond to him. Keep up the good work and don't lose the fire in your belly in relation to the career you have chosen to pursue.
LAC Team 3	Foster mother wished to pass on her compliments in relation to the social worker who was responsive and efficient.
	During the Review, PB stated that "he and MB have received excellent support from yourself; that you always listen and make time for them and J... and will always go the extra mile to help."
	Please give excellent feedback to K... from the excellent Care Planning workshop that I attended today. This was well structured and paced to give good examples of Care Planning to guide practitioners.
	Compliment in relation to presentation at Fostering Panel in terms of linking and matching two children to their carers on a long term basis.
Leaving Care/Transitions Team 1	Just wanted to say how helpful KM was in a case I'm working on. I am the social worker for a young father who was previously looked after by Wolverhampton LA. If KM hadn't supported me to identify his history I would have, in all honesty, been struggling to find the previous history for the family. KM was really good, so wanted to let you know.
	Thanks for all your help and support. I don't know what I'd do without you sometimes.
	In recognition of LM's practice re RO. LM, your report was really good and made the running of the review very straight forward. RO has a good understanding of his plan despite his reluctance to express his views at the meeting - well done!
	Thank you so much for your help/support with JD.
	M... is a fantastic worker and I can only go on the CSE work experience with her, but the outcomes of her work is brilliant.
Safeguarding	Thank you for all you have done for me for the past 17 years. You have done such an amazing job and i cannot thank you enough. Not only have you been just my IRO, you have been the best IRO I could ever have. You have made my life in the care system quite good (I guess); so thank you.
Social Work Unit 4	LW has hung on to JL, for continuity, whilst being a Senior Social Work Unit Manager, with all the responsibility that entails. She's just got a Placement Order for JL under difficult circumstances. However, LW has demonstrated great courage and tenacity. I

		have huge admiration for the way that LW has conducted herself.
Wolverhampton Centre	Contact	Very welcoming Centre - comfortable and well stocked with toys and children.
		The staff are brilliant and give really good advice.
		Centre very friendly and welcoming. Everything in contact room amazing. Staff very helpful with my child.
		Felt very comfortable. Staff always polite and helpful.
		Centre staff very welcoming. I was made to feel at ease in a comfortable environment.
		Find Contact Centre very welcoming. Supervisor really creative and fun to have alongside the children and myself.
		PAMS Assessor working at Centre complimented us as "one of the best Contact Centres she had been in. Staff very friendly/accommodating and welcoming.
		Staff fantastic - always suggesting new things for us to do during contact.
		Card given to contact workers from carer at child's final contact "Thank you for your love and care of C... - thank you for speaking up for him".
		Found Centre staff welcoming; especially the receptionist. Feel welcome coming here. Contact Worker always suggesting brilliant ideas.
		Stated our contact worker was extremely helpful/excellent in guiding parent bathing his child for the first time - reassuring, professional and supportive.
		Found Centre's records very detailed, understandable and consistently on time. Strict professionalism - interactive nature. Prompt responses and relative information given from Centre staff.
		Centre staff always welcoming and got a smile. My supervisor has given me suggestions for activities and is also a very nice lady - always welcoming.

**Appendix 7**

**Annual Corporate Compliments Data**

**1 April 2016 to 31 March 2017**

<b>Place Directorate</b>	
	<b>Number</b>
<b>Total</b>	<b>393</b>
<b>Corporate Directorate</b>	
<b>Total</b>	<b>54</b>
<b>Education Directorate</b>	
<b>Total</b>	<b>1</b>
<b>Total Number of Corporate Compliments</b>	<b>448</b>



