

CITY OF  
WOLVERHAMPTON  
COUNCIL

# Adults and Safer City Scrutiny Panel

12 November 2019

**Time** 6.00 pm      **Public Meeting?** YES      **Type of meeting** Scrutiny  
**Venue** Committee Room 3 - 3rd Floor - Civic Centre

## Membership

**Chair** Cllr Val Evans (Lab)  
**Vice-chair** Cllr Simon Bennett (Con)

### Labour

Cllr Olivia Birch  
Cllr Rupinderjit Kaur  
Cllr Asha Mattu  
Cllr Lynne Moran  
Cllr Anwen Muston  
Cllr John Rowley  
Cllr Zee Russell  
Cllr Jacqueline Sweetman

### Conservative

Cllr Sohail Khan

Quorum for this meeting is three Councillors.

## Information for the Public

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

**Contact** Earl Piggott Smith  
**Tel/Email** 01902 551251 email:earl.piggott-smith@wolverhampton.gov.uk  
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Wolverhampton WV1 1RL

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# Agenda

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

*Item No.*    *Title*

### **BUSINESS ITEMS**

- 1            **Apologies**
- 2            **Declarations of Interest**
- 3            **Minutes of previous meeting (24 September 2019)** (Pages 3 - 8)  
[To approve the minutes of the previous meeting as a correct record]
- 4            **Matters arising**

### **DISCUSSION ITEMS**

- 5            **Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024**  
(Pages 9 - 42)  
[James Barlow, Finance Business Partner, to present report]
- 6            **Transforming Care Plan - update on progress (report to follow)**  
[Wendy Ewins, Commissioning Officer People, to present report]
- 7            **Wolverhampton Multi-Agency Safeguarding Arrangements (report to follow)**  
[Dawn Williams, Head of Safeguarding, to present report]
- 8            **Wolverhampton Safeguarding Board Annual Report 2018/19 (for information)**  
(Pages 43 - 76)  
[Dawn Williams, Head of Safeguarding, to present]
- 9            **Briefing on panel visit to Action for Independence (verbal report)**  
[Earl Piggott-Smith, Scrutiny Officer, to present verbal update]
- 10          **Adults and Safer City Scrutiny Panel 2019 20 - Draft Work Programme** (Pages 77  
- 80)  
[Earl Piggott-Smith, Scrutiny Officer, to present report]

# Adults and Safer City Scrutiny Panel

Agenda Item No: 3  
Minutes - 16 October 2019

## Attendance

### Members of the Adults and Safer City Scrutiny Panel

Cllr Olivia Birch  
Cllr Val Evans (Chair)  
Cllr Sohail Khan  
Cllr Asha Mattu  
Cllr Anwen Muston  
Cllr Zee Russell  
Cllr Jacqueline Sweetman

### Employees

Louise Haughton	Principal Social Worker
Earl Piggott-Smith	Scrutiny Officer
Jennifer Rogers	Advanced Practitioner for Quality and Improvement
David Watts	Director of Adult Services
Becky Wilkinson	Head of Adult Improvement Commissioning Officer
Tom Denham	Head of Provider Services

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

*Item No.*    *Title*

- 1 Apologies**  
Apologies were received from the following members of the panel:  
  
Cllr John Rowley  
Cllr Simon Bennett  
Cllr Rupinderjit Kaur  
Cllr Lynne Moran
- 2 Declarations of Interest**  
There were no declarations of interest recorded.
- 3 Minutes of previous meeting (17.9.19)**  
That the minutes of the meeting held on 17 September 2019, be approved as a correct record and signed by the Chair.
- 4 Matters arising**  
There were no matters arising from the minutes.

**5 Adult Social Care Annual Report: The Local Account 2018-2019**

David Watts, Director of Adult Services, introduced the report and outlined the background and the reasons for submitting it to the panel for comment. The Director of Adult Services advised the panel that it is not a statutory requirement, but it is accepted as being good practice to do so. The final draft will be published in November 2019.

Louise Haughton, Principal Social Worker, and Jenny Rogers, Advanced Practitioner for Quality and Improvement, jointly presented the main findings of the report to the panel. The Advanced Practitioner explained that the annual report gives an overview of the performance, progress towards targets and highlighted examples of specific work.

The report highlights challenges facing the service in supporting people. The Advanced Practitioner commented on work done with University of Wolverhampton to make the findings more visual and capture a range of different user experiences. The draft report will be updated when national data is published. The information will also be used to help develop priorities for the service.

The panel queried the process for publishing the annual report and who it would be shared with. The Advanced Practitioner advised the panel that the final report will be published on the Council website when the missing national data is received. The panel queried if the number of carers who had received support from adult social care had reduced from previous year and asked for figures for 2017-18 to compare. The Director of Adult Services explained that people may have had an assessment as a carer but received support which complicates the figure. The Director of Adult Service agreed to provide the panel with information requested.

The panel discussed work done to promote the use of the carer's emergency card. The panel were advised that a campaign is planned to promote them and also to give carers the opportunity to meet, while recognising they have different needs and interests.

The panel discussed the number and support available to child carers. The Principal Social Worker agreed to provide the information requested. The Principal Social Worker added that the Council does not know all the carers in Wolverhampton, but work is being done to close the gap. There is work being done to find out from carers about their needs and the support that would be helpful. The Principal Social Worker advised that the service is working with colleagues in school to identify children who are carers, but it is a challenge. Any child who is found will be referred to the MASH to be assessed and support provided. The majority of referrals to the MASH are from schools.

The panel queried the absence in the document to people with protected characteristics and expressed concern about the effect that this would have on the willingness among some groups to seek help and advice, if there is no reference to them in an official document. The Director of Adult Services responded that employees are not required by national guidance to include information about their sexuality. The information currently held on numbers of people with protected characteristics is not considered to be reliable enough to reach an informed conclusion.

The issue of the willingness of clients receiving care to share information about their sexuality has been discussed as part of the '3 conversations' with social workers.

The Director of Adult Services agreed to do dip sampling audit of council records to see what information is available, while also respecting issues of confidentiality. The panel welcomed the report and the progress made.

Kush Patel, Children's Innovation Lead, added that work is done with HR to add dementia training as part of the induction training for new staff. The panel were advised that 13,000 people had completed dementia friendly training and further work is being done to promote interest in the issue.

The panel queried the work being done to manage the significant increase in the number of Deprivation of Liberty Safeguarding (DOLS) referrals to the Council and the action being planned to 'future proof' the service to ensure that statutory responsibilities are met. The Director of Adult Services reassured the panel that good progress has been made to reduce the backlog of outstanding DOLS assessments.

The panel were advised that Government have proposed a number of changes to the current process which is expected to reduce the situations where a new DOLS assessment will be required. The aim is to make the assessment portable where people are moving to different locations. A further proposed change is that an DOLS annual review assessment will not be required where there has been no change in a person's health. The Director of Adult Services added that the extra funding to meet the increased number of DOLS assessments in the future has been agreed.

The panel discussed the work done to respond to and learn from complaints and compliments detailed in the report. The Principal Social Worker explained that the biggest source of complaints was about delays in providers meeting the needs of carers, as a result of difficulties in recruiting staff. There are ongoing discussions with providers to recruit extra staff to mitigate this.

The panel welcomed the positive the work of the Community Support Team and the opportunities to further develop the current community offer. The panel discussed the opportunities for share local intelligence and work with Ward Directors to respond better to issues of concern. The Director of Adult Services agreed that as Ward Champion there were opportunities to look at a range of issues by working together. The issue of social isolation was highlighted as a concern and there were opportunities for different agencies to collaborate with the local community. The Director of Adult Services agreed to raise the issue at the next meeting of the group to look at how this could be done and was keen to involve local councillors in this discussion. The findings would be reported back to a future meeting of the panel.

The panel queried who was responsible for checking that telecare equipment was working correctly. The Director of Adult Services advised that the Council has a contract with St Johns Ambulance to respond to emergencies. Wolverhampton Homes has a contract to check that the equipment issued is working correctly.

The panel welcomed report and agreed to receive a final draft of the report when available.

Resolved:

1. The panel agreed to note the report.

2. The Principal Social Worker agreed to send the panel a final draft of the Adult Social Care Annual Report 2018-19 when published.

## 6 **Supporting people with dementia in the city (report to follow)**

David Watts, Director of Adult Services, introduced the report. The panel were advised that in response to a request for further information Susan Eagle, Commissioning Officer had been invited to attend to give a more detailed information about progress of work being done to identify and support people with a diagnosis of dementia. The Commissioning Officer introduced Tom Denham, Head of Provider Services, to the panel.

The Commissioning Officer advised that there are number of known types of dementia which can affect a person's behaviour very differently. The Commissioning Officer explained the challenges to detecting early signs of the condition and the range of support available. The Commissioning Officer briefed the panel on the headline data and reported that it was estimated that the number of people affected by dementia was expected to increase by over 50 percent by 2035. At present 3000 people in Wolverhampton are affected by dementia.

Wolverhampton is performing well against national and local comparators.

The Commissioning Officer gave details of the work done by members of Wolverhampton Dementia Action Alliance and the development of the strategy. The examples ranged from Wolverhampton Grand Theatre holding a dementia friendly café which has been very popular with a 100 people attending the event where Radio WM did a live broadcast to promote awareness. In addition, West Park provide dementia café events which have been very popular and there is a waiting list of people wanting to get involved. The Commissioning Officer commented on the intergenerational work done with schools to engage local children in raising awareness of the illness and improve understanding.

A promotional video of the work done by Wolverhampton Dementia Action Alliance was shown to the panel.

The strategy is underpinned by the JSNA which can provide a wealth of data and support the multi-agency approach that has been updated. The work has good representation from members of the third sector and there are plans to look at risk factors of developing dementia and include them in future health checks. The Commissioning Officer commented on the work done to support black and minority groups and gave examples of the challenges in responding the needs of this group, with a focus on making small changes that can help improve the quality of care given.

The Commissioning Officer commented on the main challenges to moving the strategy forward, such as people living longer with more complex health issues and working with partners to get the right services. The situation is complicated by the different eligibility rules and situations where the person affected lacks capacity to make informed decisions about their care arrangements.

Tom Denham, Head of Provider Services, advised the panel that Blakenhall Day Services supports about 35 people with a diagnosis of dementia.

Carers are supported by Blakenhall in that they experience a period of respite while the person they care for attends the service.

The Head of Provider Services added that fortnightly meetings are held with colleagues in partner organisations to look at services offered to people with a dementia diagnosis and their families. The current public consultation on the all age transport policy includes consultation with Blakenhall service users in partnership with the Alzheimer's Society.

The panel queried which aspects of the service is failing people with dementia. The Director of Adult Services commented on the range of challenges to responding to meet the needs of people with dementia and their families, for example, supporting people with pre-existing medical condition or dealing with a situation where the condition has progressed rapidly and providing the appropriate level of care. There is a recognition that some people have difficulties when adjusting to moving from home to residential care. There is evidence that people will experience a deterioration in the health following the move. There is ongoing work with CCG to support staff in residential care homes.

A further challenge to the service is maintaining the quality of care provided in residential homes where people with dementia are assessed as being medically fit, but the care home need extra staff to provide the care needed and in some situations this will require upskilling staff. The issue of promoting people to remain independent where this is possible and providing the right care to a person with a terminal diagnosis are two further challenges that the service is trying to meet. The Council is developing options for providing 600 extra care sheltered units by the target date of 2030 with the aim of reducing reliance on residential care provision. The Head of Provider Services commented that the Council want to make improvements to Blakenhall Day Centre, which was built in 1940s.

The panel praised the important work of Dementia Champions and supported the initiative.

The panel queried the number of schools that have engaged with efforts to raise awareness about the issue of dementia. The panel were advised that the response from schools has been very positive and suggested that the local 'Police and Communities Together' (PACT) meetings could also be a good location to promote awareness about the issue of dementia.

The panel queried the support available to council employees who are carers of people with dementia. The Director of Adult Services commented that the Council has a good employee welfare support offer. The programme is led by John Denley, Director of Public Health, which is aimed at raising awareness of the issue employee welfare. The Council also monitors the reasons for employee absence where mental health issues or stress related absences have been recorded. In addition, the Council also offers a health check to help employees and this is supported by mental health first aiders who have been given dementia training. The panel queried whether the support is also available to Councillors. The Director of Adult Services responded that his understanding was that the employee assistance service such as bereavement counselling was available to Councillors but would make enquiries to confirm before replying.

Resolved:

The panel agreed to note the report and praised the work done to support people with dementia.

7

**Adults and Safer City Scrutiny Panel - Draft Work Programme 2019-20**

Earl Piggott-Smith, Scrutiny Officer, presented the draft work programme for information and comment.

Resolved:

The panel agreed to note the report.



# Adults and Safer City Scrutiny Panel

12 November 2019

<b>Report title</b>	Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Linda Leach Adults	
<b>Corporate Plan priority</b>	Confident Capable Council	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable Director</b>	Claire Nye, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee</b>	Alison Shannon	Chief Accountant
	Tel	01902 554561
	Email	alison.shannon@wolverhampton.gov.uk

**Report to be/has been considered by**

## Recommendations for decision:

The Panel is recommended to:

1. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council.
2. Provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 including budget proposals that are relevant to the remit of this Panel.
3. Approve that the Scrutiny Panel response be finalised by the Chair and Vice Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek the Panel's feedback on the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council. In addition to this, the Panel's feedback is also sought on the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 that was presented to Cabinet on 16 October 2019 including budget proposals relevant to the remit of this Panel.

## **2.0 Draft Budget and Medium Term Financial Strategy Background**

- 2.1 Since 2010-2011 despite the successive cuts in Council resources, which have led to significant financial challenges, the Council has set a balanced budget in order to deliver vital public services and city amenities. Over the last eight years the Council has identified budget reductions in excess of £220 million. The extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced, with reducing resources, growing demand for services and significant cost pressures.
- 2.2 The Budget and Medium Term Financial Strategy (MTFS) 2019-2020 to 2023-2024 was presented to Full Council for approval on 6 March 2019. The Council was able to set a balanced budget for 2019-2020 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £27.3 million in 2020-2021 rising to £40-£50 million over the medium term to 2023-2024.
- 2.3 Since then, work has been ongoing across the Council to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years, whilst also analysing emerging pressures and potential resources available to the Council, following the Spending Round 2019 announcement on 4 September 2019.

## **3.0 Our Council Plan 2019-2024**

- 3.1 The Council's strategic approach to address the budget deficit continues to be to align resources to Our Council Plan 2019-2024 which was approved by Full Council on 3 April 2019.
- 3.2 Our Council Plan, developed with the people of the City of Wolverhampton at its heart, sets out how we will deliver our contribution to Vision 2030 and how we will work with our partners and communities to be a city of opportunity. The plan includes six strategic priorities which come together to deliver the overall Council Plan outcome of 'Wulfrunians will live longer, healthier and more fulfilling lives.' Over the medium term, resources will continue to be aligned to enable the realisation of the Council's strategic priorities of achieving:
- Children and Young People get the best possible start in life
  - Well skilled people working in an inclusive economy
  - More good jobs and investment in our city
  - Better homes for all

- Strong, resilient and healthy communities
- A vibrant, green city we can all be proud of.

3.3 All of the strategic outcomes will be supported by the 'Our Council' Programme, which will help us drive organisational improvement and development.

