



Scrutiny Board

17 March 2015

Time 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny
Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Peter O'Neill (Lab)
Vice-chair Cllr Barry Findlay (Con)

Labour

Cllr Ian Angus
Cllr Alan Bolshaw
Cllr Paula Brookfield
Cllr Claire Darke
Cllr Julie Hodgkiss
Cllr Lorna McGregor
Cllr Rita Potter
Cllr John Rowley
Cllr Stephen Simkins

Conservative

Cllr Arun Photay
Cllr Wendy Thompson

Quorum for this meeting is four Councillors.

Information for the Public

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

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

Agenda

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

- 1 **Apologies for absence**
- 2 **Declarations of interest**
- 3 **Matters arising**
- 4 **Minutes of the previous meeting (27 January 2015)** (Pages 3 - 6)
[To approve the minutes of the previous meeting as a correct record.]

DISCUSSION ITEMS

- 5 **First Impressions of the City** (Pages 7 - 38)
[To consider the progress made to implement recommendations from the First Impressions of the City Scrutiny Review, which concluded in autumn 2014.]
- 6 **Business Continuity Report** (Pages 39 - 44)
[To review and comment on the business continuity planning progress outlined in this report.]
- 7 **Complaints Report Quarter 3** (Pages 45 - 68)
[To review complaints management and performance for the period October 2014 to December 2014, and to note and comment on the compliments reporting process discussed at 5.0.]
- 8 **Corporate Performance Report - Quarter 3 2014/15** (Pages 69 - 86)
[To consider the two indicators within this report rated amber, and suggest which indicators should be prioritised to prevent under-performance in the future.]
- 9 **Information Governance Performance Report - Quarter 3 2014/15** (Pages 87 - 92)
[To review and comment on the Quarter 3 performance for Information Governance, and recommend any further action that may be necessary.]
- 10 **Work programme** (Pages 93 - 108)
[To consider the Board's work programme for future meetings.]



Scrutiny Board

Minutes - 27 January 2015

Attendance

Members of the Board

Cllr Peter O'Neill (Chair)
Cllr Barry Findlay (Vice-Chair)
Cllr Ian Angus
Cllr Alan Bolshaw
Cllr Paula Brookfield
Cllr Claire Darke
Cllr Julie Hodgkiss
Cllr Lorna McGregor
Cllr Rita Potter
Cllr John Rowley
Cllr Stephen Simkins
Cllr Wendy Thompson

Employees

Sarah Campbell	Complaints Assistant
Peter Farrow	Head of Audit
Ian Fegan	Head of Communications
Adam Hadley	Scrutiny and Transparency Manager
Sue Handy	Head of Customer Service
Keith Ireland	Managing Director
Sue Martin	Head of Revenue and Benefits
Narinder Phagura	Strategic Risk Manager

Part 1 – items open to the press and public

Item No. *Title*

- 1 Apologies for absence**
Apologies for absence were received from Councillor Photay.
- 2 Declarations of interest**
There were no declarations of interest.
- 3 Minutes of the previous meeting (9 December 2014)**
Resolved:
That the minutes of the meeting held on 9 December be approved as a correct record and signed by the Chair.

4 **Matters arising**

In relation to the quarter two performance report received at the last meeting, Sue Martin - Head of Revenue and Benefits - outlined an error made in the figures relating to the total debt collected in year.

- Incorrectly raised credit notes are of a small number and have not increased the money owed to the Council.
- There is £500,000 to £600,000 collected via direct debit per month; this amount has been consistent.
- There is a suite of reports available about debt collection.
- Of the £29 million of income received via Agresso to date, 0.45% (£130,000) requires allocating to the correct cost centre.
- As part of the external high level review of debt management short term focussed project is providing additional resource to the corporate debt management team.
- The Agresso team have received 1.5 days of face-to-face training on the programme.

Councillors questioned whether the audit company TDX had produced a report into the matter of debt recovery. An action plan is being developed based on their recommendations. Peter Farrow, Head of Audit, confirmed that a report into credit notes raised incorrectly will be presented to the next audit committee.

5 **Update on the Council's Risk Register**

The Head of Audit provided an update on the Council's Risk Register.

Councillor O' Neill identified several areas where scrutiny had taken place on risks in the register, these were:

- Looked after children - considered by the Board and the Children and Young People Scrutiny Panel.
- Skills 4 work - considered at the Employability and Skills Review, and the Skills Commission.
- Information Governance - scrutinised on quarterly basis by the Board.
- Medium term financial strategy - scrutinised by the Board and C3 Panel.
- Safeguarding - considered by Children and Young People Panel.
- Economic inclusion – improvements have been made due to credit union involvement.
- The Care Act – Councillors have received some training with future sessions planned. This has also been considered by the Board.
- School improvement - considered by Children and Young People Panel and scrutiny reviews.
- Futureworks - considered by Confident Capable Council Panel

Councillor O' Neill noted that business continuity hadn't been scrutinised by the Board. It was agreed for an update of this item to be brought to the Board at a later date.

Councillors also inquired about the specifics of a risk relating to equal pay claims, by questioning how the 'Abdullah type claim' could affect the authority. Kevin O'Keefe,

Director of Governance, explained that equal pay claims, which would have been prevented from proceeding in the Employment Tribunal because they were lodged too late, can proceed in the civil courts instead. For claimants, this means that they have up to six years to lodge a claim, from the date when they last received unequal pay to a comparator of the other sex carrying out equal work. Otherwise, they would have up to six months from termination of employment to lodge a claim in the Employment Tribunal. The Council is rarely affected by such claims.

Keith Ireland, Managing Director, updated the Board on the Agresso system by explaining that the old mainframe was being switched off in February 2015, and dismantled in March. The Managing Director explained that the Agresso system is now operational and for this reason is likely to be removed from the Risk Register within the next three months.

Councillor Simkins made a request for the Risk Register to be used to shape the work programme. The Board agreed for the Risk Register to be used at the work planning event in order to avoid duplication of work for the Panels. This was welcomed by Councillor Findlay and Brookfield.

Resolved:

- 1) To use the Risk Register to feed into the annual scrutiny planning report.
- 2) To receive an update on the Business Continuity risk.

6 **Welfare Reform Communications Progress Report**

Councillor Potter, who had chaired the scrutiny review, confirmed that the review aims had been achieved and praised those who had been involved. The report will be closed down.

Resolved:

- 1) That the tracking and monitoring of the recommendations made in the Welfare Reform Scrutiny Review be concluded.

7 **Complaints Report Quarter Two**

Sue Handy, Head of Customer Services, introduced the Complaints Report for quarter two and noted that since the last Confidential Capable Council Panel complaints by ward are now presented when reporting. The complaints report will be brought to the Board on a quarterly basis.

Councillor O'Neill questioned why the Community directorate managed its own complaint system. The Head of Customer Services explained that this is statutory function which is used to baseline the service area. Following questions, the Head of Customer Services stressed that complaints of a sensitive nature are managed properly to ensure confidentiality. The Board also queried how compliments are tracked. The Head of Customer Services explained that these are fed back to each area and also managed in a central hub.