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05.09.2017	<ul style="list-style-type: none"> <li>• Early Years Strategy Action Plan (Andrew Wolverson - Head of Service Early Intervention)</li> <li>• Annual Review and Work Plan (Julia Cleary – Scrutiny and Systems Manager)</li> <li>• Recommendations from Apprenticeship Scrutiny Review</li> <li>• Feedback from the CA (Cllr Steve Simkins)</li> <li>• Quarterly Complaints Report (for information only)</li> </ul>
10.10.2017	<ul style="list-style-type: none"> <li>• Youth Council (Andrew Scragg – Participation Officer)</li> <li>• ICT and Digital Strategy (Andy Hoare – Head of ICT)</li> <li>• Digital Transformation Programme (Andy Hoare – Head of ICT)</li> <li>• Information Governance Performance Report (Anna Zollino-Biscotti)</li> <li>• Complaints Annual Report (Steve Rice – Customer Engagement Manager)</li> </ul>
05.12.2017	<ul style="list-style-type: none"> <li>• GDR Update (Anna Zollino Biscotti – Information Governance Manager)</li> <li>• Budget</li> <li>• Schedule of Petitions (Jasawinder Kaur - Democratic Services Manager)</li> </ul>
09.01.2017	<ul style="list-style-type: none"> <li>• Post 16 Update (Alex Jones, Angela McKeever, Tony O'Callaghan)</li> </ul>
06.03.2017	<ul style="list-style-type: none"> <li>• Feedback from the Fire Safety Scoping Group</li> </ul>
01.05.2017	<ul style="list-style-type: none"> <li>• Tbc</li> </ul>

Other Potential items (when something significant needs a Panel recommendation):

1. Cyber Security
2. Recommendations from Adult Mental Health Scrutiny Review
3. Recommendations from Succession Planning Scrutiny Review

### Scrutiny Reviews

Transport- what could transport in the city look like in 20 years time?

Budget Task and Finish Group for the Combined Authority Scrutiny Committee

Scoping Group to consider fire safety Chaired by Cllr Greg Brackenridge

Agreed Members:

Cllr Paul Singh

Cllr Phil Bateman

Cllr Louise Miles

Cllr Patricia Patten

Sue Roberts Representative form the Wolverhampton Tenants Association

Bob Deacon – Tenant at Health Town

Barry Appleby - Disability Advisory Group on Leisure Activities

Karen Ryder – One Voice

## Confident, Capable Council Scrutiny Panel Work Programme

27.09.17	<ul style="list-style-type: none"> <li>• Legal Services – should we extend our legal services to offer services to the third and public sector?</li> <li>• Digital Transformation Programme - Presentation</li> </ul>
22.11.17	<ul style="list-style-type: none"> <li>• Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)</li> <li>• Council Tax Base and Business Rates (NDR) Net Rate Yield 2018-2019</li> </ul>
14.02.18	<ul style="list-style-type: none"> <li>• Council as an enabler rather than a provider</li> <li>• Contract Compliance (to include Commissioning)</li> <li>• Use of the Building (by external organisations and partners) and Corporate Landlord</li> <li>• Budget Consultation – how can we get better public engagement into the Council's budget consultation and decision making?</li> </ul>
18.04.18	<ul style="list-style-type: none"> <li>• Agile working (including different levels of staffing and types of job)</li> <li>• Review of the Rules of Debate and the Constitution</li> </ul>

Other Potential items (when something significant needs a Panel recommendation):

- Monitoring of the delivery of the budget
- 2018-2019 Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 - Provisional Local Government Finance Settlement Update
- Collection Fund Estimated Outturn 2017-2018
- Revenue Budget Monitoring Quarter Two 2017-2018
- Capital programme 2017-18 to 2021-22 quarter two review
- Treasury Management Activity Monitoring – Mid Year Review 2017-2018
  