3.4 The Financial Strategy, approved by Council in March 2019, consists of five core principles underpinned by eight core workstreams. Using the Core Workstreams as the framework for the Financial Strategy detailed delivery plans are being developed all with a lead director. The core principles are:

- **Core Principles:**

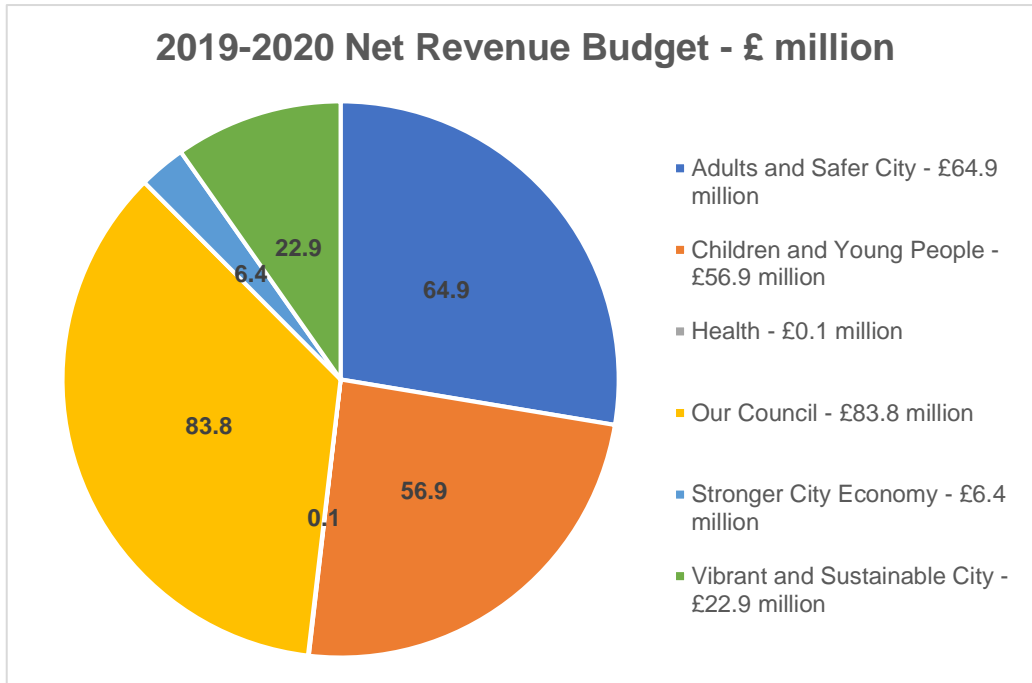
- **Focusing on Core Business.** Focus will be given to those activities that deliver the outcomes local people need and which align to our Council Plan and Financial Strategy.
- **Promoting Independence and Wellbeing.** We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment.
- **Delivering Inclusive Economic Growth.** We will continue to drive investment in the City to create future economic and employment opportunities.
- **Balancing Risk.** We will ensure we base decisions on evidence, data and customer insight.
- **Commercialising our Approach.** We will boost social value in our City by maximising local procurement spend with people and businesses.

#### 4.0 Budget – Adults and Safer City Scrutiny Panel remit

4.1 As detailed above, when addressing the budget challenge, the Council continues to focus on aligning its resources to strategic outcomes.

4.2 The Council holds a net revenue expenditure budget totalling £234.9 million for the 2019-2020 financial year. Of this, services relevant to the remit of the Adults and Safer City Scrutiny Panel have net revenue expenditure budgets totalling £64.9 million, as can be seen in Chart 1 below.

**Chart 1 – Net Revenue Budget 2019-2020**



4.3 A further breakdown of the net revenue budget for each service relevant to the remit of this Panel is provided in Table 1 below:

**Table 1 – Service and Revenue Budget Provision**

<b>Service</b>	<b>2019-2020 Gross Expenditure Budget £000</b>	<b>2019-2020 Gross Income Budget £000</b>	<b>2019-2020 Net Revenue Expenditure/ (Income) Budget £000</b>
Adults Assessment & Care Management East	3,006	(781)	2,225
Adults Assessment & Care Management North	2,482	(46)	2,436
Adults Assessment & Care Management West	1,249	-	1,249
Adults Assessment and Care Management MASH	548	-	548
Carer Support	840	(6)	834
Community Financial Support	2,031	(449)	1,582
Community Safety & Community Cohesion	1,012	(981)	31
Community Support	802	-	802
Director of Adults services and Additional Monies	1,232	(7,010)	(5,778)
Emergency Duty Team	492	(162)	330
Independent Living Service	2,732	(915)	1,817
Learning Disabilities Care Purchasing	22,541	(5,805)	16,736
Learning Disability Provider	5,301	(553)	4,748
Mental Health Assessment & Care Management	6,122	(1,258)	4,865
Older People Care Purchasing	35,194	(14,905)	20,289
Older People Provider Services	4,444	(6)	4,438
Physical Disabilities Care Purchasing	6,529	(2,118)	4,411
Quality Assurance and Policies	369	-	369
Strategic Commissioning	3,588	(659)	2,929
<b>Total</b>	<b>100,514</b>	<b>(35,654)</b>	<b>64,861</b>

- 4.4 Gross expenditure and gross income relate to the budgets directly in the control of the service area. Overhead costs such as property related expenditure and support services are held separately.
- 4.5 When reviewing the budget, it is important to consider the gross income and gross expenditure for each service. Budget efficiencies can be achieved through reductions in expenditure budgets, in addition to maximising income generation opportunities.
- 4.6 There are no significant capital programmes that fall within the remit of this panel, however capital programmes which fall within the remit of the Our Council Scrutiny Panel including those projects funded by the Disabled Facilities Grant support the provision of Adult social care.

## 5.0 Key Strategies and Transformation

- 5.1 Approximately 80% of the total budget referred to in this report is spent directly on meeting care and support needs. Whilst an element of this provides pre eligibility support such as reablement or preventative services, the largest proportion is spent on meeting statutory needs where people have been assessed as meeting nationally set eligibility criteria, meaning that if those needs are not met the authority could be legally challenged for not undertaking its statutory duties.
- 5.2 The remaining budget is spent on teams that are involved in assessment and arranging support, safeguarding adults, commissioning and contract management, policy and quality assurance, and financial assessments and welfare benefits. Whilst some of these areas are also statutorily required they don't involve direct care provision.
- 5.3 Community safety sits under the responsibility of the Director for Public Health but the functions delivered are under the Adults and Safer City Scrutiny Panel remit rather than Health Scrutiny.
- 5.4 Transformation that contributes to addressing the budgetary challenges are focussed around three areas:
- **Transforming Adult Social Care (TASC)** - The TASC programme is the internal programme that designs, coordinates and implements transformational change programmes. Projects that sit under the programme are measured on their contribution to improving outcomes for people, meeting any changes in statute or case law that may impact on the way adult social care is delivered and ensuring adult social care services are efficient and deliver value for money.
  - **Better Care Programme** - Significant amounts of health funding are channelled through the Better Care programme and therefore this is a second programme of work that explores how better working with health services in the city can deliver improved outcomes, operational and financial efficiencies in Wolverhampton. This programme is currently being aligned to the Wolverhampton Integrated Care Alliance (ICA) which is predominantly concerned with improving health services.
  - Finally, there is a sub-regional approach to considering how health and care services may be delivered in the Black Country. This work is currently known as either Sustainable Transformation Partnerships (STP) or Integrated Care Systems (ICS). This is predominantly addressing how more specialist health services are delivered on a larger footprint, but it is important that local authorities are involved to ensure a focus remains on maintaining local services and opportunities for closer joint work continue to be explored.

## **6.0 Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024**

- 6.1 Since March 2019, Cabinet have been provided with two further Budget and Medium Term Financial Strategy (MTFS) updates in July and October 2019 to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years.
- 6.2 In October 2019, Cabinet were presented with the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 report in which it was forecast that, after taking into account projected changes to corporate resources and emerging pressures, the projected remaining budget deficit for 2020-2021 would be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.
- 6.3 The MTFS provides for general inflation increases. It also includes growth for specific known pressures. In relation to the remit of this panel, the MTFS for 2020-2021 includes provision for potential budget pressures within Adult Services following a fee review and demographic pressures in 2019-2020. This is in addition to budget growth assumed in the MTFS for adult social care demographic pressures totalling £6.2 million in 2020-2021. Of this, budget reduction proposals for this service totalling £3 million in 2020-2021, attached at Appendix 2, is proposed.
- 6.4 In addition to this, the MTFS incorporates the roll forward of one-off grants that have been received in 2019-2020 but not previously assumed in the MTFS for 2020-2021 for adult social care, including the adult social care winter pressures grant.
- 6.5 Appendix 1 provides a copy of the 'Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024' report for your consideration. Appendix 2 provides details of specific budget proposals relevant to this panel. Feedback from this and the other Scrutiny Panel meetings will be reported to Scrutiny Board on 10 December 2019, which will consolidate that feedback in a formal response to Cabinet on 22 January 2020. The feedback provided to Scrutiny Board will include questions asked by Panel members, alongside the responses received. Cabinet will take into account the feedback from Scrutiny Board when considering the final budget setting report in February 2020, for approval by Full Council in March 2020.

## **7.0 Panel Recommendations**

- 7.1 The Panel are recommended to provide feedback to Scrutiny Board for consolidation and onward response to Cabinet on:
- the budget relevant to the remit of this Panel and how it is aligned to the priorities of the Council;
  - the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 and budget proposals relevant to the remit of this Panel;
  - any other comments.

7.2 The Panel are also recommended to approve that the Scrutiny Panel response be finalised by the Chair and the Vice-Chair of the Scrutiny Panel and forwarded to Scrutiny Board for consideration.

## **8.0 Financial implications**

8.1 The financial implications are discussed in the body of the report, and in the report to Cabinet.  
[RP/01112019/G]

## **9.0 Legal implications**

9.1 The legal implications are discussed in the report to Cabinet.  
[RP/011119/A]

## **10.0 Equalities implications**

10.1 The equalities implications are discussed in the report to Cabinet.

## **11.0 Environmental and climate change implications**

11.1 The environmental and climate change implications are discussed in the report to Cabinet.

## **12.0 Human resources implications**

12.1 The human resources implications are discussed in the report to Cabinet.

## **13.0 Corporate landlord implications**

13.1 The Corporate Landlord implications are discussed in the report to Cabinet.

## **14.0 Health and wellbeing implications**

14.1 The Corporate Landlord implications are discussed in the report to Cabinet.

## **15.0 Schedule of background papers**

Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Cabinet, 16 October 2019.

Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Cabinet, 31 July 2019.



2019-2020 Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024, report to Full Council, 6 March 2019

## **16.0 Appendix**

Appendix 1 - Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024

Appendix 2 – Specific Budget Proposals

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<b>CITY OF WOLVERHAMPTON COUNCIL</b>	<b>Cabinet</b> <b>16 October 2019</b>
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<b>Report title</b>	Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Louise Miles Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All Wards	
<b>Accountable director</b>	Tim Johnson, Chief Executive	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee</b>	Claire Nye	Director of Finance
	Tel	01902 550478
	Email	claire.nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	2 October 2019
	Health Scrutiny Panel	7 November 2019
	Vibrant and Sustainable City Scrutiny Panel	7 November 2019
	Adults and Safer City Scrutiny Panel	12 November 2019
	Our Council Scrutiny Panel	20 November 2019
	Stronger City Economy Scrutiny Panel	25 November 2019
	Children and Young People Scrutiny Panel	27 November 2019
	Scrutiny Board	10 December 2019

**Recommendations for decision:**

The Cabinet is recommended to approve:

1. The updated draft budget strategy linked to the Five Year Financial Strategy, including the budget reduction and income generation proposals and one-off funding opportunities.
2. That further options are explored between October 2019 and January 2020 to address the updated projected budget deficit of £3.9 million for 2020-2021 and the medium term, based on the Council's Five Year Financial Strategy.

3. That authority be delegated to the Cabinet Member for Resources, in consultation with the Director of Finance, to approve the final budget consultation arrangements.

**Recommendations for noting:**

The Cabinet is recommended to note:

1. That, a number of assumptions have been made with regards to the level of resources that will be available to the Council as detailed in section 5 of this report. It is important to note that there continues to be a considerable amount of uncertainty with regards to future income streams for local authorities over the forthcoming multi-year Spending Review period. At the point that further information is known it will be incorporated into future reports to Councillors. Any reduction in the Government's allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term.
2. That, due to external factors, budget assumptions remain subject to significant change, which could, therefore, result in alterations to the financial position facing the Council.
3. That the projected remaining budget deficit for 2020-2021 will be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.
4. That it is anticipated that the additional adult and children's social care grant will be sufficient to meet the projected remaining budget deficit in 2020-2021 and therefore enable the Council to set a balanced budget in that year.
5. That due to the uncertainty over the medium term, the overall level of risk associated with the 2020-2021 Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 is assessed as Red.
6. That an element of the high-level strategy for 2020-2021 relate to one-off opportunities that can be achieved in 2020-2021.
7. That the updated projected deficit assumes the achievement of previously approved budget reduction and income generation proposals amounting to £9.6 million over period 2019-2020 to 2023-2024.
8. That the 2020-2021 budget timetable will, as in previous years, include an update on all budget assumptions and the Provisional Local Government Settlement which will be presented to Cabinet in January 2020, with the final budget report due to be approved by Full Council in March 2020.

## **1.0 Purpose**

- 1.1 The purpose of this report is to provide Councillors with an update on progress towards identifying additional budget reduction proposals in order to address the projected budget deficit of £4.9 million in 2020-2021 and budget challenge over the medium term to 2023-2024.
- 1.2 This is the second report of the financial year on the Draft Budget and the Medium Term Financial Strategy (MTFS) for the period of 2020-2021 to 2023-2024.

## **2.0 Background and Summary**

- 2.1 Since 2010-2011 despite the successive cuts in Council resources, which have led to significant financial challenges, the Council has set a balanced budget in order to deliver vital public services and city amenities. Over the last eight years the Council has identified budget reductions in excess of £220 million. The extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced, with reducing resources, growing demand for services and significant cost pressures.
- 2.2 In order to respond to this financial challenge and the growing demand for services, the Council has developed a Five Year Financial Strategy to address the projected deficit over the medium term which is detailed in section 3 of this report.
- 2.3 The Council's General Fund Balance stands at £10 million, which is the minimum balance as determined in the Council's Reserves and Balances Policy. In addition, the Council holds specific reserves which are set aside to fund future planned expenditure. It is vital the Council continues to hold these reserves to mitigate the risk of uncertainty of any potential future expenditure and therefore it is not an option to use the funds to meet the budget deficit.
- 2.4 The Budget and Medium Term Financial Strategy (MTFS) 2019-2020 to 2023-2024 was presented to Full Council for approval on 6 March 2019. The Council was able to set a balanced budget for 2019-2020 without the use of General Fund reserves. However, it was projected that the Council would be faced with finding further estimated budget reductions totalling £27.3 million in 2020-2021 rising to £40-£50 million over the medium term to 2023-2024.
- 2.5 It is important to note that the updated projected budget deficit assumes the achievement of previously approved budget reduction and income generation proposals amounting to £9.6 million over the five-year period from 2019-2020 to 2023-2024. Having identified budget reductions in excess of £220 million over the previous eight financial years, the extent of the financial challenge over the medium term continues to represent the most significant challenge that the Council has ever faced.