Councillor Bolshaw queried how lessons are learnt from previous complaints. The Head of Customer Services informed the Board that if a complaint goes past stage two an evaluation report is created and sent to the service where it is reviewed with a view to improvement. Heads of service then decide how best to address the issues identified.

Councillor Findlay welcomed the report and sympathised with the difficulties of front line staff that don't have an immediate influence over policy. The Head of Customer Services reassured the Board that her team is able to tell when someone is making repeat complaints. She also added that further training developments for staff could be identified based on complaints made to the Council.

Resolved:

- 1) To note the updates.

8 **Update on Reviews and Inquiries 2014-15**

Adam Hadley, Scrutiny and Transparency Manager, provided a verbal update to the Board on the three scrutiny reviews for 2014-15:

- Infant Mortality
- Employability and Skills
- Chanel Shift

Cllr Darke, who is leading the Infant Mortality Review, informed the Board that the review group is going to a neo-natal unit on Friday 30 January. Further visits will follow in order to collect witness statements to inform recommendations, which will be made in March. Manipulation of statistical information was highlighted as an issue that needs further monitoring.

Councillor Angus updated the Board on the Employability and Skills Review and noted that the review group had met five times to date. The group will meet again on Thursday 29 January to sign off its recommendations after which it will be concluded. Keith Ireland, Managing Director, noted the positive feedback from officers working on the scrutiny review.

Resolved:

- 1) To note the updates.

9 **Work Programme**

Adam Hadley, Scrutiny and Transparency Manager, introduced the Work Programme and outlined the forthcoming agenda items for the Board and its Panels.

Resolved:

- 1) To note the work programme.



Scrutiny Board

17 March 2015

Report title	First Impressions of the City	
Cabinet member with lead responsibility	Councillor Peter Bilson Economic Regeneration and Prosperity	
Wards affected	All	
Accountable director	Tim Johnson, Education and Enterprise	
Originating service	City Economy	
Accountable employee(s)	Keren Jones Tel Email	Service Director City Economy 01902 554739 Keren.jones@wolverhampton.gov.uk
Report to be/has been considered by	SEB	24 February 2015

Recommendation for action:

Scrutiny Board is recommended to:

1. Consider the progress made to implement recommendations from the First Impressions of the City Scrutiny Review, which concluded in autumn 2014.

1.0 Purpose

- 1.1 This report has been prepared to meet a number of key milestones in the action plan that was put in place to deliver the revised recommendations from the First Impressions of the City Scrutiny Review, which was completed in autumn 2014. It includes setting out how a joined up approach to marketing the city will be achieved. This includes work to be done with key partners improve to the visit, business and retail offer.

2.0 Background

- 2.1 The First Impressions of the City Scrutiny review identified four key work streams:

Work streams	Lead
1. Developing a joint marketing strategy and communications strategy for Wolverhampton	Cabinet Member for Economic Regeneration and Prosperity Strategic Director Place (formerly Education and Enterprise)
2. Improving the Wolverhampton Offer	Cabinet Member for Economic Regeneration and Prosperity Cabinet Member for City Services Strategic Director Place (formerly Education and Enterprise)
3. Managing and improving the reputation of Wolverhampton	Head of Transformation (formerly Policy) Head of Corporate Communications
4. Harnessing the value of social media for Councillors	Head of Corporate Communications

- 2.2 On 26 November 2014 Scrutiny Board received a marketing strategy for the Council, as part of an overall report on the C3 programme. The marketing strategy set out how the Council will identify, anticipate and satisfy customer requirements, as an integral part of the Council's transformational programme. It is structured around the following themes:

The Council's offer

- Services built around the needs of users
- Excellent customer services
- Consolidation of "digital by design" to meet the demand of an increasingly on-line and digitally connected society

- Revitalising the City Council’s branding – Wolverhampton City will be the City at the Heart of the Black Country

The overall Wolverhampton offer developed in partnership with the private, public, voluntary and community sectors:

- Increasing pride in the city and promoting it as a great place to live, visit and do business
- Building strong, strategic alliances – combining city-wide and regional resources to create a joined up and powerful “Marketing Wolverhampton” approach.

2.3 In respect of the marketing and communication of the Council’s offer, this will be embedded into everyday business.

2.4 The remainder of this report sets out the approach being taken to develop and market the City of Wolverhampton as a destination of choice, to a number of key audiences. This requires the Council to work with a wide range of partners, across the public, private, voluntary and community sectors.

3.0 Developing a joint marketing strategy and communications strategy for the City of Wolverhampton

3.1 There is considerable enthusiasm across the City Board and its supporting City Economic Growth and Inclusion Boards to work together in order to improve the perceptions of the city as a place to live, work, visit and do business in. The marketing approach that is being developed with partners aims not only to address the negative perceptions of the city, it is also concerned in changing attitudes and behaviours among our target audiences in order to benefit the city, its economy and its local residents. The approach will be co-ordinated with marketing approaches that are being developed around specific initiatives e.g. the Business Improvement District; the redevelopment of the Mander Centre; the Interchange Scheme; and all the individual development and inward investment opportunities across the city.

3.2 “Making it Happen” has been developed as an approach to branding with the business community. It can increasingly be seen on all marketing collateral and hoardings across the city centre. As part of the medium term city marketing strategy, the “Making it Happen” approach to branding, will be reviewed with partners and further strengthened if necessary.

3.3 The City Board and City Economic Growth Board have also developed a shared programme of activities for 2015/6 (see attached appendix 1) focused on four main marketing campaigns:

- **A city conference programme:** a local platform for showcasing and promoting opportunities to key audiences: local people (spring conference week), visitors (summer conference week) and business, developers and investors (autumn conference week).

- **Raising the city’s profile:** using major national and international events to target investors and developers.
- **A momentum programme:** focusing on key business sectors to reinforce the opportunities in the city.
- **Research and development:** identifying best practice and opportunities to improve.

3.4 An evaluation of the first city conference week has been completed, and the lessons learnt will inform future conference programmes (see attached appendix 2).

3.5 This programme has deliberately been quite tactical in order to make it sufficiently practical for a range of partners to participate in an active way. It is recognised that a more strategic approach is now required if there is to be a significant shift in the way in which the city is perceived. A medium to long-term marketing strategy is now being developed under the auspices of the Economic Growth Board, based on the following framework, which sets out the key audiences and the marketing objectives:

Delivering a stronger City Economy Impressions of the City - marketing framework	
Audience	Objective and approach
Policy and decision makers	Influence policy and decision making so that it is beneficial to the city - by compiling and communicating a strong and persuasive case for the city, based on robust information and analysis.
External Funders	Increase confidence among external funders in order that the city increases its success rate in securing resources for projects and programmes - by demonstrating and communicating that the city and its partners are reliable and effective deliverers of economic and social outcomes.
Inward Investors	Attract new high growth businesses that bring new jobs and local supply chain opportunities - by promoting the benefits of the City’s strategic growth areas and corridors as a business location.
Developers	Support economic growth and a better quality of life offer for local residents - by building partnerships and collaborations attractive to developers so that they take forward strategic economic regeneration schemes.
Existing businesses	Create and safeguard jobs and increasing business survival rates - by effectively marketing the support available for entrepreneurs and local businesses through the Black Country Growth Hub, in order that more businesses take up that support.