- A meeting of specific reserves working group to be arranged

## Stronger City Economy Scrutiny Panel Work Programme

26.09.17	<ul style="list-style-type: none"> <li>• Bilston District Centre – How can the Council develop its regeneration activity to bring greater benefits to local businesses and residents?</li> <li>• Strategic Economic Plan’s Evidence Base – How do we develop the right strategies/priorities from what the evidence base is telling us?</li> </ul>
21.11.17	<ul style="list-style-type: none"> <li>• Wednesfield District Centre – What should the Council’s role be in Wednesfield that would better benefit local businesses and residents?</li> <li>• Strategic Economic Plan – consider consultation responses</li> <li>• Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)</li> </ul>
13.02.18	<ul style="list-style-type: none"> <li>• Tettenhall District Centre – What should the Council’s role be in Tettenhall that would better benefit local businesses and residents?</li> <li>• Strategic Economic Plan – look at final draft of the plan</li> </ul>
17.04.18	<ul style="list-style-type: none"> <li>• Innovation - how can we work with the University and other key players to encourage innovation across the city?</li> <li>• Evaluation of the outcomes from Inward Investment and Tourism activities commissioned through the West Midlands Growth Company</li> </ul>

Other Potential items (when something significant needs a Panel recommendation):

1. The potential effects of Brexit on the local economy
2. Policy Implications from Combined Authority/Regional/National or International Sources

## Vibrant and Sustainable City Economy Scrutiny Panel Work Programme

28.09.17	<ul style="list-style-type: none"><li>• Car Parking and Road Safety Looking at how to reduce on street parking in residential areas particularly near to schools</li></ul>
23.11.17	Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)
01.03.18	<ul style="list-style-type: none"><li>• Enforcement including Dog Control Looking at enforcement policy across a number of services to explore possible new models and the balance between enforcement and education</li></ul>
17.04.18	<ul style="list-style-type: none"><li>• Air Quality/Transport – Public Health to contribute Look at ways to improve air quality in hot spots around the city which could include work for the Transport Review Group</li></ul>

## Health Scrutiny Panel 2017/18

5.10.17	<ul style="list-style-type: none"> <li>• End of Life Care (Karen Evans, Commissioning Development Manager, WCCG)</li> <li>• Drug and Alcohol Services in Wolverhampton Consultation (Michelle Smith Commissioning Officer Public Health, Early Intervention &amp; Prevention, City of Wolverhampton Council – joint report with Public Health)</li> <li>• New Psychoactive Substances (NPSs) (Neeraj Malhotra Consultant in Public Health, City of Wolverhampton Council)</li> <li>• Black Country STP briefing– Andy Williams</li> </ul>
16.11.17	<ul style="list-style-type: none"> <li>• The Royal Wolverhampton NHS Trust – Quality Accounts 2017/18 (Jeremy Vanes, Chairman The Royal Wolverhampton NHS Trust)</li> <li>• Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)</li> </ul>
25.1.18	<ul style="list-style-type: none"> <li>• Oral Health - Adult and Children (Katie Spence - Consultant in Public Health, City of Wolverhampton Council )</li> <li>• Patient mortality rates (Jeremy Vanes, Chairman ,The Royal Wolverhampton NHS Trust</li> <li>• Smoke Free Wolverhampton (Katie Spence - Consultant in Public Health, City of Wolverhampton Council)</li> </ul>
29.3.18	<ul style="list-style-type: none"> <li>• Suicide prevention - Neeraj Malhotra (Consultant in Public Health)/Director of Public Health (Interim or permanent replacement) ,City of Wolverhampton Council</li> <li>• Urgent and emergency care and 7 day hospital services – (Jeremy Vanes, Chairman,The Royal Wolverhampton NHS Trust and David Watts to be involved in contributing.)</li> <li>• The Royal Wolverhampton NHS Trust - Quality Accounts 2017/18 – (Jeremy Vanes, Chairman The Royal Wolverhampton NHS Trust)</li> <li>• West Midlands Ambulance Service - Quality Accounts 2017/18</li> </ul>

### Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Vertical integration
2. CAMHS – Emma Bennett to lead and Stephen Marshall (CCG)
3. Healthwatch Wolverhampton Annual Report
4. A briefing note for the panel on how The Royal Wolverhampton NHS Trust reviews 'never events' to be presented
5. Andy Williams, Sandwell and West Birmingham CCG Accountable Officer - STP Lead for the Black Country Sustainability Transformation Plan – possible extra panel meeting – date to be confirmed