- 2.6 In March 2019, Full Council approved that work started immediately to identify budget reductions and income generation proposals for 2020-2021 onwards, in line with the Five Year Financial Strategy, and for progress to be reported to Cabinet in July 2019.
- 2.7 It should be noted that due to external factors, budget assumptions remain subject to change. This could therefore result in alterations to the financial position faced by the Council.
- 2.8 An update on the draft budget strategy, linked to the Five Year Financial Strategy, including the budget reduction and income generation targets to address the projected budget challenge of £27.3 million for 2020-2021 and future years was presented to Cabinet on 31 July 2019. At that point, various opportunities including: anticipated grant income arising as a result of a one year spending announcement, council tax income, adult social care precept, capital receipts and other one-off funding streams and budget proposals linked to the Financial Strategy resulted in the identification of £22.4 million towards the projected budget deficit for 2020-2021. Cabinet approved the incorporation of high-level budget strategy for 2020-2021 into the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024. Taking this into account, the remaining budget challenge to be identified for 2020-2021 stood at £4.9 million.
- 2.9 Work has continued during the second quarter of this financial year to identify opportunities in line with the Five Year Financial Strategy to support the budget strategy for 2020-2021 and future years, whilst also analysing the potential resources available to the Council following the Spending Round 2019 announcement on 4 September 2019.
- 2.10 This report provides an update on progress towards the budget strategy for 2020-2021 and future years, whilst also detailing emerging pressures that the Council currently faces.

### **3.0 Five Year Financial Strategy**

- 3.1 The Council's strategic approach to address the budget deficit continues to be to align resources to Our Council Plan 2019-2024 which was approved by Full Council on 3 April 2019.
- 3.2 Our Council Plan 2019-2024 sets out how we will deliver our contribution to Vision 2030 and how we will work with our partners and communities to be a city of opportunity. The plan includes six strategic priorities which come together to deliver the overall Council Plan outcome of 'Wulfrunians will live longer, healthier and more fulfilling lives.' Over the medium term, resources will continue to be aligned to enable the realisation of the Council's priorities of achieving:
- Children and Young People get the best possible start in life
  - Well skilled people working in an inclusive economy
  - More good jobs and investment in our city
  - Better homes for all
  - Strong, resilient and healthy communities
  - A vibrant, green city we can all be proud of.

3.3 The Financial Strategy, approved by Council in March 2019, consists of five core principles underpinned by eight core workstreams. Using the Core Workstreams as the framework for the Financial Strategy detailed delivery plans are being developed all with a lead director. The Core principles and workstreams are:

- **Core Principles:**

- **Focusing on Core Business.** Focus will be given to those activities that deliver the outcomes local people need and which align to our Council Plan and Financial Strategy.
- **Promoting Independence and Wellbeing.** We will enable local people to live independently by unlocking capacity within communities to provide an effective and supportive environment.
- **Delivering Inclusive Economic Growth.** We will continue to drive investment in the City to create future economic and employment opportunities.
- **Balancing Risk.** We will ensure we base decisions on evidence, data and customer insight.
- **Commercialising our Approach.** We will boost social value in our City by maximising local procurement spend with people and businesses.

- **Core Workstreams:**

- **Promoting Digital Innovation.** Improve access to digital services to empower local people to self-serve at a time and place that suits them whilst reducing 'traditional' operating costs.
- **Reducing demand.** Through early intervention and closer collaboration with local people we aim to reduce demand for services and support greater independence and resilience.
- **Targeted Service Delivery.** Our efforts will be focused in the areas and places that need us the most and where we can deliver the best possible outcomes within the resources available.
- **Sustainable Business Models.** We will develop the most efficient and effective services possible, within the significant financial constraints we face, to meet the needs of local people.
- **Prioritising Capital Investment.** Aligned to our strategic plan, investment will focus on the priorities that deliver the best possible return and outcomes for local people.
- **Generating Income.** Better understanding the markets we operate in will enable us to develop new, innovative income generation opportunities with partners where appropriate.
- **Delivering Efficiencies.** By reviewing our resources, business processes and better using technology, we will deliver services which meet customer needs efficiently and cost-effectively.
- **Maximising Partnerships and External Income.** We will take a much more strategic role, working with our partners, to identify opportunities to collaborate, share resources, reduce costs and seize funding opportunities.

## **4.0 Budget Strategy 2020-2021 to 2023-2024**

### **Spending Round 2019**

- 4.1 On 31 July 2019, Cabinet were asked to note the uncertainty regarding future funding streams for local authorities over the forthcoming Comprehensive Spending Review period. At that point, it was unclear as to whether the Comprehensive Spending Review 2020, and the corresponding reforms to the Fair Funding Formula and Business Rates Retention, would be announced in this financial year in order to provide greater certainty for 2020-2021 and the medium term.
- 4.2 Cabinet were also informed that the Local Government Association and financial research organisations envisaged that the Comprehensive Spending Review 2020 would be delayed due to the extension of ongoing negotiations surrounding Brexit and the Leadership election process for a new Prime Minister, and therefore local authorities would be likely to receive a one-year settlement for 2020-2021 only.
- 4.3 On 4 September 2019, the Government announced the Spending Round 2019 which set out the Government's spending plans for 2020-2021 only.
- 4.4 As anticipated, it was confirmed that the full multi-year Spending Review will take place in 2020 for funding post 2020-2021. The review will take into account the nature of Brexit and set out further plans for long term reform. It is envisaged that the Fair Funding Review and Business Rates Retention reforms will be addressed as part of the multi-year Spending Review.
- 4.5 The report to Cabinet on 31 July 2019 clarified that a number of assumptions had been made with regards to the level of resources that will be available to the Council. Whilst there continues to be a considerable amount of uncertainty regarding future funding streams for local authorities over the medium term, the following paragraphs detail the Spending Round 2019 announcements which impact on the Council's Medium Term Financial Strategy.

## **5.0 Corporate Resources**

### **Council Tax assumptions**

- 5.1 The Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 report presented to Cabinet on 31 July 2019 indicated that additional funds in the region of £1.0 million could be realised in 2020-2021 if council tax were to be raised by an additional 1% to 2.99%. Furthermore, if the adult social care precept were to be increased by 2% in 2020-2021 additional funds in the region of £2.1 million would be available to support the delivery of key Adult Services.
- 5.2 In the Spending Round 2019, the Government announced that they will consult on providing local authorities with adult social care responsibilities the power to raise an additional 2% via the adult social care precept in 2020-2021. Should this power be granted, it would enable councils to raise further funding to support adult social care. As



detailed in paragraph 5.1, the additional 2% adult social care precept is in line with the Council's assumptions.

- 5.3 In addition to this, the Government are consulting on a core council tax referendum limit of 2% for 2020-2021. As detailed in paragraph 5.1, the MTFS currently assumes that total council tax income in the region of £100.1 million would be available to the Council if a 2.99% council tax increase were approved for 2020-2021. In order to be prudent, it is proposed that the Council's MTFS assumptions be revised downwards to reflect a 1.99% increase in council tax in 2020-2021; therefore, resulting in a budget pressure totalling £1.0 million in 2020-2021.
- 5.4 In line with Cabinet approval of the draft budget strategy in July 2019, the Council will continue to consult with residents on increasing council tax up to 2.99% and increasing the adult social care precept by 2% in 2020-2021. This will therefore enable the Council to consider increasing council tax and adult social care precept should additional flexibility be granted during the 2020-2021 Local Government Finance Settlement. A review of the council tax base, that is the number of properties in the city, will be presented to Cabinet as part of the 'Council Tax Base and Business Rates Net Rate Yield' report in January 2020.

#### **Social Care Grants**

- 5.5 The Government announced that additional grant funding totalling £1 billion would be made available to local authorities in 2020-2021 for adults and children's social care, to support the rising demand on the social care system. At this stage, the proposed formula for distribution of the grant and indicative funding allocations have been released for consultation by the Ministry of Housing, Communities and Local Government (MHCLG). The outcome of the consultation will be confirmed in the provisional settlement in December.
- 5.6 This additional funding is in addition to the existing adults and children's social care grants that have been received in 2019-2020; which the Government have now confirmed will be rolled forward into 2020-2021.
- 5.7 The Government have stated that they remain committed to putting adult social care on a fairer and more sustainable footing and will bring forward proposals in due course.
- 5.8 The Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 presented to Cabinet on 31 July 2019 assumed that the Government would announce that local authorities receive adult social care winter pressures grant funding in 2020-2021 and each year over the medium term totalling £1.4 million annually.
- 5.9 The incorporation of the roll forward of one-off grants that have been received in 2019-2020 but not previously assumed in the MTFS for 2020-2021 totals £4.3 million.

### **Public Health Grant**

- 5.10 The Government have confirmed a real term increase to the Public Health grant budget in 2020-2021 to ensure local authorities can continue to provide prevention and public health interventions. The additional funds will support the provision of public health and wellbeing across the City.

### **Business Rates**

- 5.11 Furthermore, the Government have also confirmed that business rate baseline funding levels will increase in line with inflation, which is in line with our assumptions in the MTFs. The September consumer price inflation rate has not yet been released, however it is forecast that the business rates multipliers will increase by 2%.

### **Other funding announcements**

- 5.12 In addition to the funding announcements detailed above which have a direct impact on the Council's MTFs, there were other Spending Round 2019 announcements which will provide benefits to the residents of Wolverhampton.
- 5.13 The Government has committed to increase funding for education and skills nationally over the period to 2022-2023 by £7.1 billion, when compared to 2019-2020 funding levels. The additional funding includes an allocation to support children and young people with special educational needs and further education funding. At this stage, the announcement has been made at a national level and we are therefore not aware of the specific grant allocation that will be made available for Wolverhampton.
- 5.14 Furthermore, the Government have also announced an increase in funding to help reduce homelessness and rough sleeping. Similarly, this has been announced at a national level and therefore we are not currently aware of the allocation for Wolverhampton.
- 5.15 Whilst the Spending Round 2019 announcement has provided some clarity for 2020-2021, it is important to note that the Council continues to face significant uncertainty over the medium term and it is particularly challenging to project the potential resources that will be available to the Council over the forthcoming multi-year Spending Review period. It is important to note that, any reduction in the Government's allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term.

## **6.0 One-off funding sources**

- 6.1 Work has continued during the second quarter of this financial year to identify one-off funding opportunities to support the budget strategy for 2020-2021 and future years. The various opportunities are detailed in the paragraphs below.
- 6.2 On 18 June 2019, Cabinet (Resources) Panel received a report detailing the final outturn on the Collection Fund for 2018-2019 which consisted of a cumulative surplus in the region of £1.4 million on Council Tax and a cumulative deficit in the region of £539,000 on Business Rates. Of the accumulated surplus on the Collection Fund, the Council will

retain a surplus of £960,000. When forecasting the estimated outturn on the Collection Fund for 2018-2019, it was projected that the Council would retain a deficit of £34,000. It is therefore proposed that the additional benefit arising from the positive outturn on the Collection Fund be recognised in the MTFS.

- 6.3 In addition to this, it is proposed that one-off funds totalling £1 million be released from the Job Evaluation reserve in 2020-2021. This reserve was created to fund legal costs associated with Job Evaluation. A review of the anticipated future costs indicates that this reserve can be reduced.
- 6.4 Furthermore, following the review of the anticipated costs of Job Evaluation, it is also proposed that £500,000 be released from the Equal Pay Provision in 2020-2021. The Equal Pay Provision was created to provide for any potential Equal Pay claims that could arise in the six year period post implementation of Single Status; which was on 1 April 2013. Whilst there are some claims which are yet to be resolved, it is anticipated that the remaining provision will not be required in its entirety.

## **7.0 Update on Emerging Factors and the Budget Challenge for 2020-2021**

- 7.1 The assumptions used in the preparation of the budget and Medium Term Financial Strategy (MTFS) remain under constant review and update.
- 7.2 In July 2019, Cabinet were informed of emerging pressures within Adult Services following a fee review and demographic pressures in 2019-2020.
- 7.3 In addition to this, potential cost pressures within the Waste and Recycling Service were highlighted if a restructure within the service were to take place where employees not currently on NJC terms and conditions of employment could result in them being employed on this basis; item 12 - 'Waste Transformation Programme - Future Service Delivery Arrangements' on the agenda for this meeting provides further details on the proposals.
- 7.4 These service areas continue to be kept under review, however in order to be prudent, it is proposed that budget pressures in the region of £4.7 million prevalent in 2020-2021 are recognised, therefore increasing the projected budget deficit in that year as detailed in Table 1 overleaf.
- 7.5 In July, Cabinet approved that alternative funding sources would be sought to fund the Wolves at Work Programme to reduce the cost to the Council whilst protecting this successful initiative. At this time alternative funding has not been secured however work will continue and updates will be brought to Cabinet in the next budget report. If alternative funding is not found this will increase the deficit position for 2020-2021.
- 7.6 Taking into account the forecast changes to corporate resources and emerging pressures, detailed in the paragraphs above, it is anticipated that the projected remaining budget deficit for 2020-2021 will be in the region of £3.9 million, rising to £20 million over the medium term period to 2023-2024.

**Table 1 – Draft Budget Strategy 2020-2021**

	<b>2020-2021 £000</b>
<b>Projected Budget Challenge as at July 2019</b>	<b>4,897</b>
<b>Changes to Corporate Resources</b>	
Council Tax – reduced to 1.99%	1,045
Adult Social Care Grant (Improved Better Care Fund)	(1,947)
Additional Adult and Children’s Social Care Grant	(2,351)
Collection Fund Surplus	(960)
Use of Job Evaluation Reserve	(1,000)
Release of Equal Pay Provision	(500)
<b>Potential Pressures</b>	<b>4,700</b>
<b>Revised Budget Challenge as at October 2019</b>	<b>3,884</b>

- 7.7 As detailed in paragraph 5.5, the Government have announced that additional grant funding totalling £1 billion will be made available to local authorities in 2020-2021 for adults and children’s social care, to support the rising demand on the social care system. The Local Government Finance Settlement 2020-21 technical consultation, issued by the Ministry of Housing, Communities and Local Government (MHCLG), provides the proposed formula for the distribution of the grant and indicative local authority allocations of the additional unringfenced grant funding. It is anticipated that the additional adult and children’s social care grant will be sufficient to meet the projected remaining budget deficit in 2020-2021 and therefore enable the Council to set a balanced budget in that year. It is important to note however, that there is no certainty around the level of funding at the point of writing. Any reduction in the Government’s allocation of funding to the Council would have a significant detrimental impact and further increase the budget deficit forecast over the medium term. It is hoped that further clarity is provided in the provisional local government settlement 2020-2021, which it is anticipated will be announced in December 2019.
- 7.8 Due to the uncertainty about the additional adult and children’s social care grant funding work will continue to identify efficiencies in order to reduce the budget deficit over the medium term and mitigate the reliance on one-off funding.
- 7.9 Due to external factors, budget assumptions remain subject to significant change, which could, therefore, result in alterations to the financial position facing the Council. At the point of writing, the negotiations surrounding Brexit are ongoing and there continues to be speculation around Parliamentary changes; the announcements made in the Spending Round 2019 therefore hold an element of risk.
- 7.10 **Pension deficit**

Work is being undertaken by the West Midlands Pension Fund through the triennial valuation process to determine the employer contributions that will be required over the medium term. At this stage, the MTFS reflects the forecasts based on the previous valuation in 2016. Updates will be provided to Cabinet in future reports.

#### 7.11 Pay Award

The MTFS assumes an average pay award of 2% per annum. National pay negotiations are likely to take a number of months to conclude. Any increase above an average of 2% will place additional pressure on the MTFS.

### 8.0 Budget Proposals for 2020-2021

8.1 In July 2019, a number of proposals were presented to Cabinet for approval to address the projected budget deficit for 2020-2021 and the medium term. Since the last update to Cabinet, further detailed work has continued to take place to develop the proposals reported to Cabinet at that point in time. As a result of this detailed work, it is anticipated that there could be potential revisions to the phasing of some budget proposals over the medium term. This will be kept under review over the forthcoming months and in the event that rephrasing of proposals are required, they will be presented in future reports to Cabinet.

8.2 Where proposals have a 2020-2021 budget reduction or income generation target, further details for individual proposals are available on the Council's website using the following link [www.wolverhampton.gov.uk/financialstrategy](http://www.wolverhampton.gov.uk/financialstrategy)

8.3 For those proposals which do not impact on the 2020-2021 budget, further details for individual proposals will be made available in future reports to Councillors.