Visitors	Increase footfall and visitor spend in cultural, leisure, hospitality and retail venues - by marketing a diverse visitor offer and a joined up visitor information service, particularly for the city centre.
Residents	Increase the take up of pathways to employment, health, leisure and cultural activities - by marketing a joined up offer to residents that makes it easy for them to participate in the opportunities available.
Students, learners and volunteers	Increase the numbers of learners and volunteers in the city - by promoting the range of flexible and affordable, opportunities to learn and gain skills and qualifications that are relevant to the world of work and can contribute to local people's quality of life.

- 3.6 The next step is to produce a single, shared narrative for the city, “the Wolverhampton Story”, which will form the basis of the marketing strategy, key marketing messages and a series of supporting action plans for each market segment. It is planned to complete this work by May 2015.
- 3.7 Work is underway, and is being facilitated by the Service Director City Economy and the Head of Corporate Communications. A more detailed report will be presented to Cabinet Resources in June 2015.

4.0 Improving the Wolverhampton Offer

- 4.1 The First Impressions of the City Scrutiny Review also identified the need to improve the city's offer, taking into account business and resident perception surveys and other evidence bases.
- 4.2 The “Wolverhampton Story” will also take into account not only the existing offer, but the plans for improving the offer across the council, public, private, voluntary and community sector partners. It will also take into account a number of strategic drivers such as:
- The move towards a Combined Authority in the West Midlands.
 - The evidence, findings and agreed actions from the Council's skills and employment review and the outcomes from the Skills and Employment Commission.
 - Ongoing work in the city's three major strategic growth areas: City Centre, Junction 2 and Bilston.
 - Ongoing investment in the city's and wider Black Country's infrastructure
 - Ongoing improvements in further and higher education being made by the university and college, as well as the Council's own success in achieving and outstanding Adult Education Service.
 - The successful vote to create a Business Improvement District for the City centre, which is retail led, and will have significant marketing resources.

5.0 Managing and improving the reputation of the city

- 5.1 Regarding managing and improving the reputation of the city, a number of actions were accepted by Cabinet and have now been actioned.
- 5.2 The LGA's communications approach, 'Building Trust' has been included in the developing communications approach for the organisation, which will go forward to Cabinet in Summer 2015.
- 5.3 Ensuring there is a robust evidence base for the perceptions of the city remains critical. When the next residents' opinion survey is commissioned, likely summer 2015, then the specific questions proposed by the review on what people think about the city and the current offer will be included.
- 5.4 To further support the evidence base for public perception, relevant survey responses are included on the '[Wolverhampton in Profile](#)' local information site to use as evidence for future plans.
- 5.5 Managing and improving the reputation of the city are also heavily connected to improving the city's core 'offer'. Part of the ongoing work of the council's corporate communications team is informing local people and raising their awareness of work to regenerate and improve the city. The team make use of a wide range of channels to deliver this with an increasing emphasis on digital and social media channels such as Wolverhampton Today (36,000 followers) and @wolvescouncil (9,000 followers). This increasingly means working in partnership with colleagues from other organisations - a fact supported by the recent formation of a communications sub-group to the City Board. The role of this group is to develop and implement the City Board's communication 'plan-on-a-page' for 2015/16.
- 5.6 Effective communication campaign management is another element to improve perceptions of the city for people who live, visit and work/invest here. The corporate communications team are developing and implementing a number of core, planned and sustained campaigns focused on:
- 'Making it Happen' – encouraging new investment, regeneration, growth and prosperity
 - 'Cleaner, greener better' – promoting the city as a great place to live and 'pride in place'
 - 'Better schools' – demonstrating the ongoing work to improve educational attainment and standards
 - 'Pride in the City' – focusing on the great people and places that make this city unique

6.0 Harnessing the value of social media for Councillors

- 6.1 The City Council already has well established corporate social media channels in place. These are vital to public relations and engagement activity. Increasing social media engagement by Councillors could help boost local participation in the day-to-day political and democratic life of the Council. Development sessions are being planned by the

Director of Governance - who has considerable expertise in this area - and the corporate communications team for interested Councillors. These will include the benefits and pitfalls of social media use and practical examples of how tools such as Facebook and Twitter can be used to engage local constituents in local democracy.

7.0 Financial implications

- 7.1 There is a dedicated budget of £50,000 to support the City Marketing Strategy. Alongside this external funding and partner contributions are sought. The proposed report to Cabinet Resources in June 2015 will include outcomes from a mapping exercise of available resources across the city.

[MF/05032015/T]

8.0 Legal implications

- 8.1 There are no legal implications arising from this report.

[RB/05032015/Q]

9.0 Equalities implications

- 9.1 When developing the marketing strategy, plan, marketing channels and collateral the needs of all audiences will be taken into account, including those groups with protected characteristics.

10.0 Environmental implications

- 10.1 The quality of the environment has an important role to play in respect of people's first impressions of the city. The approach to the regeneration of the city, is to ensure all new developments contribute sympathetically and positively to the urban fabric. The new Wolverhampton BID has also prioritised the management of the public realm as a priority.

11.0 Human resources implications

- 11.1 There are no legal implications arising from this report.

12.0 Corporate Landlord Implications

- 12.1 Management of the Council's own estate also has a key role to play in who the city looks and feels, as the council is responsible for a considerable number of landmark and prominent buildings.

13.0 Schedule of background papers

Appendix 1 City Board Marketing Comms Plan
Appendix 2 Business Week 2014 Evaluation

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Wolverhampton City Board Communications Plan

'Prosperity for All' - Supporting the delivery of the City Strategy

Key Activities

The City Conference Programme

A local platform for showcasing and promoting opportunities to key audiences:

- Local People – Wolverhampton Working Well Week (Spring 2015)
- Visitors – Wolverhampton Cultural Week (Summer 2015)
- Business, developers and investors – Wolverhampton Business Week (Autumn 2015)

Raising the City's Profile

Focusing on key national and international events to target the following audiences:

- Investors – at a be-spoke London Event (Aug 2015)
- Investors and developers – at a UK MIPIM Global Property Conference, London (Oct 2015)

Momentum Programme

Focusing on the City's key business sectors to reinforce opportunities:

- Science, advanced engineering, aerospace
- Supporting the Business Champion events programme
- Attracting high profile business events to the city – by hosting the Midland's Aerospace Conference (March 15)

Research & Development

This work stream will identify best practice and opportunities to improve:

- Bench marking our performance against other comparable areas to improve our offer
- A Skills and Employment Commission (Dec 14 – July 15)

Our Key Messages

1. Top Level

- Working together to make a difference:** The City Board is made up of Wolverhampton's key public, private and voluntary sector partners who are working together to create opportunities that encourage enterprise, empower people and re-invigorate our proud City
- Prosperity for all is our aim:** Partners are working together to bring jobs, opportunity and prosperity to Wolverhampton
- We have big ambitions.** The City Board has set out an ambitious, long-term plan to bring organisations closer together to deliver joined-up, value-for-money services which make a difference to local people and businesses.