## Adults and Safer City Scrutiny Panel 2017/18

19.09.2017	<ul style="list-style-type: none"> <li>Modern Slavery - To provide an outline of partnership proposals to tackle modern slavery and outline the council's contributory plans. (Karen Samuels – CWC Community Safety/Chief Inspector Beth Bridges)</li> </ul>
07.11.2017	<ul style="list-style-type: none"> <li>Wolverhampton Safeguarding Adult Board Annual Report 2016 – 2017 (date to be moved forward – awaiting confirmation. Interim Board Manager Safeguarding and Quality)</li> <li>Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)</li> </ul>
06.02.2018	<ul style="list-style-type: none"> <li>Reducing Reoffending Strategy- To comment on the draft Reducing Reoffending Strategy for the city developed in response to significant national policy and organisational change. (Karen Samuels – CWC Community Safety/Jas Pejatta – Community Rehabilitation Company (Probation)/Chief Inspector Karen Geddes – West Midlands Police/Sally Nash – CWC Youth Offending)</li> </ul>
10.04.2018	TBC

Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Quality of Care – issues of quality assurance - Sarah Smith, Head of Commissioning
2. Adult Education
3. With reference to the resolution to Minute No. 5 (Update on the Dementia City) – 13.6.17
4. Draft People Directorate Commissioning Strategy – 13.6.17
5. Responding to Serious and Organised Crime - To provide an outline of partnership proposals to address serious and organised crime in the city and the Council's contribution in particular. (Karen Samuels – CWC Community Safety/Chief Inspector Karen Geddes – West Midlands Police/Andy Moran – CWC Procurement)

Briefing notes for distribution via the Document Library:

1. Fatal Contraband and Alcohol - Update requested from meeting in July 2016 – Sue Smith agreed to lead
2. Crime Reduction and Community Safety and Drugs Strategy Update – request from meeting held in July 2017 – Karen Samuels and David Watts
3. Supporting a Safe and Seamless Transfer From Specialist Care or Hospital Setting – Update to be provided following meeting on 31 January 2017 (David Watts).
4. Better Care Fund – Update requested at meeting held on 31 January 2017.

5. Dementia City – Update on how GP services could be improved, any identified strengths and weaknesses and if possible data on which GPs were reporting incidents – lead Kathy Roper

## Children, Young People and Families Scrutiny Panel 2017/18

06.09.2017	<ul style="list-style-type: none"> <li>• End of Key Stage Un-Validated results 2016-2017 (Alex Jones)</li> <li>• Draft SEND Self Assessment – Alex Jones</li> </ul>
01.11.2017	<ul style="list-style-type: none"> <li>• Draft Budget and Medium Term Financial Strategy 2018-2019 - 2019-2020 (Mohammed Hasan – Finance Manager)Increasing the number of foster carers for looked after children (Alison Hinds)</li> <li>• School Place Planning (Bill Hague)</li> <li>• Annual Children Safeguarding Board Report</li> </ul>
07.02.2018	<ul style="list-style-type: none"> <li>• Improving Standards at Key Stage 4 (Alex Jones)</li> <li>• Update on Early Intervention and Prevention model (Andrew Wolverson)</li> <li>• Review of Children and Young People Improvement Plan(Emma Bennett)</li> <li>• The Way – review of progress (Carla Priddon, CEO the Way )</li> </ul>
11.04.2018	<ul style="list-style-type: none"> <li>• The impact of the HEADSTART programme (Kevin Pace)</li> <li>• Update on implementation of the Early Years Strategy/including the standard of childcare provision (Andrew Wolverson)</li> <li>• SEND and Inclusion Review ( Alex Jones)</li> </ul>

Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Supporting Unaccompanied Asylum Seeking Children – pre-suggested item
2. Mental Health Issues/CAMHS (Emma Bennett/CCG) – pre-suggested item
3. Youth homelessness– pre-suggested item

Updated 12.09.2017