8.4 Directors and Heads of Service will continue to develop budget reduction and income generation opportunities for the medium term, in order to ensure that a balanced budget can be set in each individual year.

### 9.0 Budget Risk Management and Timetable

9.1 A summary of the 2020-2021 budget setting process timetable is detailed in the Table 2.

**Table 2 – Budget Timetable**

<b>Milestone</b>	<b>Deadline</b>
------------------	-----------------

Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 report to Cabinet	16 October 2019
Formal Budget Consultation and Scrutiny	21 October – 31 December 2019
Report to Cabinet following the Provisional Local Government Finance Settlement	22 January 2020
Final Budget Report 2020-2021 to Cabinet	19 February 2020
Full Council Approval of Final Budget 2020-2021	4 March 2020

- 9.2 As detailed above the budget consultation process will take place from 21 October to 31 December 2019. This consultation process is the start of continuous engagement with the community throughout the year through community events. The Council will explore the use of digital tools to widen community engagement, however the focus will be on priorities for the City.
- 9.3 Cabinet approval is sought to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance, to approve the final budget consultation arrangements.
- 9.4 The overall level of risk associated with the Draft Budget and Medium Term Financial Strategy (MTFS) 2020-2021 to 2023-2024 is assessed as Red. The following table provides a summary of the risks associated with the MTFS, using the corporate risk management methodology.

**Table 3 – General Fund Budget Risks 2020-2021 to 2023-2024**

Risk	Description	Level of Risk
Medium Term Forecasting	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, uptake of pension auto enrolment, and National Living Wage.	Amber
Service Demands	Risks that might materialise as a result of demands for statutory services outstretching the available resources. This particularly applies to adults and childrens social care.	Red
	Risks that might materialise as a result of demands for non-statutory services outstretching the available resources.	Amber
Identification of Budget Reductions	Risks that might materialise as a result of not identifying budget reductions due to limited opportunity to deliver efficiencies.	Amber

Budget Management	Risks that might materialise as a result of the robustness of financial planning and management, in addition to the consideration made with regards to the loss of key personnel or loss of ICTS facilities	Green
Transformation Programme	Risks that might materialise as a result of not delivering the reductions incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering budget reductions and downsizing the workforce.	Amber
Reduction in Income and Funding	Risks that might materialise as a result of the multi-year Spending Review, which is due to be announced in 2020-2021, and reforms to Business Rates Retention and the Fair Funding Review.	Red
	Risks that might materialise as a result of income being below budgeted levels, claw back of grant, or increased levels of bad debts.  The risk of successful appeals against business rates.	Amber
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber
Government Policy	Risks that might materialise due to structural uncertainties including the impact of exiting the European Union.	Red
	Risks that might materialise as a result of changes to Government policy including changes in VAT and taxation rules, and in particular, from the Care Bill.	Red

## 10.0 Evaluation of alternative options

10.1 In determining the proposed Five Year Financial Strategy, consideration has been made to the deliverability of budget reduction and income generation proposals and budget pressures. If we were to not implement the budget strategy as proposed in this report, alternative options would need to be identified in order for the Council to set a balanced budget for 2020-2021. This may therefore potentially impact upon service provision.

## 11.0 Reasons for decisions

11.1 It is recommended that the budget strategy for 2020-2021, including changes to corporate resources assumptions, emerging budget pressures and budget reduction and income generation opportunities, as set out in this report, is approved by Cabinet for budget consultation and scrutiny where necessary. Cabinet will be provided with an update following formal budget consultation and scrutiny in the Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024 report which will be presented to Cabinet in February 2020. In approving this strategy, the Council will be working towards identifying options to be able to set a balanced budget for 2020-2021.

## 12.0 Financial Implications

12.1 The financial implications are discussed in the body of the report.

[MH/08102019/W]

## 13.0 Legal Implications

13.1 The Council's revenue budgets make assumptions which must be based on realistic projections about available resources, the costs of pay, inflation and service priorities and the likelihood of achieving any budget reduction proposals.

13.2 The legal duty to spend with propriety falls under S.151 Local Government Act 1972 and arrangements for proper administration of their affairs is secured by the S.151 Officer as Chief Financial Officer.

13.3 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to the Council when it is making the statutory calculations required to determine its Council Tax. The Council is required to take this report into account when making its budget decision. The Chief Financial Officer's report must deal with the robustness of the budget estimates and the adequacy of the reserves for which the budget provides. Both are connected with matters of risk and uncertainty. They are inter-dependent and need to be considered together. In particular, decisions on the appropriate level of Reserves should be guided by advice based upon an assessment of all the circumstances considered likely to affect the Council.

13.4 The relevant guidance concerning reserves is Local Authority Accounting Panel Bulletin 77, issued by CIPFA in November 2008. Whilst the Bulletin does not prescribe an appropriate level of reserves, leaving this to the discretion of individual authorities, it does set out a number of important principles in determining the adequacy of reserves. It emphasises that decisions on the level of reserves must be consistent with the Council's MTFS, and have regard to the level of risk in budget plans, and the Council's financial management arrangements (including strategies to address risk).

13.5 In addition, Section 114 of the Local Government Finance Act 1988 requires the Chief Financial Officer to '**...make a report ... if it appears to her that the Authority, a**



**committee or officer of the Authority, or a joint committee on which the Authority is represented’:**

- a. has made or is about to make a decision which involves or would involve the Authority incurring expenditure which is unlawful,
- b. has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Authority, or
- c. is about to enter an item of account the entry of which is unlawful.

13.6 The Chief Financial Officer of a relevant Authority shall make a report under this section if it appears to her that the expenditure of the Authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.

13.7 These statutory requirements will have to be taken into account when making final recommendations on the budget and council tax requirement for 2020-2021.  
[TS/07102019/Q]

**14.0 Equalities implications**

14.1 The method by which the MTFs for 2020-2021 is developed is governed by the Council Plan priorities described in paragraph 3.2 which itself was guided by consultation and equality analysis. The further development of the various budget proposals for Cabinet’s consideration will include an initial equalities screening for each proposal and, where necessary, a full equalities analysis.

14.2 The Council will publish details of its income generating and budget reduction proposals as part of its public consultation around the 2020-2021 budget. No proposal will be approved until the details of the responses to public consultation have been analysed for their impact on equalities. The resulting and final report to Cabinet and Council will contain a supporting equality analysis that will offer information across the whole range of proposals and will include any relevant details from the consultation work findings. The final report will enable Councillors to discharge their duty under Section 149 of the Equality Act 2010.

**15.0 Climate change and environmental implications**

15.1 There are no relevant climate change and environmental implications arising from this report.

**16.0 Health and Wellbeing Implications**

16.1 There are no relevant health and wellbeing implications arising from this report.

**17.0 Corporate Landlord Implications**

17.1 There are no relevant corporate landlord implications arising from this report.

## **18.0 Human resources implications**

- 18.1 In line with the Council's statutory duties as an employer under the Trade Union Labour Relations (Consolidation) Act 1992, an HR1 form was issued to the Secretary of State for Business, Innovation and Skills identifying the intention to reduce employee numbers by up to 500 across the Council in the period 1 April 2019 up to 31 March 2020. The reductions will be through both voluntary redundancy and budget reduction targets which could result in compulsory redundancies.
- 18.2 The numbers included in an HR1 include posts held by colleagues who, as part of business review, redesign and/or restructure, need to be included, as they will need to be put at risk of redundancy. However, many of these employees will apply and be offered jobs in the new structure or elsewhere in the organisation and therefore the number of employees leaving the authority is anticipated to be far fewer than the number declared on an HR1.
- 18.3 A new HR1 will need to be issued with effect from 1 April 2020 to 31 March 2021, on the same basis as the previous one.
- 18.4 Many of the budgetary reductions will be made through efficiencies with new and smarter ways of working and transformation initiatives. Income generation will also be key.
- 18.5 If any reductions in employee numbers are required, these will be achieved in line with the Council's HR policies. Compulsory redundancies will be mitigated as far as is possible through seeking voluntary redundancies in the first instance, and through access to redeployment.
- 18.6 The Council will ensure that appropriate support is made available to employees who are at risk of and selected for redundancy. The Council will work with partner and external agencies to provide support. If any of the budget reduction targets are to move service delivery from direct Council management to private, community or third sector providers may have implications under the TUPE regulations. If TUPE were to apply, appropriate consultation with relevant Trade Unions and affected employees, would take place.
- 18.7 The Council will consult with the recognised Trade Unions on any proposals relating to revisions to NJC terms and conditions of employment.
- 18.8 There is on-going consultation with the trade unions on the impact of the Council's budgetary position and the targets being made to meet the challenges posed by it.

## **19.0 Schedule of Background Papers**

This report is PUBLIC  
[NOT PROTECTIVELY MARKED]

Cabinet, 31 July 2019 - [Draft Budget and Medium Term Financial Strategy 2020-2021 to 2023-2024](#)

Full Council, 6 March 2019 - [Final Budget Report 2019-2020](#)

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# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Commissioning Restructure
<b>Cabinet member with lead responsibility</b>	Councillor Linda Leach Adults
<b>Accountable Director</b>	David Watts, Director of Adult Services
<b>Originating service</b>	Commissioning
<b>Accountable employee</b>	Andrew Wolverson, Head of Service People  Tel: 01902 555550  Email: <a href="mailto:Andrew.Wolverson@wolverhampton.gov.uk">Andrew.Wolverson@wolverhampton.gov.uk</a>

### 1.0 Description of proposal

Efficiencies will be realised following the restructure of the Commissioning Team into three teams within Adult Services, Children Services and Public Health.

## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	300	0	0	0	300
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalents (FTE)	5	0	0	0	5

### 3.0 Communications Strategy Implications

3.1 There are some Communications Strategy Implications arising from this proposal. The communication strategy will ensure all stakeholders are engaged.

### 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

### 5.0 Customer Implications

5.1 There are some Customer Implications arising from this proposal. It is the aim of the restructure to improve relationships and communications with commissioned providers.

### 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

### 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

### 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and will be reviewed to determine whether a full Equalities Analysis is required before budget proposals are implemented.

### 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

### 10.0 Health Implications

10.1 There are no Health Implications arising from this proposal.

### 11.0 Human Resource Implications

11.1 There are some Human Resource Implications arising from this proposal. As part of the restructure proposals all job descriptions will be reviewed to ensure they are fit for purpose. The number of posts will also be evaluated.

### 12.0 Legal Implications

12.1 There are some Legal Implications arising from this proposal.

**13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

**14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.

# Cabinet

16 October 2019

## Budget Proposal

<b>Report Title</b>	Transforming Adult Social Care
<b>Cabinet member with lead responsibility</b>	Councillor Linda Leach Adults
<b>Accountable Director</b>	David Watts, Director of Adult Services
<b>Originating service</b>	Adult Services
<b>Accountable Employee</b>	David Watts, Director of Adult Services Tel: 01902 555310 Email: David.watts@wolverhampton.gov.uk

### 1.0 Description of proposal

A number of proposals are being developed to promote independence, reduce demand, identify efficiencies within services and maximise income. These include:

- Reviews aimed at promoting and maximising independence where possible, including direct payments and forensic packages over £1,500.
- Ensuring consistency around health funded and joint funded cases.
- Review of Blakenhall dementia day service provision.
- Maximise efficiency of and review in-house service provision to identify any further opportunities.
- Delivering efficiency and increasing income in community finance and welfare benefits services.



## 2.0 Financial Proposal

	2020- 2021 £000	2021- 2022 £000	2022- 2023 £000	2023- 2024 £000	Total
Budget Proposal	3,000	1,000	1,000	1,000	6,000
	FTE	FTE	FTE	FTE	FTE
Staffing implications for Full Time Equivalentents (FTE)	0	0	0	0	0

### 3.0 Communications Strategy Implications

3.1 There are some Communications Strategy Implications arising from this proposal. Service users, their carers and other stakeholders will be engaged as part of individual proposal consultations.

### 4.0 Corporate Landlord Implications

4.1 There are no Corporate Landlord Implications arising from this proposal.

### 5.0 Customer Implications

5.1 There are some Customer Implications arising from this proposal. Service users, their carers and other stakeholders will be engaged as part of individual proposal consultations.

### 6.0 Economic Implications

6.1 There are no Economic Implications arising from this proposal.

### 7.0 Climate Change and Environmental Implications

7.1 There are no Climate Change and Environmental Implications arising from this proposal.

### 8.0 Equality Implications

8.1 An Initial Equalities Analysis (IEA) has been completed and there are some equalities implications. A full Equality Analysis is required. A full equalities analysis will need to be completed as part of the consultation around the Blakenhall dementia day service review.

### 9.0 Financial Implications

9.1 The Financial Implications are detailed in the proposal above.

### 10.0 Health Implications

10.1 There are some Health Implications arising from this proposal. Detailed Equalities implication analyses will explore any positive or adverse effects on health as part of these proposals.

### **11.0 Human Resource Implications**

11.1 There are some Human Resource Implications arising from this proposal. Where there are potential human resources implications, these will be consulted on using established consultation processes and engaging trade unions.

### **12.0 Legal Implications**

12.1 There are no Legal Implications arising from this proposal.

### **13.0 Policy and Corporate Plan Implications**

13.1 There are no Policy and Corporate Plan Implications arising from this proposal.

### **14.0 Procurement Implications**

14.1 There are no Procurement Implications arising from this proposal.

Agenda Item No: 8



Wolverhampton Safeguarding Board  
**Annual Report 2018-2019**

## Foreword from the Independent Chair



Linda Sanders, Independent Chairperson  
Wolverhampton Safeguarding Boards

As the Independent Chair of the Wolverhampton Safeguarding Children and Safeguarding Adults Boards, I am pleased to present the Annual Report 2018/19 on behalf of all the partner agencies and organisations that contribute to Safeguarding in the city.

I wish to thank the frontline staff and volunteers who work tirelessly to support our vulnerable children, families and adults with care and support needs, in an effort to improve their lives and bring

about sustained change. I would like also to relay my thanks to all of the partners involved in our Safeguarding Partnership in the City who continue to play their part in building a culture where adults, children, young people, carers and families are listened to and their views influence practice. A special thanks also to B-Safe, the junior safeguarding board, who provide a strong young peoples' voice to inform our safeguarding work in the City.

One of my priorities since taking up the role of Chair across the two Boards has been to work to ensure there is greater join up of conversations and activity across Children and Adults' Safeguarding. In a challenging environment where resources are tight and there are increasing areas of common interest, such as Exploitation Domestic Abuse and Violence against Women and Girls to name but a few, we have exerted effort this year in embedding our governance structures to enable us to work more efficiently by providing a platform for cross-cutting areas of work that will foster improved communication and joint working.


In the spirit of integration, this Annual Report is our second Joint Children and Adults Safeguarding Annual Report. Within the joint format the report continues to provide distinct findings about practice and performance in each area to ensure the statutory requirements of Working Together 2015 and now 2018 and the Care Act 2014 are met. I hope it also enables the reader to understand what the Boards do "better together" and where there can be continued development of our collective responses.

The report provides clear evidence of sustained strong partnership working across the agencies that work in Wolverhampton. The Safeguarding Boards provide support and critical enquiry to ensure that organisations work together to reduce or prevent abuse and neglect of children and adults. There is much to celebrate about our achievements this year, as you will see in this report. There is always more that we can do and the Safeguarding Partners joint priorities for 2019-20 are highlighted at the end of the report.