2. Economic Growth Board

- Growth is our priority.** We want to capitalise on our strengths in key clusters such as high-value manufacturing, construction, environmental technology and professional and business services.

- We're better connected.** Our road, rail and air links put us at the heart of Britain – and the heart of Europe.
- This is a city that works for people.** Strong cultural, entertainment, sport and leisure offers underpin our visitor economy, while attractive and affordable housing make Wolverhampton a good place to put down roots.
- We'll introduce you to some powerful friends.** A business-minded University along with partners including the Black Country Chamber of Commerce, the Manufacturing Advisory Service, Innovation UK and the UKTI can offer businesses joined-up support tailored to sector, type of business, size and maturity.
- You'll be in good company.** Jaguar Land Rover, Marstons, Moog and UTC Aerospace already call Wolverhampton home.
- Wolverhampton is the right place, with the right people and the right attitude.**

3. Social and Economic Inclusion Board

- To be developed

Strategic Marketing

1. City Marketing

Develop an approach similar to Derby, where the council and 200 'bond holders' own a 'Marketing Derby' venture.

The council makes an investment, matched by the total contribution of the 'bond holders'.

In Derby this type of partnership has delivered 510 new jobs for the City and won a Financial Times FDI Magazine World Investment Promotion Agency Award.

The venture has led to strong branding and a clear marketing communications strategy to sell Derby and support investment and growth.

This model can be enhanced by gift in kind contributions from the Council and 'bond holders'.

Joined-up reputation management:

All activities are underpinned by coordinated reputation management. This includes putting in place an early warning system to alert partners on potential issues and improved partnership working on specific campaigns such as tackling obesity and the fear of crime and anti-social behaviour.

	December 14	January 15	February 15	March 15	April 15	May 15	June 15	July 15	August 15	September 15	October 15	November 15
The City Conference Programme				Working Well Week (CB)				Cultural Week (CB)		Business Week (CB)		
Raising the City's Profile									London event targeting investors (WCC/BC)		UK MIPIM global property conference, London (WCC)	
Momentum Programme	Business Champions event at Wolves Uni, Dec 18 (BC)	National business reporters invited to City (BC)	Building homes for the future policy event (WCC)	Midlands Aerospace conference hosted in City (WCC)			Developers conference to follow up from business week 14 (WCC)		Independents Day (4 July) support for small, independent traders (WCC)			
Research & Development	Skills and Employability Commission (CB)	Benchmarking performance with other areas (WCC)			Skills and Employability Commission event. Part of Working Well Week				Event to publish the Wolverhampton Skills Commission report			

* Key: City Board (CB); Wolverhampton City Council (WCC); Business Champions (BC)

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Wolverhampton's City Conference Business Week 2014 - Business Week Evaluation

Introduction: This summer Wolverhampton Council established the City Board a collaboration between the City's public sector, strategic businesses, and small and medium enterprises, as well as the independent sector. The City Board has responsibility for the delivery of the city's ambitious long-term plan to encourage enterprise, empower people and re-invigorate the city – City Strategy 2011 - 2026.

To provide a platform for showcasing the city, its activities and ambitions the City Board decided to organise an **annual City Conference season**, consisting of three separate weeks of activity. This new approach started with Wolverhampton's Business Week which took place between Monday 29 September and Friday 3 October 2014.

To improve delivery of the conference season an **evaluation** of each week will take place. This report contains the analysis of the evaluation of **Business Week 2014** the first of its kind in Wolverhampton, outlines achievements and outputs, provides feedback from each event and makes improvement recommendations for Business Week 2015.

Evaluation process: A range of information informed the evaluation process from both internal and external sources. Internal information was predominately provided using formative methodology, with two facilitated sessions being held with the Task and Finish Team Group who supported the delivery of the programme. To help judge success a mixture of formal and informal feedback from various individuals was considered. These external aspects included feedback from attendees of events, the Economic Growth Board, the City Board, individual Business Champions and businesses, the external funder and the media.

This information was then analysed, the conclusion from which formulated improvement recommendations.

Appendix B at the end of this report provides details of contributors to the evaluation.

Driving Improvement: Implementation of internal improvements and accountability for follow up action is the responsibility of the Place Directorate Management Team, officers from which will support the Economic Growth Board to develop a proposition and drive Business Week 2015 on behalf of the City Board.

Learning from the evaluation will be used to help develop the rest of the City Conference Season.

Overall judgment: Having undertaken the evaluation process outlined on the previous page and looked at performance against the four objectives set by the City Board for the week - **evidence supports the judgment of Business Week 2014 as successful.**

Supporting evidence: Evidence to support the overall judgment of Business Week 2014 is set out over the following pages. Appendix A at the end of this report outlines detail of achievements and feedback per Business Week event.

Box 1 Summaries achievement per Business Week objective set by the City Board

Objective one: To develop a programme of focused activity to support growth and to help businesses compete regionally, nationally and internationally.

Achievement: A high quality programme of activities was delivered with each of the seven events targeting a particular audiences and focused on particular business and employment opportunities

Objective two: To provide a platform for showcasing Wolverhampton's achievements on those stages

Achievement: Two of the Business Week events included leaders and businesses from across the Black Country, some with national and international profiles. 12 Embassies hosted Wolverhampton and West Midlands exhibition weeks in the lead up to the Business Week.

Objective three: To bring people together to shape a better future and prosperity for all.

Achievement: Over 2400 people were directly engaged in Business Week; others accessed information and took part in the on-line seminars. The Week created a 'buzz' in the city, helped build businesses confidence in the city's ability to succeed and shift perceptions about Wolverhampton.

Objective four: To demonstrate that the city is 'open for business' and help to fulfill our ambition to become a 'niche business conference' city.

Achievement: The city demonstrated it is 'open for business', showcasing achievements to those attending the events, to the press both locally and nationally and gave information re future opportunities. The programme provided a platform for a number of external conferences and during the week the city pitched for and won a worldwide film premier and a new company relocated here.