Finally, Autumn 2019 sees the local implementation of the Working Together 2018 statutory guidance for Children's Safeguarding with new requirements to be met whilst also maintaining and developing further the Safeguarding Partnership's collaboration across children and adults' Safeguarding work in the city to further

improve and quality assure practice. The foundations established during 18/19 will I believe set the city partners in good stead to embrace the future from a position of strength across the Wolverhampton Safeguarding Partnership

I hope that you find this report informative and feedback would be welcomed.

A handwritten signature in black ink, appearing to read 'Linda Sanders', with a large, stylized initial 'L'.

**Linda Sanders**

Independent Chair, Wolverhampton Safeguarding Children and Adult Boards

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## Section 1 – About the Annual report

Wolverhampton Safeguarding Adults Board (WSAB) is a statutory body set up in accordance with the Care Act 2014. Wolverhampton Safeguarding Children Board (WSCB) is a statutory body established under the Children Act 2004.

Both boards consist of senior leaders from a range of organisations, including key statutory partners, who work together to safeguard adults with care and support needs and children and young people vulnerable to abuse or neglect.

The key statutory partners are made up of West Midlands Police, Wolverhampton Clinical Commissioning Group and Local Authority.

*Both Boards have a responsibility to co-ordinate and ensure the effectiveness of what is done by each agency in working alongside the other partner agencies, for the purpose of safeguarding and promoting the welfare of Children, and Adults with care and support needs in Wolverhampton.*

We do this by:

- Developing robust policies and procedures both locally and regionally with other Adult and Children Safeguarding Boards in the West Midlands
- Undertaking Serious Case reviews, Safeguarding Adult Reviews and other multi-agency learning reviews. Disseminating learning from such reviews with our wider workforce and the public
- Facilitating and co-ordinating learning and development opportunities for staff from partner agencies including: face to face multi-agency safeguarding training and E-learning modules
- Collecting and analysing information about child deaths, through the Child Death Overview Panel, and deaths of individuals with learning disabilities through the Learning Disability Mortality Review 'LeDeR' programme

This Annual report covers 1st April 2018 to 31st March 2019. Much of the report focuses on the joint work of the Boards, which is referenced as Wolverhampton Safeguarding Board (WSB). The report aims to evaluate the effectiveness of safeguarding arrangements for

- children and young people which is the responsibility of the Wolverhampton Safeguarding Children Board (WSCB)
- Adults with care and support needs which is the remit of the Wolverhampton Safeguarding Adult board (WSAB).

The report focuses on the 4 Priority areas outlined in WSB Strategic plan 2017-2019.

Information is drawn from a wide range of sources from across the partnership and sets out the key achievements made and the areas we need to exert additional focus and scrutiny to make improvements.

This report has been shared with all statutory partners of the Wolverhampton Safeguarding Boards, the Leader and the Chief Executive of the Council, the Lead Members for Children and Adult Services and relevant Committees, West Midlands

Police, Healthwatch, the Chair of the Safer Wolverhampton Partnership, and the Chair of the Health and Wellbeing Board.

## Our priorities

The Strategic plan is underpinned by the guidance for Safeguarding Children Boards set out in Working Together 2015/18, and Safeguarding Adult Boards set out in the Care Act 2014. In compliance with statutory requirements our Strategic Plan outlines the agreed priorities for 2017-2019 and the objectives that Wolverhampton Safeguarding Boards (WSB) have delivered over this period to achieve its priorities.

The Strategic Plan sets the direction for the Board and reinforces the specific role of the Board to lead, challenge and support learning, and in doing so; it set out the priorities for WSB between 2017-2019 and works towards identifying the primary focus for the forthcoming years priorities.

WSB will provide strong and effective leadership to co-ordinate and ensure effectiveness of the work done by agencies to safeguard and promote the welfare of children, young people and adults with care and support needs. We aim to ensure that these groups are adequately safeguarded at all stages of their journey at whatever level of support their needs are being met universal, targeted or specialist services.

Our Strategic Plan focuses on the specific role and remit of the Board in gaining assurance that the welfare of children and adults with care and support needs are safeguarded and protected, as set out in Working Together (2015/2018) and the Care Act (2014). This where relevant, correspond with the priorities detailed within the Strategic plans of other Statutory Partners/Partnership Boards. Our priorities also reflect learning from regulatory inspections and changes to statutory guidance.

<b>Priority 1: Effective Leadership, Challenge and Change</b>	We will operate an effective WSB that focuses its work on local safeguarding priorities including support, challenge and holding multi agencies to account for their contribution to the safety and protection of children and adults living in the City of Wolverhampton.
<b>Priority 2: Quality, Performance &amp; Learning</b>	We will develop rigorous approaches to monitoring and evaluating the impact of services on safeguarding children & adults, and we will drive improvements in practice through timely and robust methods of learning and development.
<b>Priority 3: Safeguards for particularly vulnerable groups.</b>	We will ensure that everything we do promotes improved practice to help safeguard and meet the needs of those children and adults who are particularly vulnerable, or are at increased risk of abuse and harm.
<b>Priority 4: Communication and Engagement</b>	We will ensure that we engage children and families, adults and communities of all backgrounds and make up, in the work of WSB.



## Key Achievements across the partnership

### ➤ CCG-

1. The WCCG Deputy Designated Nurse developed the WeCAN assessment of neglect tool in her previous role before commencing in her post as DDN in Wolverhampton. This was adopted by Wolverhampton Safeguarding Board (WSB) and is being used by all partners across the city and will be an ongoing and evolving assessment of neglect. There are also discussions occurring in adapting the tool to be able to use to assess Adult Neglect.
2. The WCCG Designated Nurse is facilitating the coordination of the Safeguarding Sustainability Transformation Plan (STP) Working Group ensuring that all Designated and Named professionals across the Black Country are involved in influencing and supporting the significant changes occurring with the NHS. This work is fully supported by the WCCG safeguarding team who lead or participate fully in a number of work streams.
3. The successful re-commissioning of health services for our CYPiC saw our Provider service extend the health provision to all children placed within 50 miles (92%). This has already strengthened the quality and timeliness of statutory health assessments, and the general co-ordination of care for this cohort. The WCCG remain responsible for the 8% of children placed further afield, and the DNCYPiC has made contact with Designated professionals in those areas to ensure strategic oversight.
4. Success with the collaborative Empowerment of Hard to Reach Communities in the Prevention of Violence Against Women and Girls Project, which was a joint venture with The Refugee and Migrant Centre and the Wolverhampton Domestic Violence Forum. Further funding has been provided by NHS England to extend the project within other vulnerable communities. The project has been formally evaluated and the CCG's Designated Adult Safeguarding Lead has presented outcomes to the Midlands and East Region Chief Nurses and at 3 National Conferences.
5. The Safer Provision and Caring Excellence (SPACE) programme ran in 18 care homes in Wolverhampton and 11 in Walsall between October 2016 to December 2018. The objectives of the programme were to identify if upskilling staff in Quality Improvement (QI) techniques and supporting care homes to use QI tools could be associated with reduced rates of avoidable harms (e.g. falls, pressure ulcers) and hospital admissions. SPACE also developed a culture of continuous improvement and a community of best practice and information sharing across participating care homes.

Positive changes were identified: 100% of care homes used tools such as safety crosses to monitor falls, and many care homes adapted the tools to monitor risks in other areas, for example, nutrition and hydration. Care homes reported more confidence in communicating with other providers, for example the West Midlands Ambulance Service (WMAS). Over 500 staff in Wolverhampton received training in QI methodology and its practical application, and there was widespread evidence that the learning from training was used directly to make improvements to multiple areas of safety. Staff also reported improved teamwork, communication and sharing of good practice.

### ➤ **West Midlands Fire Service (WMFS)**

WMFS sets out its priorities and objectives in 'The Plan' and this the strategy for keeping the West Midlands safer, stronger and healthier. The Plan covers how WMFS plan to reduce serious traffic accidents, help people to have safer, healthier lives and make sure emergencies are tackled assertively, effectively and safely. Risks are identified and analysed across the West Midlands and the information used to decide fire stations, firefighters and vehicles are needed. It also helps in the planning and delivery of the full range of WMFS services which we split into prevention, protection and response.

Our Prevention work focuses on reducing people's vulnerability to the type of emergencies that are responded to. Our Protection work focuses on helping businesses to thrive; making the West Midlands stronger. Our risk-based, five-minute response service is one of the best in the country.

### **Complex Needs Officers**

In 2018/19 WMFS introduced a dedicated team of Complex Needs Officers (CNO) will try to engage with, and provide extra support to, the absolute most vulnerable people in our communities where their risk of fire may be heightened. CNOs are trained to a higher level with regard to vulnerability characteristics to ensure they are proficiently skilled to support that person to live more safely and healthily.

### **Safeguarding Policy**

WMFS Fire Authority's Scrutiny Review of safeguarding led to an independent review of the organisation's safeguarding policy and procedures. The recommendations from this review will be gradually embedded in the coming year with the expectation that every member of staff will be applying the policy in their day to day activities and this will enable WMFS to provide safeguarding assurance to the board and partners.

### **Serious Incident Review Process and Procedure**

WMFS's Serious Incident Reviews enable positive collaborative learning when a serious injury or death occurs as a result of fire. The internal process is being re-worked following a Prevention department re-structure and significant testing and analysis of the existing procedures will allow WMFS to produce a more effective and efficient procedure in ultimately trying to prevent the next serious fire incident.

## Fire Safety Guidance for Professionals – E-learn

WMFS produced its Fire Safety Guidance for Professionals in 2016 following two fire deaths with similar characteristics – care package in place, limited mobility, smoking and living alone. This resource has been available electronically and has been re-issued to all boards periodically since its launch. This is now supported by an E-Learn package that will be launched at events in each local authority area in September 2019. The safeguarding boards will be integral to the success of this online learning tool and its take up by those that go over the threshold into a person's home who may be at heightened risk from fire.

### ➤ **Wolverhampton Homes**

- 100 members of staff now trained in the use of Eclipse for the purpose of early intervention/assessment
- 100 members of staff now trained in the use of Safe Lives risk assessment
- 20 members of staff are now Safeguarding Champions, trained to NVQ level 2 and working in teams across the company – aim is to build confidence to identify and report safeguarding concerns and embed safeguarding culture

Royal Wolverhampton Trust

- Contributed to WSB Multi-Agency Case File Audit (MACFA) process throughout 2018
- Reviewed Safeguarding Training Delivery Plan (October 2018) to reflect national and local children and adult guidance.
- Raising awareness of MCA/DoLS within the Trust, which has resulted in an increase in DoLS applications. We have also written a new DoLS Policy.
- Roll out of CP-IS within unscheduled care settings within Trust
- Roll out of RWT LD Strategy: New LD team

### ➤ **West Midlands Police (WMP)**

The Police contribution outlined below demonstrates the Partnership working in three different ways:

West Midlands Police have demonstrated a commitment to partnership working with the Adults Safeguarding Board through attendance at the Regional Emergency Services Group. This group was created to enable representatives from Police, Fire and Ambulance Services to meet with representatives from the Safeguarding Adult Teams on a six-weekly basis.

This approach has been/is being used to do the following:

- Streamline the Annual report, Assurance report, and Audit regimes to create a consistent approach across all Safeguarding Adult Boards. This approach has

delivered efficiencies in reporting arrangements, and allowed us to share learning across the SABs to inform localised service delivery

- Reviewing the Safeguarding Adult training provision to ensure we train staff to the appropriate level, and are efficient in our training provision
- Development of a defined criteria for Emergency Services Performance Data, and
- Commence analysis in relation Adults with Care and Support Needs demand/incident types, and SARs to inform our service delivery and strategic priorities across the SAB areas

### **The key achievements of 2018-19:**

The investigation of suspicious deaths, particularly in relation to Care Homes, provided an opportunity to develop an early intervention model for investigative pathways. This approach would allow WMP, the Care Quality Commission, other Investigative and Criminal Justice Partners, and local Safeguarding Boards to make early determination of the lead agency and investigative strategy for serious and complex cases, providing opportunities for early intervention, more collaborative working arrangements, and the potential for cost savings that could be reinvested into other areas of Adults with Care and Support Needs work.

Response – The work undertaken by WMP has led to the creation of a national protocol between Policing and CQC. Initial discussions were also held with CQC to develop their Inspectors investigative capabilities and to work more closely with the Adult Care Abuse Investigation Unit, and to make early investigative determinations. This work has been paused whilst the national protocol is implemented but will form part of future discussions in support of WMP being one of the early adopters of the protocol. Discussions are also ongoing with CPS to create dedicated case workers to support the development of a consistent threshold decision making process for Adults with Care and Support Needs investigations.

WMP are undertaking a two phased analysis of Adults with Care and Support Needs demand. The first phase is to understand the demand on WMP and the demand created by WMP for SAB partners. The second phase is to then review the options in relation to how best to manage and coordinate this demand. The initial findings from the Wolverhampton Adult MASH, MASH has seen an increase in referrals to WMP, an increase in investigations by the Adults Care Abuse Investigation Unit (WMP Adults with Care and Support Needs specialist Investigation Unit), and increased opportunities for greater Partnership working. Early Intervention will be considered within this demand review.

#### ➤ **Wolverhampton Voluntary Sector Council**

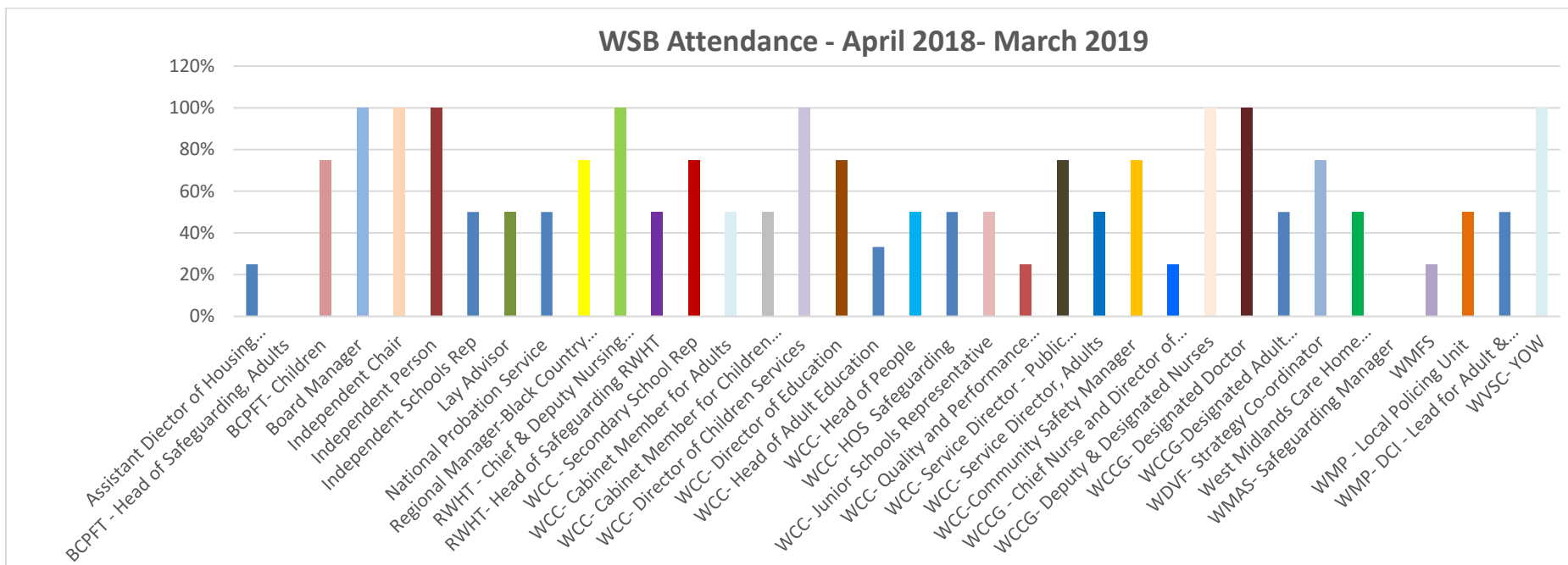
Wolverhampton Voluntary Sector Council represents a voluntary and community sector perspective on Wolverhampton Safeguarding Boards and is committed to promoting good practice in safeguarding amongst the city's 750+ voluntary and community organisations VCOs), which includes more than 250 faith groups.

This year WVSC has:

- Disseminated safeguarding updates and information to the more than 750+ VCOs in the city.
- Carried out more than 20 one-to-one support sessions on safeguarding with local VCOs
- Continued to employ and manage the work of the Faith Engagement Worker funded by WSB (the outputs and outcomes of this work can be found within this report.
- Provided 'Introductory safeguarding' training available to VCOs that can't afford it themselves, in order to support the development of safeguarding policy and procedure and facilitate access to the Boards' multi-agency training programme.
- Developed and piloted a new joint 'Introduction to adults and children's safeguarding' course for VCOs which was delivered to 20 participants from two organisations.
- Supported Interfaith Wolverhampton to
- (a) deliver a joint Safeguarding Together project and report to the Near Neighbours Fund which provided the grant.
- build on this by making a successful case to WSB learning and Development Committee to develop and train a pool of volunteers from faith groups to create a training pool capable of delivering adults and children's safeguarding training to faith groups across the city.

### Attendance

The board and its committees have continued to benefit from largely well attended sessions during 208/2019. We recognise the demands on some of the Regional partners is significant and there is now a well-established Adults Regional Emergency meeting which takes places quarterly to ensure engagement with such services. Please see below a list of Board members attendance at the WSAB, WSCB and Integrated Board.



## **Financial Arrangements**

Board partners provide strong financial support to the joint budget across Children's and Adults Safeguarding, WSB therefore operates on an indicative 70% children and 30% adults split.

Agency contributions totalled £344,891 for the period 2018-2019. Prudent financial management has resulted in £49,072 being carried forward into 2018-2019.

## **Income**

Total from partner agencies = £344,891

Income generated through Training/non-attendance £3,420

Total = £348,311

## **Expenditure**

Staffing including travel and independent chairs costs = £225,624

Training and conferences = £24,635

Serious case reviews and Safeguarding adult reviews = £10,456

Faith engagement = £23,598

B Safe = £6568

Website management = £2175

General office running costs (printing, services and supplies) £2034

Total = £295,390

Carried forward in 2018-2019 = £49,072

**Existing reserves****Partnership Board Reserve Update:**

• Opening balance as at 1 April 2018	£140,827.33
• Transfer to reserve as at 31 March 2019	£49,071.12
• Closing balance 2018-2019	£189,898.45

## Known Commitments 2019-2020:

• Shortfall against 2019-2020 budget	£77,420
• Board Review	£5,000
• Training – additional commitments	£13,000
• SCR/SAR – additional commitments	£10,000

Total to be funded from reserve	£105,420
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Remaining balance of reserve	£84,478.45
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**The shortfall against 2019/20 is reflective of the changes in the structure of the Safeguarding Boards from September 2019.**



### Section 3 – Progressing the board’s priorities

Wolverhampton Safeguarding Board (WSB):

The WSB is a joint Adult and Children Board, that meets on a quarterly basis. A programme of auditing activity is in place and the Board is well attended by partners, including Police, CCG and National Probation Service, Third Sector, the Care Providers Representative, Domestic Violence Forum, Safer Wolverhampton Partnership and Health providers. The Board sets standards and procedures for multi-agency practice, promotes working together with respect and trust and seeks assurance about quality of practice and positive impact.

Various committees who work on behalf of the Board have ensured the Strategic Plan and priorities for 2018-2019 has been met. The strategic priorities and outcomes for 2018-2019 have been:

1. Further develop the board’s risk register to include those risks which have the potential to have a negative impact on the ability of partner agencies to safeguard and promote the wellbeing of adults with care and support needs.

The Board’s risk register is now well embedded, and the Board is cited on significant single agency or partnership risks that could negatively impact upon adults in Wolverhampton. There is healthy debate, challenge and critical friend feedback provided across the partnership, through audit, Board and Executive meetings and through the functions of the Quality and Performance Committee. The risk register has ensured that WSCB and WSAB are high performing Boards and effectively deliver functions as defined in Working Together 2015 and the Care Act 2014.

2. Ensure that the Local Safeguarding Board has the right level of performance management information with which to challenge and hold to account partner agencies on the effectiveness of their safeguarding responsibilities. The Quality and Performance (Q&P) Committee have developed a multi-agency scorecard that went live on 1 April 2018. It incorporates data from a wider range of partners, enabling the members to form a broader view of safeguarding practice in the city. Data analysis from the scorecard is used to inform the programme of audits. There are co-leads for this Committee (one from the CCG and one from the Acute Trust) who have had a positive impact on the availability and quality of performance information and the challenge and discussion. Further work is required in order to refresh the performance data received in order to scrutinise safeguarding across the city and to link to the key priorities for both the Quality and Assurance committee for Adults and Performance Committee for Children’s.

3. Develop a coherent rolling programme of single and multi-agency audits with which to quality-assure the work of partner agencies in safeguarding and promoting the wellbeing of adults and ensure that the results of the Annual Assurance Framework is moderated effectively. A programme of multi-agency audits (MACFA) have been completed throughout 2018 – 2019. Themes selected are cross cutting and have included disability, domestic abuse and mental health. The next audit will be parental substance use. The aim of audits is to improve quality, measure

consistency of approach and encourage positive risk management. The audits completed to date are:

- Domestic abuse Audit – June 2018
- Mental Health Audit – 8 January 2019
- Disability Audit - 29 January 2019

These audits have determined that Multi-agency Adult Safeguarding practice was “good” across all three areas, with Children’s practice being more variable, with more learning identified. The audits look at adult as well as children’s files and a number where the whole family is considered. The audits are full day events, robust and well attended and supported across the partnership. Findings from the audits have also identified further lines of enquiry and further auditing activity required.

Joint Targeted Area Inspections (JTAI) preparation is also underway in order to ensure a robust partnership response is in place and recommendations to ensure practice. Mock JTAI audits have been tested during 2018/2019 on the subjects of Domestic Abuse and Child Sexual exploitation, gangs, children missing from home or education in line with the themes.

Two multi agency front line practitioner events have been held with the Independent Chair and Safeguarding Board Manager in order to receive feedback from front line services around the safeguarding system. The front-line visits give practitioners a voice to raise any concerns and highlight good practice. We are also keen to hear about the quality of training the board delivers, multi-agency policy and procedures and safeguarding board website. The Independent chair, will also, as necessary undertake single agency visits.

2018/ 2019 has also seen the development of the multi agency frontline practitioner visits as referenced above whereby board members should undertake cross agency visits as part of the Boards quality assurance programme, enabling front line staff from agencies to discuss safeguarding issues and barriers to partnership working.

To achieve this, board members are supported in undertaking a visit to an agency other than then ones in which they are employed. The visit will comprise of a meeting with a small representative group (minimum 5 people max 10 participants) and the Board members will lead a discussion based on an agreed template.

It is expected that the board member records the responses and detail any additional issues. These are due to commence June 2019.

**4. Develop a robust training strategy which incorporates a system with which to evaluate the impact of training on frontline practice. A joint training strategy is now in place across the Board.** Investment has been made, and work completed to strengthen the safeguarding training offer for the adult workforce in the city, to bring it into line with what has always been a strong children’s safeguarding training offer. Joint training for both adult and children’s partners is routinely delivered with a range of topics. Adult-specific training has included Making Safeguarding Personal (MSP) (55 people trained this year) and Section 42 enquiries (16 people trained so far and

nine booked on the next event). Feedback is gathered following all training events and provides assurance that training is being well received and improves the knowledge, understanding and confidence of participants.

Further information regarding training and development is outlined further on in this report.

**5. Continue to strengthen communication and engagement with vulnerable individuals, communities and organisations across our diverse city.** Wolverhampton Health and Wellbeing Together Board asked for a Forum to be established to look at how we as a city work with people who have 'No Recourse to Public Funds' (NRPF). This was as a result of the recommendations made in the Serious Case Review of Child G. The aim was to bring a range of agencies together to strengthen our approach to safeguarding the welfare of children and families with No Recourse to Public Funds (NRPF) in our city.

The NRPF Forum consists of representatives from the voluntary sector, Housing, Education, Wolverhampton Clinical Commissioning Group, The Royal Wolverhampton NHS Trust, West Midlands Police, Safeguarding and Public Health. It aims to ensure that all partner agencies in Wolverhampton adopt a co-ordinated approach to working together to support people with NRPF.

The NRPF Forum highlighted the need to develop an easy to read protocol to support agencies across Wolverhampton to understand what information is needed from people with NRPF to support and signpost them to appropriate services. The Forum has overseen the development of this protocol.

It is important to remember that people with NRPF and their families can live highly precarious lives and can be subject to exploitation. Where there are immediate child protection concerns, these take priority over NRPF issues.

By developing a protocol, creating online information resources on NRPF and arranging training for partners, the city is now better equipped to support people with No Recourse to Public Funds. The NRPF Protocol can be downloaded from <https://www.wolverhamptonsafeguarding.org.uk/latest-news/no-recourse-to-public-funds-nrpf-protocol>

The Safeguarding Board continue to fund a 15 hour per week Faith Engagement Worker. The worker started in July 2017 and works closely with Interfaith Wolverhampton. The worker has forged links and relationships with other city-wide developments in relation to faith groups, including the development of a Faith Covenant through the Community Cohesion Forum.

The Faith Engagement worker, employed by Wolverhampton Voluntary Sector Council, has forged links and relationships with other city-wide developments in relation to faith groups, including the development of Faith Covenant through the Community Cohesion Forum.

The Faith Engagement worker has achieved the following in 2018-2019:

- Identified 18 additional faith-based organisations / groups, bringing the total City of Wolverhampton Council are now aware of to 278
- Increased the number of safeguarding surveys with faith communities to identify what mechanisms faith groups have in place for safeguarding completed to 72 from 21 in 2017
- Collated email contact details for 192 organisations
- Established regular two way contact via email, Whats App, texts with 53 faith groups from across the world faiths, focusing on those that operate independently of a national governing body. This has included mosques, Gurduwaras, churches, temples and non-worshipping faith-based organisations that have arisen out of a worshipping community and have now been set up as separate organisations to provide services to all people not just those from that faith
- Increased access to and take up of safeguarding training for a total of 222 people from 35 different faith groups
- Co-ordinated four training courses funded by WSB attended by 123 people from 14 different faith groups
- Supported Interfaith Wolverhampton to apply successfully for Near Neighbours funding to co-ordinate, recruit to and deliver 12 'Introduction to Safeguarding Children' training courses to participants from different faiths 108 people from 19 different organisations, plus a celebration event in June 2018 attended by 42 people from 22 different faith groups
- Held three 'Safeguarding in Faith' networking events between December 2018 and April 2019 attended by 35 participants attend from 26 faith groups.
- Held a Safeguarding Policy Workshop and provided one to one support to help 11 faith groups to review or develop their safeguarding policy and procedure
- Developed a Safeguarding resource pack for faith groups which includes:
- Safeguarding Adults and Safeguarding Children policy and procedures templates
- A safeguarding poster outlining commitment (to adapt and display at place of worship)
- Checklist for accreditation with Wolverhampton Safeguarding
- Overview of safeguarding training: who needs to do what level of training
- Contact / membership details for Interfaith Wolverhampton
- WVSC's Voluntary and Community Sector support leaflet

A copy of the Wolverhampton Faith Covenant with details of how faith groups can sign up to this

- Safeguarding information posters
- Useful links and contacts for: Local Authority Designated Officer, Wolverhampton Safeguarding Boards training offer; NSPCC's Safe Network resources; Safeguarding lead role description
- Supported Interfaith Wolverhampton to secure agreement for and funding from Wolverhampton Safeguarding Boards to run a Train the Trainer programme and then set up a Faith Group Training Pool to deliver

safeguarding adults and children training free to any local faith group. The aim is to have a pool of 15-20 volunteer trainers from local faith groups to deliver this training in multi-faith pairs.

Feedback on the audit for the Safeguarding Adults Board's Assurance Framework, which requires Board partners to submit an annual assurance statement detailing their organisation's response to the six key principles and standards governing safeguarding. A single assurance framework has now been agreed across the seven Metropolitan West Midlands Boards. The aim of this new framework is to avoid duplication for those partners who undertake such assurance exercises for multiple Boards such as our colleagues in West Midlands Ambulance Service, West Midlands Police and West Midlands Fire Service. The return is more streamlined and has been welcomed by our emergency service colleagues in particular.

Wolverhampton Safeguarding Board case file audits have judged Adult Social Care (ASC) to be good in all areas.

Feedback was provided at the March 2019 Wolverhampton Safeguarding Board from the Care Provider Representative, who reported that the quality and timeliness of Deprivation of Liberty Safeguards (DoLS) assessments from City of Wolverhampton Council are robust. The worker said *'a recent referral for a DoLS was acknowledged, completed and the copy signed, authorised and returned within 4 weeks'*.

In September 2018 the owner of a residential home made the decision to close due to serious safeguarding concerns and proposed action by CQC. This involved support from and co-operation between a number of services, including the Adult safeguarding team (MASH), Family members who had relatives residing at the home were happy to be contacted to share their experiences. This provided valuable feedback for the safeguarding team (MASH). Families reported that what worked well was the "compassion" of the social workers and how quickly things progressed. They found that communication was good, and workers kept them updated during the process. What they felt did not work as well was the limited communication about the ongoing police investigation once their relative had been moved and in the months / weeks since. The MASH Safeguarding manager has sought regular updates from West Midlands Police, but this has been a lengthy investigation which has only recently been concluded. Some of the relatives will be contacted by the Safeguarding Manager and be asked to contribute further to a table top review.

In 2016-2017 WSB commissioned Healthwatch Wolverhampton to facilitate a "Service User Reference Group" with the aim of bringing together service users who have been through the safeguarding process to share their experiences so that frontline practice of WSB partners could be improved. The intention was to obtain qualitative feedback on the safeguarding experience from a person's perspective and to seek assurance about whether the desired outcomes of adults with care and support needs are being met. Healthwatch had been commissioned to undertake this work, which started in April 2017. However, this work has been slow to progress. The Domestic Violence Forum feedback to the Q&P Committee was that individuals find it too difficult to discuss their experiences. Following a review of this,

Healthwatch and the Safeguarding Board agreed to create a leaflet to obtain this feedback. Unfortunately, the work commissioned by Healthwatch has not achieved what was expected due to a very low return rate and another meeting has been arranged for May 2019 to explore other options.

## **B- Safe Team**

The B-Safe Team is Wolverhampton's Junior Safeguarding Children Board, made up of local young people who get involved with safeguarding activities and decisions across the city.

The B-Safe Team enables the voices of Wolverhampton's young people to be heard and reflected in safeguarding business and activities. This empowers young people to contribute to shaping the processes, tools and resources intended to keep them safe from abuse and neglect, and to increase awareness of young people's views of safeguarding amongst parents and professionals.

## **B-Safe Team Outcomes:**

- Improved skills and knowledge of young people, such as speaking in and to groups, negotiation, event planning, listening and communication, writing and preparing reports, presentation skills and public speaking.
- Improved peer relationships through problems solving, team working and feeling valued to friends and peers, to act as a role model by valuing positive impact on the lives of others.
- Greater awareness on key issues and priorities, children and young people's rights, participation and decision making
- Raise awareness amongst young people and practitioners by leading on campaigns in partnership with strategic groups i.e. City of Wolverhampton Youth Council, and the Children in Care Council. The B-Safe Team continue to champion co-production with other young people in their schools and communities to help spread awareness on key issues.