- Around 2400 people took part in the Business Week activities
- Increased interest in regeneration sites
- Extensive press coverage
- 12 Embassies across the globe hosted Wolverhampton and West Midlands exhibition weeks
- Over 20 companies expressed interest in signing up to the Growth Pledge
- Created a platform for four external conferences/events
- New set of business support materials produced
- Published Wolverhampton's first Economic Review
- Secured Wiggle's relocation to the city
- Won a worldwide film premier
- Gave exposure to a new conference venue and increased their bookings
- 10 SME's received 12 hours business support
- 55 local people offered interviews – 12 successfully got jobs
- 1 local person was offered a job on the spot at the Jobs Fair
- 85 local people expressed interest in a armed forces career
- 300 local people applied for temporary Christmas jobs
- 50 local people signed up for traineeships
- 30 got pre-recruitment interviews
- 100 local people invited to signed up for an employment agency
- 50 young people signed up for specific support

Wolverhampton partners across the city working together to bring jobs, opportunity and prosperity to Wolverhampton

Box 3 Outlines key factors that influenced achievement of the objectives

Key Factors	Commentary
Way of working -Task and Finish Group (T&FGp)	A multi-disciplinary team led by a coordinator worked hard for each other over a six week period, they showed willingness to do any tasks and had a 'can do' attitude - people stepped up, they felt trusted. Members enjoyed this way of working and the experience, it built relationships. Despite working as hard as they ever had – group members felt a sense of achievement.
Organisational, project planning and management skills	There was an overall programme plan and a detailed workflow for each event – they covered every detail. Milestones with deadlines were set and monitored during weekly meetings - progress was rag-rated this kept workstreams on track and ensured efficient delivery of the programme. Building in a week's flexibility at the end of the project plan proved to be excellent foresight. "It appeared effortless"
Governance, leadership and decision-making	There was a clear line of sight to members of the City Board, day to day decision making lay with three members of the Board (who were regularly briefed). This reduced bureaucracy, so that the focus was firmly on delivery and responsibility was devolved giving confidence to the T&FGp
Finance and procurement	Business Week activities were financed by external funding: European Regional Development Fund through Marketing Birmingham (MB) with new business collateral funded by Wolverhampton City Council. All procurement was undertaken by MB and there framework agreements speeded up the process.
One direction and timeframe	There was a clear overall aim – people felt empowered and trusted to just 'give it a go' – 'do their best'. This may have been a reflection of the short timeframe in which to deliver and the need for speed. Whatever the rationale the approach was not risk adverse, there was freedom to get on with work.
Focus on 'opportunities'	The week focused on opportunities - creating a positive approach. Honest straightforward messages and conversations were had, with no spin or inward looking conversations
Buy-in and support	Businesses and partners supported the initiative
Quality of event offer	The overall event offer was excellent, venues, speakers, everything was branded, presentations in a new style

Box 4 a selection of feedback comments

“I was proud to be involved”
“Quality of the events and attention to detail was excellent”
“Brilliant way of bringing people together”
“Branding was excellent”
“It showed what can do – by just having a go”
“I’m genuinely amazed at what’s going on”
“It got the message out there”
“It created a buzz”
“Media coverage was excellent”
“Quality of information excellent”
“Didn’t know the council worked that late”

Wolverhampton is a place where businesses feel supported and are confident in the cities success

Overall Conclusion: Business Week 2014 proved highly successful. With its activities and outputs from the programme consistent with the overall goal; it attained its objectives and had the intended effect/s. Things can be improved however for 2015 programme.

Driving Improvement: To ensure this happens, information gathered during the evaluation process has been analysed and formulated into **improvement recommendations**. These will be considered by both the City Board and Economic Growth Board resulting in a clear direction and focus for Business Week 2015.

The table below contains improvement recommendations, where progress has been made, detail is provided.

Improvement Recommendation Area	Suggested Action	Progress
Build on momentum - improving profile and presence	Develop a monthly programme of activity starting from January 2015 – including taking ‘Wolverhampton out of Wolverhampton’	Draft programme been/being discussed and developed with City Board, Economic Growth Board and Business Champions
Increase believe and association	Support being proud and brand identification by using Making it Happen lapel badges	All Board members should wear a Making it Happen badge in the first instance and distribute to others as agreed
Build stronger links with media both regionally and nationally	Provide feedback to press locally of outcomes of programme Invite national press to 2015 programme	Several post media releases happened already and another one following December City Board proposed To be written into communications plan
Develop a City Database	Strengthen database developed during Business Week and process for keeping up to date	Requires process and lead assigned
Earlier communication and open invitation	Announce Business Week 2015 and ensure communications and marketing reaches more businesses	Business Opportunities Breakfast date set for Thursday 2 October 2015 and announced during Business Week 2014 ‘Making it Happen’ postcard reminder of second Business Week to be sent early in January (*Database will help)
Improve marketing and collateral materials	System for overseeing marketing materials developed internally within council and proposals re City Marketing to City Board	Collateral clear out and system about to start City Board to consider at December 2015 meeting
Increase capacity to support Business Week	Secure dedicated administration and marketing/communication support	To be discussed

Improvement Recommendation Area	Suggested Action	Progress
Establish Task and Finish Group membership earlier so build into work programmes	Identify Task and Finish Group Members by end of February 2015 – strengthen role College and University	To be agreed by Economic Growth Board
Increase business ownership, delivery and management of Business Week 2015	Provide opportunities for Business Champions, Business Forums and Chamber to deliver and manage events	First opportunity to influence programme session/s to be held in February 2015 Council to focus on organising the key event, with businesses organising the other individual events – possibly using a sector approach
Programme improvements	<ul style="list-style-type: none"> -Programme key note event at end of the week -Focus on key events and others self organise, invitations for which should come from one source - Look at how design events to attract all types of businesses, involve SMEs and address gender issues and increase sector involvement possibly theming each day - Include more information on Bilston, Staffordshire and Willenhall Corridor and Action Plans 	<p>Key note event programmed for Thursday</p> <p>Quality of the key note speaker is critical</p> <p>Discuss with businesses</p> <p>To adopt Business Week communication via email and event notification.</p> <p>Spoken to MP Emma Reynolds about possible involvement and Access to Business re the women entrepreneurs programme</p>
Improve targeting	More developers and investors should be targeted, including Pension Funds	Relationship building – leads to be identified *(Database to help)
Production of annual Economic Report	Explore the option for writing report within the city	To be discussed at December 2014 City Board meeting
Secure financial support	Seek sponsorship for events/week by - encouraging businesses to promote themselves at the events and in-kind support from partners	To be discussed at Economic Growth Board

Improvement Recommendation Area	Suggested Action	Progress
Announce forthcoming City procurements opportunities	Share more detail about business opportunities/contracts being let across public sector action	Procurement to be discussed at City Board in December – possible schedule of contract could be prepared for September 2015
Improve Jobs Fair event	Look to incorporate suggested improvements to future Job Fairs	Look to widen number and variety of job opportunities on offer at Job Fair, include a section for further education. Improve signage and an refreshment area for participants
Increase publicity of the hospitality offer as part of Business Week programme	Include the city's hospitality and business conferencing offer in the business week's promotional campaign.	To be built into key messages and communication plan.

Appendix A: Provides detail of achievements and feedback per Business Week event

Business Week Event	Detail of Achievement and Feedback
<p>Event one: A City of Business Opportunities Breakfast</p>	<ul style="list-style-type: none"> -Event attendance exceeded targeted audience numbers and 92 apologies were received -Delegates told us the event improved their understanding of the business opportunities available in Wolverhampton, that the networking opportunities were useful with successful large and up and coming businesses in the city. Attendees also enjoyed the key note speaker. -Attendees also told us that they feel Wolverhampton is a place where business is supported and expressed confidence in the city's success -Delegates welcomed the support information, in particular the publication of the Wolverhampton Economic Report and the simple straightforward business support services leaflet -Looking forward to the second Business Week delegates expressed earlier notification, a preference for registering for events via email and for the second breakfast to be held mid-week and for the gender representation to be addressed. Furthermore earlier communication with Business Champions and Business Forums was requested. -In addition conference bookings at the venue have increased as a direct result of delegates attending the Opportunity Breakfast; discussions with a local events specialist company are likely to bring additional private events to the venue. Photographs from the event are being used on the venue's website to promote conferences at the venue.

Business Week Event	Detail of Achievement and Feedback
<p>Event two: Fundraising Film Night</p>	<ul style="list-style-type: none"> -240 people attended a corporate social responsibility fundraising film night organised by Wolverhampton Partners in Progress Group. Raising funds to support Wolverhampton Music School and Creating Chances Trust - Officers supporting the Business Week were on hand to answer wider questions about business support and regeneration plans



Business Week Event	Detail of Achievement and Feedback
Event three: Global Trade Fair: Midlands	<ul style="list-style-type: none"> - This external two day event saw 12 core seminars held, linking Wolverhampton and West Midland companies to UK Embassies across the globe. Via live video conferencing using the technology at Wolverhampton's Business Solutions Centre. It gave companies and businesses from the local region direct contact with UKTI and as well as importers and exporters from the principal trading partners of the Midlands. - In the lead up to this event, Embassies hosted Wolverhampton and West Midlands exhibition weeks. - Over 30 companies and businesses from Wolverhampton participated per seminar to improve or establish better trading links with markets



Business Week Event	Detail of Achievement and Feedback
Event four: A City of Investment Opportunities Conference	<ul style="list-style-type: none">- This City Council event attendance exceeded targeted audience numbers, enquires to attend following the City of Business Opportunities Breakfast meant delegate numbers doubled- Delegates told us the event improved their understanding of the wide range of opportunities available to invest in the City. They also were surprised by the amount of progress made/or being made in regeneration.- Potential investors present felt the opportunity to hear the experience of those that have already invested in the City and shape improvements to supporting investors was extremely useful- Networking and discussions re business opportunities and sites in detail proved popular – delegates stayed much longer than anticipated at the conference.- Looking forward those present felt the approach should be repeated although no one undertook the opportunity for site visits on the day- Follow up investor activity included in momentum plan and support improvement



Business Week Event	Detail of Achievement and Feedback
<p>Event five: Business Improvement District (BID) Pre-Vote Event</p>	<ul style="list-style-type: none"> - This BID Company pre vote event, launched the BID Business Plan. It was well attended by city centre businesses and stakeholders including representatives from the Wolverhampton Wanderers, Mander Centre, House of Fraser, Manby Bowdler, Quicksilver and Rudells. - The profile of the BID benefited from being part of the Business Week programme, several attendees had attended other events - Delegates had the opportunity to learn all about the BID proposals in a well-equipped exhibition space within Wolverhampton's Art Gallery. It provided an intriguing venue, lending itself to different types of interaction with businesses - be it one to one, speeches and displaying materials. - Businesses received a copy of the BID Business Plan and were able to discuss how the BID works in Rugby - Rugby Rangers were on hand to talk to businesses about their role. - Feedback from businesses that attended the event was good, they felt that combining the range of events into a week long programme had the benefit of inspiring confidence that things are happening in Wolverhampton for the better. - Officers supporting the Business Week were on hand to answer wider questions about business support and regeneration plans



Business Week Event	Details of Achievement and Feedback
<p>Event six: Wolverhampton Autumn Jobs Fair</p>	<ul style="list-style-type: none"> -This City Board event focused on showcasing opportunities to residents looking for work, providing access to over 44 companies (large and small with direct job opportunities. Promoting their current vacancies in engineering, hospitality, healthcare, sales, armed forces, retail, logistics, motor vehicle and others. - 10 training providers were also on hand to support local people to compete for these opportunities – to help them apply on for jobs; support their job search and be one step closer to securing employment. - A total of 1600 attended, 400 more than expected - including jobseekers, exhibitor staff and support staff - Nearly 75% of those people involved in Department of Work and Pension Snap-shot survey rated the Jobs Fair good/ok, summing up the event as useful , helpful and positive - As a result of the Jobs Fair - 25 people were offered interviews with McDonald's who employed 12 people; 50 young people signed up with KicFM opportunities; 300 people were interested and applied for Royal Mail vacancies; 50 people were invited to attend traineeships information session with Hlt training to work in the hospitality Industry; BHS increased their numbers by 300 for pre-recruitment training with interviews to follow; 30 people expressed interest in Royal Navy careers and Navy reservist opportunities; Angel Springs offered a job live at the event; Hays invited 80-100 candidates to register with them; Allied Health Care are looking to invite 30 candidates from the Jobs Fair to preliminary interviews; the Army Reservists were really impressed by level of interest and calibre of applicants and 55 people expressed interest in first stage recruitment. - 20 companies expressed interest in signed up to the Growth Pledge, all are being followed up and 8 SME's were given 12 hours of business support - All exhibitors completed evaluation forms and 100% would recommend and attend future Job Fairs - Looking forward attendees suggested a number of improvement for future Job Fairs



Business Week Event

Details of Achievement and Feedback

Event seven:
Green Revolution in the
Black Country Event

- This Local Enterprise Partnership (LEP) event brought together key players and project champions from a range of areas across the Black Country who have a role to play in developing and delivering a Green Growth Delivery Plan for the Black Country.
- The session generated a wide-ranging discussion and identified potential partnerships and projects which can be developed into innovative plans to support the LEPs low carbon agenda and how to transform the Black Country into a leading center for manufacturing and environmental solutions.



Wolverhampton beat the competition to host the worldwide Punjabi film premier of Yoddah the Warrior during Business Week – the magnificent event for the city took place at the Light House Cinema on Tuesday 28 October 2015.



Appendix B: Details of contributors to the evaluation

Task and Finish Group members

City Board

Economic Growth Board

Business Champions

Business Forums

Delegates who attended:

- City of Business Opportunities Breakfast
- A City of Investment Opportunities Conference
- Business Improvement District (BID) Pre-Vote Event

Individual comments from people who couldn't attend the City of Business Opportunities Breakfast

Representatives from Partners in Progress

Manager House of Fraser

Chair and Manager of Bid Group

Councillors

MPs

Mayor

Express and Star

Marketing Birmingham

Wolverhampton Magazine

City of Wolverhampton Magazine

Source Wire Website

Jez Moxey

Dharam Seva Films

Wolverhampton University Marketing Staff and Students



Report prepared by Heather Ernstsons
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Notes

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Scrutiny Board

17 March 2015

Report title	Business Continuity Report	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Linda Sanders, People	
Originating service	Public Health and Wellbeing	
Accountable employee(s)	Ros Jervis	Service Director, Public Health & Wellbeing
	Tel	01902 550347
	Email	Ros.jervis@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

The Board is asked to review and comment on the business continuity planning progress outlined in this paper.