## **SUMMARY OF ACTIVITY: April 2018 - March 2019**

### **Website Consultation**

During the Summer the young people carried out website consultation with the Boards website manager to review the website and advise of any changes or materials they would like to add to the website. A B Safe representative attends the Communication Engagement Committee meetings to ensure that B-Safe are represented and contribute to the committee's action plan for The City.

### **Knife Crime Campaign –September 2018 – January 2019**

The B-Safe Team have always focused on raising awareness and developing campaigns on key priorities affecting young people across The City. The rise of knife crime is now a national issue and reports of stabbings in the news increases fear and worry in young people and communities. The B-Safe Team responded to public concern by launching a campaign to raise awareness of knife crime and to help deter individuals from carrying knives. The campaign began when a young boy was killed in June 2018 after being stabbed by youths outside his home. The B-Safe team contacted the young person's officer in Wolverhampton Police partnership's team, who then supported the young people to developing their campaign. They went on a foot patrol across the City to identify a location for a new knife bin and picked the Pennfields area, close to where a young person was killed. Following on from this the B-Safe Team created a knife crime video called Rewind and distributed it to all the secondary schools across Wolverhampton to show to their KS3/KS4 students. It is important that young people are able and confident to identify the risks associated with carrying a knife and feel empowered to live knife free.

### **Anti-Bullying Charter – September – February 2019**

Anti-Bullying Workshops were held during November 2018 on Anti bullying week with 200 young people attending from primary and secondary schools. The workshops were provided by The Switch project, Central Youth Theatre, HeadStart, and the Learning Technologies Team as part of the Anti-Bullying Alliance's national Anti-Bullying Week.

Schools were asked to submit evidence (including their Anti-Bullying policy) to support an application for the A charter award based on statements in the charter, which was then examined by the B-Safe team who selected the schools which deserved to be awarded charter status.

Anti-Bullying status was awarded to nine Wolverhampton schools (Moreton School, Bushbury Hill Primary School, St Martin's Primary School, Grove Primary School, Field View Primary School, Oak Meadow Primary School, SS Peter and Paul Catholic Primary Academy and SS Mary and John's Catholic Primary Academy.) all of which demonstrated their commitment to preventing and dealing with bullying among young people at a prestigious event in the Mayoral Suite at the Civic Centre on 12th June 2019.

Nine schools in Wolverhampton were awarded anti-bullying charter status by the B-Safe team the charter on 12th June 2019. Anti-Bullying status was given to schools who demonstrate their commitment to preventing and dealing with bullying among young people, was presented to schools at a prestigious event in the Mayoral Suite at the Civic Centre yesterday.

## Section 4 – Learning and improvement activity

### Case reviews

Safeguarding Children Boards and Safeguarding Adult Boards are required to undertake a review of all cases when abuse or neglect of a child or adult with care and support needs is known or suspected and either the child/adult has been seriously harmed and there is cause for concern as to the way in which the Local Authority, their Board partners or relevant persons have worked together to safeguard the individuals concerned.

The purpose of Serious Case Reviews (for Children) and Safeguarding Adult Reviews is to establish whether there are lessons to be learned from the case about the way agencies worked, individually and together, to safeguard and promote the welfare of children and adults with care and support needs; to identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result.

### Serious Case Reviews- Children

No Serious Case Reviews have been published during the period of April 2018 and March 2019, however two Serious Case Reviews were commissioned and it is expected that these will conclude and be published in May and August 2019.

One referral to the Learning Review Committee in 2018-2019 resulted in the commissioning of a wider piece of work in relation to the contextual safeguarding of young people at risk from exploitation through their exposure to gangs, youth violence including child criminal and sexual exploitation, and county lines. This was commissioned in collaboration with the Safer Wolverhampton Partnership and the Wolverhampton Gangs Steering groups in order to maximise the opportunity for learning on a much wider scale. A joint approach will ensure learning can be disseminated quickly and any improvements recommended can be made to a range of support services.

<https://www.wolverhamptonsafeguarding.org.uk/safeguarding-children-and-young-people/i-work-with-children-young-people-families/serious-case-reviews-and-other-learning-reviews>

In addition to the statutory reviews one multi-agency learning review has been underway during this period but remains open at the time of writing.

As a result of learning from the Serious Case review publications and multi-agency Learning Reviews IN 2017-2018, a joint conference was held in June 2018 as part of Wolverhampton Safeguarding Week in collaboration with Safer Wolverhampton Partnership. The focus of this event was Domestic Abuse, Suicide and Neglect which were all key issues highlighted from our Children and Adult Reviews.

### Safeguarding Adult Reviews

The Safeguarding Adult Review (SAR) into the death of Adult C was published on the 1<sup>st</sup> March 2019. The full report can be found at-



<https://www.wolverhamptonsafeguarding.org.uk/safeguarding-adults/safeguarding-adults-board/serious-case-committee-dhrs-sars>

A further SAR was also commissioned during this period and is anticipated to conclude and be published during August 2019.

Alongside the SAR's that were commissioned, three multi-agency Learning Lesson Reviews were commenced and will be concluded in 2019.

### Section 11 and Section 157 / 175 Audits

Section 11 of the Children Act 2004 places a duty on key agencies and bodies to make arrangements to safeguard and promote the welfare of children. The WSCB seeks assurance that safeguarding standards are robust through section 11 Audits, which enables partners to demonstrate the effectiveness of their safeguarding arrangements.

In the West Midlands a number of partner agencies cover more than one Local Safeguarding Children Board. As a result, the West Midlands Children's Board's introduced a consistent set of questions for the Section 11 returns so that one completion could be shared across the regional boards. Wolverhampton have endorsed and adopted this approach with the first Section 11 audit being completed in Summer 2019.

For schools and colleges, the annual audit is referred to as a Section 157 or section 175 audit. All schools (including independent schools, Academies and free schools) have duties in relation to safeguarding children and are required to carry out an annual review of their school's safeguarding practice and provide information to WSCB about how the duties set out in the DfE guidance ('Keeping Children Safe in Education 2016) have been discharged.

The section 157/175 audit was issued to 117 schools in the City, including Independent schools of which 95 responded. In addition to the audit tool a dip sample of returns were asked to provide the evidence to support audit.

The findings from the audit are due to be shared with Board and the Head Teachers Safeguarding group in September 2019. Following this the findings will be communicated out to all schools via the established network meetings.

### Adults Annual Assurance Audit

The West Midlands adults safeguarding regional network developed the Annual Assurance document and this was adopted by Wolverhampton Safeguarding Adult Board (WSAB).

The Statutory guidance issues to support the Care Act 2014 states 'Each Safeguarding adult board should determine its arrangements for peer review and self-audit.

The aim of this audit is to help members of Safeguarding Adult Boards audit their safeguarding arrangements using a common framework which has been developed

to improve and strengthen arrangements for safeguarding adults with care and support needs.

Findings from this audit identified that overall all agencies rated as good to outstanding in most areas. It appears for the agencies who have taken part in this audit that Safeguarding is a priority for all agencies and their wider workforce.

For those areas where areas of development have been identified, no immediate remedial action is required.

In conclusion there appears to be good to outstanding mechanisms in place to ensure Strong leadership, Governance and organisations culture demonstrated and where there are some weaknesses action is in place to address these.

Recommendations identified to further strengthen the arrangement were as follows -

- Assurance from Emergency services is required to demonstrate areas of strength and areas for development relating to Adult Safeguarding practice
- Annual single agencies audit findings to be shared by agencies with the Quality and performance committee in order to shape workstreams and priorities for the board
- Annual multi-agency lessons learning briefings to be developed to ensure that learning is shared effectively from SAR's, DHR's and table top Learning Lessons Reviews.

## **Local Authority Designated Officer**

### **Progress of priorities for 2018/19:**

1. Wolverhampton LADO to provide early alerts to colleagues in Corporate Assurance where there are allegations that could lead to claims being made against the local authority.

**Progress:** Regular conversations are held, and reports provided as and when necessary.

2. To continue to develop and strengthen links with faith-based organisations and raise awareness of expectations in relation to the management of allegations. Further workshops are planned, and Wolverhampton LADO will be presenting at these.

**Progress:** Positive links have been made through Pavitter Mann, Faith Organisations Liaison Officer, and this is assisting in raising the awareness of the management of allegations across faith-based organisations.

3. To maintain the effectiveness of the current approach to the management of allegations. To do this, the LADO will:

- Maintain excellent communication with local police (especially with the child abuse unit), education and health colleagues
- Continue to provide specific training through the Safeguarding Board
- Continue to support the Board training delivered on 'Shared Responsibilities' and 'Safer Recruitment'
- Continue to engage with education providers to deliver awareness raising sessions to Senior Leadership Teams and to whole staff teams
- Continue to engage with residential providers and to deliver awareness raising sessions
- Continue to engage with social work teams and practitioners across the city
- To act as single point of contact for the management of allegations (with support from trained colleagues as required)

**Progress:** All the above points have been maintained. Specifically, Wolverhampton LADO has delivered 31 awareness raising sessions to providers and three training sessions through the Board. This means that more than 500 members of staff within various organisations have been reached directly.

4. To continue to provide monthly statistical analysis to colleagues in Quality Assurance (QACO) and Corporate Assurance

**Progress:** This has continued every month.

5. Wolverhampton LADO to continue as an active member of the Regional LADO forum and to support the National LADO Network where appropriate

**Progress:** This has been maintained with Wolverhampton LADO attending 3 out of 4 scheduled regional meetings.

6. Wolverhampton LADO to continue to line manage and support the Child Employment Officer

**Progress:** A new Child Employment Officer came into post from 1<sup>st</sup> April 2018 and has continued the hard work of her predecessor. She has developed some positive relationships with organisations and streamlined the systems in use.

7. Wolverhampton LADO to continue to develop the management of allegations made against those people working with adults with care and support needs as defined in the Care Act 2014

**Progress:** This continues to develop, and systems are better understood by partner organisations.

8. Board training sessions delivered by Wolverhampton LADO to be increased to 3 in 2018/19 due to demand.

**Progress:** Three formal sessions were delivered, and feedback has been positive.

### **Priorities for 2019 / 2020**

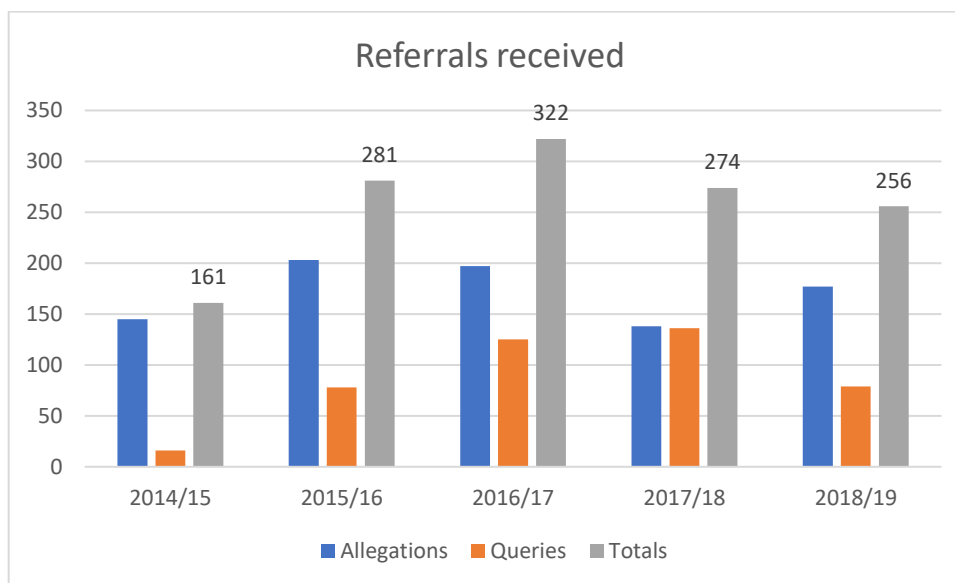
1. Wolverhampton LADO to continue to provide early alerts to colleagues in Corporate Assurance where there are allegations that could lead to claims being made against the local authority.
2. To build on the progress already made with Faith Based Organisations.
3. To maintain the effectiveness of the current approach to the management of allegations. To do this, the LADO will:
  - Maintain excellent communication with local police (especially with the child abuse unit), education and health colleagues
  - Continue to provide specific training through the Safeguarding Board
  - Continue to support the Board training delivered on 'Shared Responsibilities' and 'Safer Recruitment' where possible
  - Continue to engage with education providers to deliver awareness raising sessions to Senior Leadership Teams and to whole staff teams
  - Continue to engage with residential providers and to deliver awareness raising sessions
  - Continue to engage with social work teams and practitioners across the city
  - To act as single point of contact for the management of allegations (with support from trained colleagues as required)
4. To continue to provide monthly statistical analysis to colleagues in Quality Assurance (QACO) and Corporate Assurance
5. Continue as an active member of the Regional LADO forum and to support the National LADO Network where appropriate
6. Continue to line manage and support the Child Employment Officer
7. Continue to develop the management of allegations made against those people working with adults with care and support needs as defined in the Care Act 2014

### **Performance data – Children's update**

The following data tables and respective graphs provide some statistical analysis of allegations management throughout the year and offer comparisons to previous years.

It should be noted that the annual data totals may not always reflect the monthly totals that are reported on separately. There is some fluidity in cases being completed and this reflects more accurate recording.

## 1. Referrals received

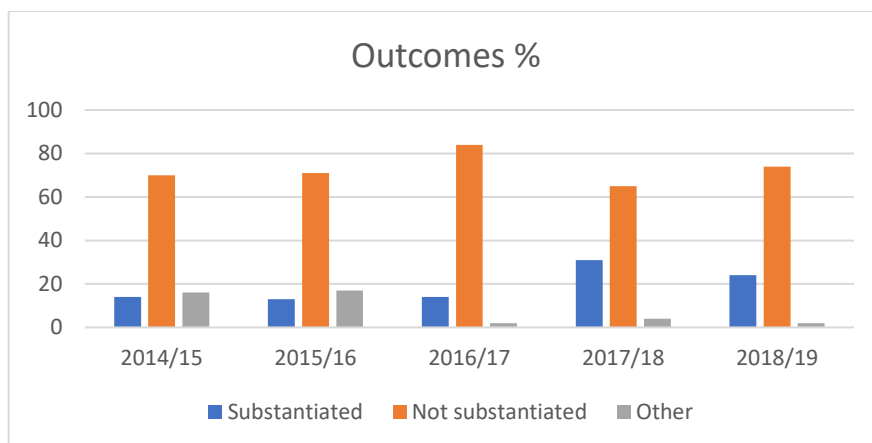


The number of referrals received has reduced by 7% in 2018/19 compared to the previous full year. This may be in part due to the number of awareness raising sessions and direct training provided by Wolverhampton LADO within the City. There is a much improved knowledge and understanding of the management of allegations threshold criteria across organisations and this has had a positive impact.