1.0 Purpose

1.1 The purpose of this briefing paper is to:

- Define Business Continuity Planning and the legal requirement to undertake it
- Explain the approach to its governance within WCC
- Provide an overview of planning progress over the last 12 months

2.0 Definition and legal requirement

2.1 The Civil Contingencies Act 2004 requires WCC as a 'Category 1' responder to perform seven duties that seek to improve the resilience of the Council and our local community. One of these duties is to:

2.2 "maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions" (Civil Contingencies Act 2004, Section 2(1)c.)

2.3 The plans to maintain functions are known as Business Continuity Plans and they are designed to be utilised when an emergency overwhelms the Council's existing response arrangements and cannot be dealt with within existing resources or procedures.

3.0 Governance

3.1 All work to meet the duties under the Civil Contingencies Act is overseen by the Resilience Board. This Board is chaired by the Director of Public Health and attended by senior representatives from key services such as ICT, Facilities and Communications.

3.2 Following a risk assessment and gap analysis conducted in Jan 2014, the Resilience Board work plan was produced to meet aims and objectives that address the key resilience capability gaps that were identified.

4.0 Work Plan

4.1 The following aim and objectives from the Resilience Board's work plan relate to business continuity.

4.2 **Aim:**

To improve the Council's ability to maintain delivery of critical services during a disruptive event.

4.3 **Objectives:**

1. To progress and improve the Council's existing business continuity programme management.
2. To sign off the existing Business Impact Analysis and rank the existing priority functions.

3. To determine the Council's business continuity response strategy.
4. To develop a programme for exercising, maintaining and reviewing the Council's business continuity arrangements.

4.4 Good progress has been made towards meeting these objectives over the past year with all but one (number three) of the programme's key deliverables being achieved.

4.5 **Key Deliverables:**

1. A business continuity governance structure with appointed leads and accountable officers.
2. A list of the Council's priority functions that has been signed off by the Resilience Board.
3. A suite of plans ranging from the strategic to individual service level.
4. Appropriate communications and coordination systems to manage disruption and recover services.
5. A Wolverhampton City Council training and exercise programme.

5.0 Service Resilience – Business Continuity Planning System

5.1 The main issue that the programme currently faces is with the development of a new ICT system that will be used to improve our approach to service level planning. The system, known as Service Resilience, is being developed in-house and will be linked to the Council's staff records held on Agresso. It will be a browser based system that enables automated updates that reduce the planning burden on Service Heads and improves the utility of the plans during incident response.

5.2 The Sharepoint Team within ICT are developing the system and believe that a workable prototype will be ready for piloting within the next quarter. Further information about Service Resilience is available in appendix 1.

6.0 Financial Implications

6.1 All work to improve business continuity is being undertaken in house utilising existing budgeted resources.

[GE/02032015/Z]

7.0 Legal Implications

7.1 The improvements to planning, resources and training that are associated with this report will enable Wolverhampton City Council to comply with the Civil Contingencies Act (2004).

[RB/02032015/Q]

8.0 Equalities implications

8.1 Equality issues will be assessed during delivery of the plans and procedures associated with this report.

9.0 Environmental implications

9.1 There are no specific environmental implications arising from this report.

10.0 Human resources implications

10.1 There are no direct financial implications arising from this report.

11.0 Corporate landlord implications

11.1 There are no corporate landlord implications arising from this report

This report is PUBLIC
[NOT PROTECTIVELY MARKED]

Wolverhampton
City Council



**Developing a new Business Continuity Planning Tool -
Service Resilience**

**March 2015
Vers 1.2**

Introduction

This paper provides a short overview of the business continuity planning system that WCC's Sharepoint Team have been asked to develop.

Service Resilience – Developing a new system

Having researched commercially available business continuity systems and the capabilities of the Council's existing software a draft version of Service Resilience has been developed. Based on the requirements of the Business Continuity Institute's Good Practice Guidelines, the system was first developed on Microsoft Excel and has been subsequently transferred to Microsoft InfoPath (part of the Microsoft Office 2010 package).

InfoPath allows the user to fill in a browser based form that captures the data they enter and stores it in a database know as a SharePoint List.

This functionality means that elements of the form can be linked so that users don't have to enter the same information into multiple forms. It also means that areas of the plan can be linked to existing datasets so that information such as the organisational hierarchy, office location of services and individual contact details can be automatically updated.

The page by page nature of InfoPath allows managers to be logically 'walked through' the business continuity process thereby making business continuity planning a more user friendly experience. The fact that managers enter information into fields rather than a Word document also means that key facts can be automatically collated to produce risk specific response guides that give managers access to pertinent details without having to leaf through long paper based plans.

System Requirement Summary

For the system to deliver the improvements required it must be intuitive to use, encourage comprehensive planning to deal with lost resources and be linked to the Council's existing data sets. Once the plans have been completed the system should allow managers to rapidly access the information that they need to recover their services during a disruptive event. This should be achieved by the system asking for a status report then producing a tailored aid memoir that instructs the user how to recover the disruptive functions and resources that have been selected.

The system should also allow the Resilience Team and Senior Managers to track overall service disruption during a business continuity incident. Similarly they should be able to monitor completion progress during planning and identify individual service BC plans that conflict with each other (e.g. multiple services identifying the same fall back office location).



Scrutiny Board

17 March 2015

Report title	Complaints Report Quarter 3	
Cabinet member with lead responsibility	Councillor John Reynolds Central Services	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	City Direct	
Accountable employee(s)	Sarah Campbell Tel Email	Complaints Manager 01902 551901 sarah.campbell@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendation(s) for action or decision:

1. The Panel is recommended to review complaints management and performance for the period October 2014 to December 2014.
2. The Panel is recommended to note and comment on the compliments reporting process discussed at 5.0.

1.0 Purpose

- 1.1 The purpose of this report is to provide a summary of the complaints, compliments and Local Government Ombudsman enquiries received by the Council during the period quarter three – October, November, December 2014.
- 1.2 Complaints, compliments and Ombudsman enquiries are considered as a form of customer feedback. They are recorded and monitored by Customer Services Corporate Complaints Team within the Corporate Directorate. Monitoring customer feedback provides details about the types of complaints that are received by the authority and highlights any improvements or amendments made to service provision or delivery.