## 2. Outcomes

(i) All cases

	2014/15	2015/16	2016/17	2017/18	2018/19
Substantiated	14	13	14	31	24
Not substantiated	70	71	84	65	74
Other	16	17	2	4	2



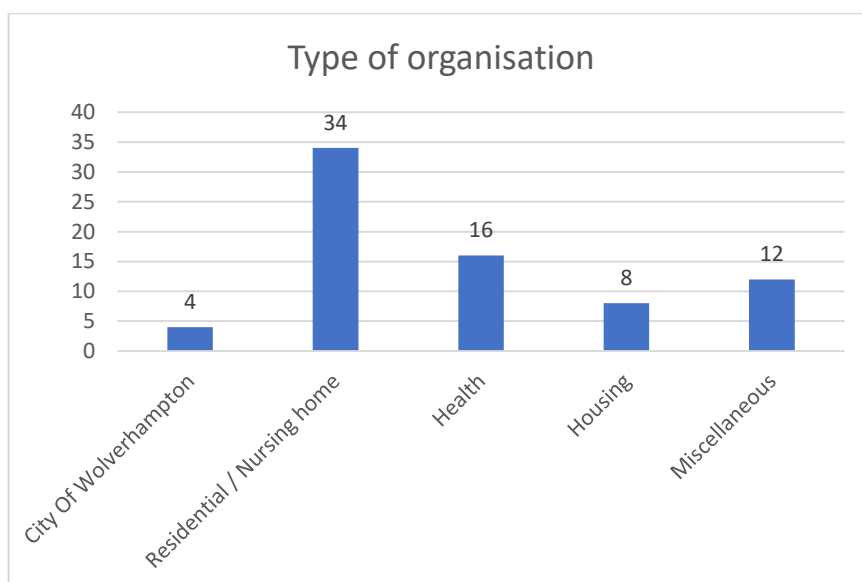
The above table and graph show that there has been a decrease in the number of substantiated cases being addressed through the management of allegations process. In turn, this means that more cases have been recorded as not substantiated.

### Adults update

#### 3. Referrals received

Between April 201 and March 2019, a total of 74 referrals were received in relation to allegations made about people working with adults with care and support needs. Five of these referrals have required position of trust meetings.

#### 4. Organisation subject of referral



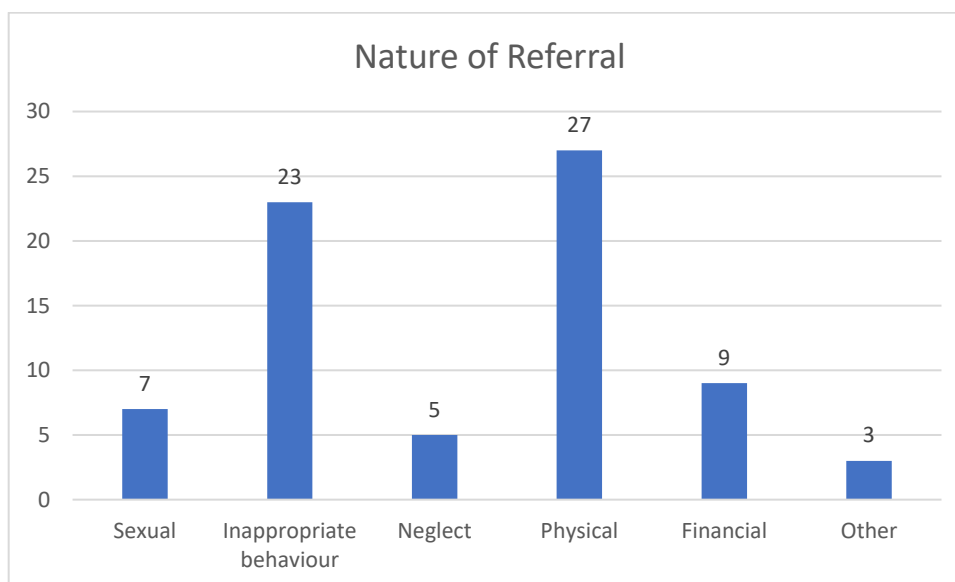
The table above shows that, of the 74 referrals received between April and March, 46% were to do with residential / nursing home providers and 22% were about health based providers.

## 5. Duty to monitor agencies

The LADO will usually only take referrals from those agencies regarding employees of the Local Authority or employees from services that the Local Authority has commissioned the services of. Other organisations should already have in place their own processes for dealing with the management of allegations. The Local Authority is responsible for oversight of the activity of the Management of Allegations Officers in key WSAB member agencies. To achieve this, the LADO seeks to meet with such leads on a 6 monthly basis.

***Note: Although the LADO will not usually be actively involved in the management of allegations for key WSAB member agencies, advice and guidance can be provided.***

## 6. Nature of referrals received



The data in the above chart shows that referrals regarding physical abuse and inappropriate behaviour account for two thirds (68%) of all referrals received.

## 7. Position of Trust (POT) meetings

A total of 5 meetings were facilitated by Wolverhampton LADO regarding people who work with adults with care and support needs. No review meetings were required.

## 8. Outcomes

A total of 78 referrals were completed during the period 1<sup>st</sup> April to 31<sup>st</sup> March 2019.

Of those completed cases, 30 (38%) were substantiated and 48 (62%) were not substantiated. Of the substantiated cases, 13 members of staff were dismissed and referred to DBS and one was convicted.

## 9. Priorities for 2019/20

9. Wolverhampton LADO to continue providing early alerts to colleagues in Corporate Assurance where there are allegations that could lead to claims being made against the local authority.
10. To maintain the effectiveness of the current approach to the management of allegations. In order to do this, the LADO will:
  - Maintain excellent communication with local police and colleagues in MASH
  - Continue to provide specific training through the Safeguarding Board to those involved in the management of allegations
  - Continue to support the Board training delivered on 'Shared Responsibilities' and 'Safer Recruitment'
  - To provide awareness raising to social work teams working with adult service users
  - To act as single point of contact for the management of allegations (with support from trained colleagues as required)
11. To continue to provide monthly statistical analysis to colleagues in Quality Assurance and Corporate Assurance
12. Wolverhampton LADO to continue to develop the management of allegations made against those people working with adults with care and support needs as defined in the Care Act 2014
13. To consider how improved engagement can be achieved with key WSAB members with responsibility for the management of allegations



## Training

Wolverhampton Safeguarding Boards have responsibility to ensure that appropriate safeguarding training is available to the workforce across the City of Wolverhampton. This work is led by the Learning and Development Committee with support for the WSB Training Co-Ordinator.

The 2018-19 training programme saw 56 courses delivered directly by the boards. The Board is no longer working cross regionally to deliver courses, however better use of local partnerships has enabled the reduction of duplication and broaden the training offer. Bookings for courses and subsequent attendance has improved since last year. A more robust approach to charging for non-attendance has seen attendance rates improve.

Wolverhampton Safeguarding Board reviewed the range of e-learning courses offered and how this is facilitated. The new guest area on the Council's Learning Hub make the process simpler and is at no cost to the WSB. As well as modules covering Basic Adults' and Children's Safeguarding Awareness the e learning offer includes Mental Capacity Act, Modern Slavery, Child Sexual Exploitation, Female Genital Mutilation, Forced Marriage and PREVENT. There is an option to add further modules as required. This has created an opportunity to reach a wider and more diverse audience.

Safer Wolverhampton Partnership, Wolverhampton Domestic Violence Forum and Public Health have all worked alongside the board to offer training in PREVENT, Modern Slavery, Female Genital Mutilation, Forced Marriage and Honour Based Violence, and in understanding No Recourse to Public Funds. In addition, the Board has supported delivery of Basic Safeguarding Awareness for Faith Groups, Harmful Sexualised Behaviour (multi-agency) and Restorative Practice (Multi-agency). The training pool continue to support the delivery of training for the Board, with the focus mainly on the Designated Safeguarding Lead courses as this is where there is highest demand for places. The Safeguarding Service also provide trainers for Managing Allegations, Making Safeguarding Personal, Adult Safeguarding Enquiries, Contributing to Multi-Agency Case Conferences and Child Sexual Exploitation. The two independent board approved trainers deliver many courses and also work alongside the members of the training pool and Safeguarding service.

Lunch and Learn sessions were offered focusing on learning from local case reviews and audits. Take up and interest in these short sessions has been limited and the Learning and Development Committee are exploring other options.

Agency/Organisation attendance is still variable. However there has been a slight increase in attendance from smaller organisations and attendance from the police. Attendance on Designated Safeguarding Lead courses although still dominated by schools is more representative of other agencies. The Learning and Development

Committee will continue to monitor attendance to see if action taken to date improves attendance.

Post-course evaluation forms to evaluate the learning from events moved to electronic format in October 2018 and quality of feedback has been good, there is greater detail than the paper format completed on the day. Examples of some of the feedback is given below. Post course surveys carried out three months after each course also commenced in the autumn and are providing examples of how professionals have put learning into practice after their training. See Below.

### Post Course Feedback

“This training was fantastic and gave me all the information needed. It was great to see so many professionals at the meeting and allowed views from all professional to be shared.” (Thresholds training)

“The training content and presentation was excellent. The calm style in which the training was presented I can imagine is transferred to the Case Conferences. Very Knowledgeable, experienced and skilled IRO's/trainers Thank you “(Multi-agency Case Conferences)

“The course was excellent. Having gone through the process of LADO referrals a few times yesterday helped further cement my knowledge and I am confident as a result of this training will better practice here at school.” (Managing Allegations)

### Three Month Post course evaluations

Q. As a result of attending the learning event have you gained or updated your knowledge or skills in safeguarding children from sexual exploitation

A. I am actually doing more research and understanding how to recognise CSE within the community and voluntary sector.

Q. Has attending the learning event improved or changed your practice and made a difference to safeguarding children/adults

A. I'm more vigilant as I personally underestimated the extent of which safeguarding is talked about but now it has highlighted the fact that others must be educated. For example, parents, children and young people, and persons who work with children especially in clubs. DBS isn't enough assurance that staff are safe to work with children with or without disabilities.

## **Child Death Overview Panel**

The WSCB is responsible for ensuring that a review of each death of a child normally resident in Wolverhampton is undertaken by CDOP.

The functions of the CDOP involve reviewing all child deaths, excluding those babies who are stillborn and planned terminations of pregnancy carried out within the law; in order to determine whether the death was deemed preventable.

Preventable deaths are those in which modifiable factors may have contributed to the death. Modifiable factors are those things which, if changed, could avoid a future death.

The CDOP publishes its own annual report which is considered by the WSB. The report for 2018-2019 can be accessed via the Safeguarding Board website.

To summarise, modifiable factors that were identified within some cases included:

- Vitamin D
- Co-sleeping
- Smoking (by parents)

Walsall and Wolverhampton Local Safeguarding Children Boards have provided a joint CDOP for many years to oversee the review of local child deaths and report back to the DfE annually.

In each LSCB area there is a CCG Designated Nurse for Safeguarding Children and the services of a Designated Doctor for CDOP (Walsall) and unexpected Child Deaths (Wolverhampton). In addition to the LSCBs the process is supported by the Police and both Public Health Departments.

For the response to the sudden and unexpected death of a child 0-18 years (Rapid Response) in both areas the CDOP administrators will aim to convene a meeting within 72 hours.

## Next steps and priorities for 2019/2020

2018 saw the publication of the revised Working Together 2018 guidance which sets out the requirements for Safeguarding Children partnerships. Designated core partners (LA, Police, CCG) have commissioned an independent consultant to review the current board arrangements and to make recommendations in line with the new requirements of Working Together 2018.

Wolverhampton's new arrangements which will take effect from September 2019. To find out more about the new arrangements these can be found at -

<https://www.wolverhamptonsafeguarding.org.uk/safeguarding-children-and-young-people/safeguarding-children-board>

A Wolverhampton Safeguarding Board development day is planned for June 2019 to engage partners in planning for the new arrangements and priority setting for 2019-2021.

Further changes from Working Together 2018 and The Children and Social Work Act 2017 has meant that Local Authorities, Clinical Commissioning Groups and Police forces have had to revise their current arrangements. As part of these changes they have also been required to establish Child Death Overview Panels (CDOP) as a distinct set of arrangements rather than as a subgroup of the LSCB. This split has been reinforced by the introduction of separate CDOP statutory guidance outside of the revised Working Together 2018 Statutory guidance.

Under the revised guidance the new Child Death Review (CDR) partners, the Local Authority (LA) and the Clinical Commissioning Groups (CCG) in an area, have statutory responsibilities to:

- i. Make arrangements to review all deaths of children normally resident in the local area and, if they consider it appropriate, for any non-resident child who has died in their area.
- ii. Make arrangements for the analysis of information from all deaths reviewed
- iii. Prepare and publish reports on what they have done and effectiveness of arrangements

The CDR partners have been given freedom to agree the structure within their area to meet these statutory duties which includes continuing with the current arrangements provided a minimum of 60 child deaths are reviewed and the learning is conducted in a way that can be shared nationally. This includes supporting the plans for a national database and utilising revised forms for the collation and analysis of data. Safeguarding Boards need to retain responsibility for the Child Death Review Processes (including CDOP), until new measures are in place, and appropriate handover arrangements arranged.

**Adults and Safer City Scrutiny Panel – Draft Work Programme 2019/20**

The Panel will have responsibility for scrutiny functions as they relate to: -

Older people assessment and care management, Financial support services, Community Safety, Libraries and community hubs, Independent living centre, Commissioning older people, Carers support and All age disabilities.

<b>Date of Meeting</b>	<b>Item Description</b>	<b>Lead Report Author</b>	<b>Notes</b>
5 November 2019 – panel site visit	<ul style="list-style-type: none"> <li>Panel visit to social work team based at Action for Independence</li> </ul>	Angela Coxhead, Senior Social Work Manager	Discuss work done to improve practice and approach to supporting people who have been diagnosed with dementia
12 November 2019	<ul style="list-style-type: none"> <li>Wolverhampton Safeguarding Board Annual Report 2018 – 2019 (information)</li> <li>Wolverhampton Multi-Agency Safeguarding Arrangements</li> <li>Draft Budget and Medium -Term Financial Strategy 2020 – 2021</li> <li>Transforming Care – update on progress</li> </ul>	<p>Dawn Williams, Head of Safeguarding</p> <p>Dawn Williams, Head of Safeguarding</p> <p>Clair Nye, Director of Finance</p> <p>David Watts, Director of Adults Services</p>	Briefing on a review of children and adults safeguarding arrangements in line with guidance set out in Working Together 2018.

	<ul style="list-style-type: none"> <li>Briefing on panel visit to Action for Independence, Albert Road</li> </ul>		
28 January 2020	<ul style="list-style-type: none"> <li>Joint Dementia Strategy – Update</li> <li>Adult Education Service</li> <li>Blue Badge Scheme – update report</li> <li>Cllr Linda Leach Cabinet Member Adults</li> <li>Cllr Jasbir Jaspal, Cabinet Member Health</li> </ul>	<p><b>Check with Martin Stevens.</b></p> <p>Joanne Keatley, Head of Adult Education</p> <p>Lisa Taylor, Head of Service Improvement (Customer Services)</p> <p>David Watts, Director of Adults Services and John Denley, Director of Public Health</p>	<p>Update on progress of annual strategy against original aims and performance targets</p> <p>Briefing on service priorities and progress against key performance targets.</p> <p>The Head of Customer Service to present a report detailing progress in responding to the issues highlighted in the report and specifically on changes to the eligibility criteria and delays in the assessment process.</p> <p>Briefing on key priorities and questions from the panel.</p> <p>Briefing on specific area of community safety and community cohesion and respond to questions and comments from the panel on this area.</p>
24 March 2020	<ul style="list-style-type: none"> <li>Proposed changes to charges for non - residential services (pre-decision scrutiny)</li> </ul>	Helen Winfield, Head of Community Financial Support	The Council has the right to charge for adult social care and support under the Care Act 2014 for people who request the Council arrange their care and support.

	<ul style="list-style-type: none"><li>• Better Care Fund - update on publication of national guidance.</li><li>• Emergency Planning Response (exempt)</li></ul>	David Watts, Director of Adults Services  John Denley, Director of Public Health	
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**Potential Future Items: -**

- Youth Violence Scrutiny Review – Cllr Ahmed to brief panel on key findings and recommendations.
- Invite David Jamieson or representative of Police and Crime Commissioner to brief panel

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