2.0 Complaints

- 2.1 During quarter three, the Council received 122 stage one complaints; all complaints are assessed as to whether they are justified or not by the Complaints Manager. Of the complaints received during this period 15 (12%) were upheld. Waste Management accounted for the highest number of upheld (three). Their upheld complaints related to refuse officer conduct (one), delays in refuse collection (one) and late responses and processes for bin enquiries (one).
- 2.2 Two trends were identified with the complaints received for Waste Management during quarter three. These trends were identified as bin contamination policy and additional recycling clear plastic bag policy. The complaints team are current liaising with Waste Management to ensure that these two policies are reviewed.
- 2.3 Waste Management received the highest number of complaints (28), followed by Revenues and Benefits (25) (appendix 1, page 9)
- 2.4 Waste Management and Revenues and Benefits dealt with the highest number of complaints; however, they completed investigations into their complaints within an average of 9 days. This has contributed significantly to achieving an average overall response timescale of 12 days for quarter three (appendix 1, page 9)
- 2.5 During quarter three 100% of stage one complaints were responded to within the timescales (appendix 1, page 8). The Council has therefore achieved its target of responding to 90% of complaints within 21 calendar days during quarter three.
- 2.6 The complaints team provide support to investigating officers to ensure that they meet response deadlines by making contact with them by phone and email regarding impending deadlines, and ensuring customers are kept updated when delays are unavoidable. Response reminders are sent to investigating officers by the complaints team on a weekly basis.

3.0 Stage two complaints

- 3.1 During quarter three, 13 (11%) of the stage one complaints progressed to stage two of the complaints procedure. One of the stage two complaints was upheld; this related to an invoice incorrectly issued to a customer on two occasions.
- 3.2 All recommendations from the outcome of the upheld stage two complaint have been agreed and will be implemented by the Community Directorate, Older People and Personalisation.
- 3.3 There were no further concerns or issues with other complaints that progressed to stage two.

4.0 Local Government Ombudsman enquiries

- 4.1 During quarter three, the Council received two enquiries from the Local Government Ombudsman (LGO); Education and Enterprise (one) and Community (one).
- 4.2 With regards to Education and Enterprise, one enquiry was received about School Skills and Learning. The enquiry relating to Schools Skills and Learning was upheld due to maladministration and injustice for faults and delays in hearing a school appeal, and failure to provide a school place. A service improvement report has been issued to the service group with recommendations for changes to service delivery.
- 4.3 With regards to Community, one enquiry was received about Children Young People and Families. A draft final decision has been received from the LGO. The outcome of this report will be addressed in the Annual Complaints Report.

5.0 Compliments

- 5.1 For the period quarter three, the Council received 30 compliments from customers. The Planning Department accounted for the highest number of compliments (Nine) followed by Housing Options Team (eight).
- 5.2 As part of the 100:100 programme we are asking Council employees to tell us about compliments they have received (internal or external) in order for these to be recorded and reported back to this board.

6.0 Monitoring Information

- 6.1 There are no concerns with the data analysis, and there is no evidence of any groups being disproportionately affected. The equalities data is based upon what complainants have provided and therefore there are no concerns of any groups being disproportionately affected. This is reflected in appendix 1, pages 11-24.

7.0 Focus Group

- 7.1 A complaints focus group will take place on 12 March 2015; the themes for the meeting will be bin contamination policy and additional recycling clear plastic bag policy. The focus group notes will be circulated to all participants and to the relevant service groups. The focus group findings will be presented to the Service Improvement Group to drive service delivery and to ensure that improvements are customer led.

8.0 Service Improvements

- 8.1 The Complaints Team produce service improvement reports for upheld complaints where the recommendations are for a change to policy or service delivery. The recommendations are agreed with Heads of Service and shared with the relevant Service Director and Strategic Director, and the Managing Director.
- 8.2 The production of service improvement reports commenced in January 2014. During quarter three the following service improvement report has been produced and agreed with the head of service. Recommendations will be delivered as appropriate.

9.0 Service Improvement Report

- 9.1 This related to a complaint received from the LGO about the Council's school admissions team and school appeals. The complaint was upheld due to maladministration and injustice for faults and delays in hearing a school appeal, and failure to provide a school place. The Council has apologised to the complainant for the faults identified; the handling of the school application; the delay in holding the appeal and the handling of the complaint. The Council has also agreed to pay a financial remedy and will undertake a review of the processes/procedures for school admission applications. A service improvement report has been issued to the service group with recommendations for changes to service delivery.

10.0 Ward Data

- 10.1 During quarter three, ward complaint data has been collated. Monitoring ward data provides details about the types of complaints per ward that we receive as an authority and highlights trends in ward areas. This is outlined in appendix 1, pages 12-24.

11.0 Corporate complaint handling improvements

- 11.1 The corporate complaints procedure was reviewed in 2013 to improve the handling of complaints. One of the improvements made to the procedure was to reduce the response timescale from 28 calendar days to 21 calendar days. For quarter 3 the average time taken to respond to complaints was 12 calendar days.

- 11.2 Further current improvements to complaint handling include the following:
- 11.3 Response timescales are currently under review with a view to further improve service delivery; this is subject to approval of a separate report which will also consider the centralisation of all corporate complaints.
- 11.4 A change of name from complaints to 'Customer Feedback' will be implemented. The term 'Customer Feedback' will cover complaints, compliments and suggestions for both internal and external customers. 'Feedback' also indicates to the customer that something will be done with the information that they have provided.
- 11.5 A policy on the management of unreasonable complainant behaviour has been approved. The aim of the policy is to support the Council's overall aim of dealing with all complainants in ways which are demonstrably consistent, fair and reasonable. It sets out how we will decide which complainants will be treated as unreasonable or unreasonably persistent, and what employees should do in those circumstances. The policy is for the information of Council employees and employees within Wolverhampton Council's partner organisations and councillors as well as customers.

12.0 Updates from Quarter Two Report

- 12.1 **Service Improvement Report** - This related to a complaint received from the LGO about the Education Appeal Panel and Council's appeal process. The complaint was upheld due to maladministration and injustice for failure to process an appeal correctly. The Council has apologised for the faults identified and offered a fresh appeal. The Council has also agreed to review all administrative processes and staff training to ensure the Appeals Panel has a greater understanding of school cases, especially around class numbers and staffing. A service improvement report has been issued to the service group with recommendations for changes to service delivery.
- 12.2 **Update from Housing Ombudsman** - During quarter two, two enquiries were received from the Housing Ombudsman in relation to Wolverhampton Homes. One enquiry was received about dissatisfaction with the outcome of a complaint and a second enquiry was received about dissatisfaction with the complaint process. We have liaised with the Housing Ombudsman but we are still awaiting the outcome of both enquiries; this will be included in the Annual Complaints Report.

13.0 Financial implications

- 13.1 There are no financial implications associated with this report.

[CH/04032015/W]

14.0 Legal implications

13.1 There are no legal implications associated with this report.

[RB/02032015/N]

15.0 Equalities implications

15.1 There are no equalities implications associated with this report.

16.0 Environmental implications

16.1 There are no environmental implications associated with this report

17.0 Human resources implications

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

18.0 Corporate landlord implications

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

19.0 Schedule of background papers

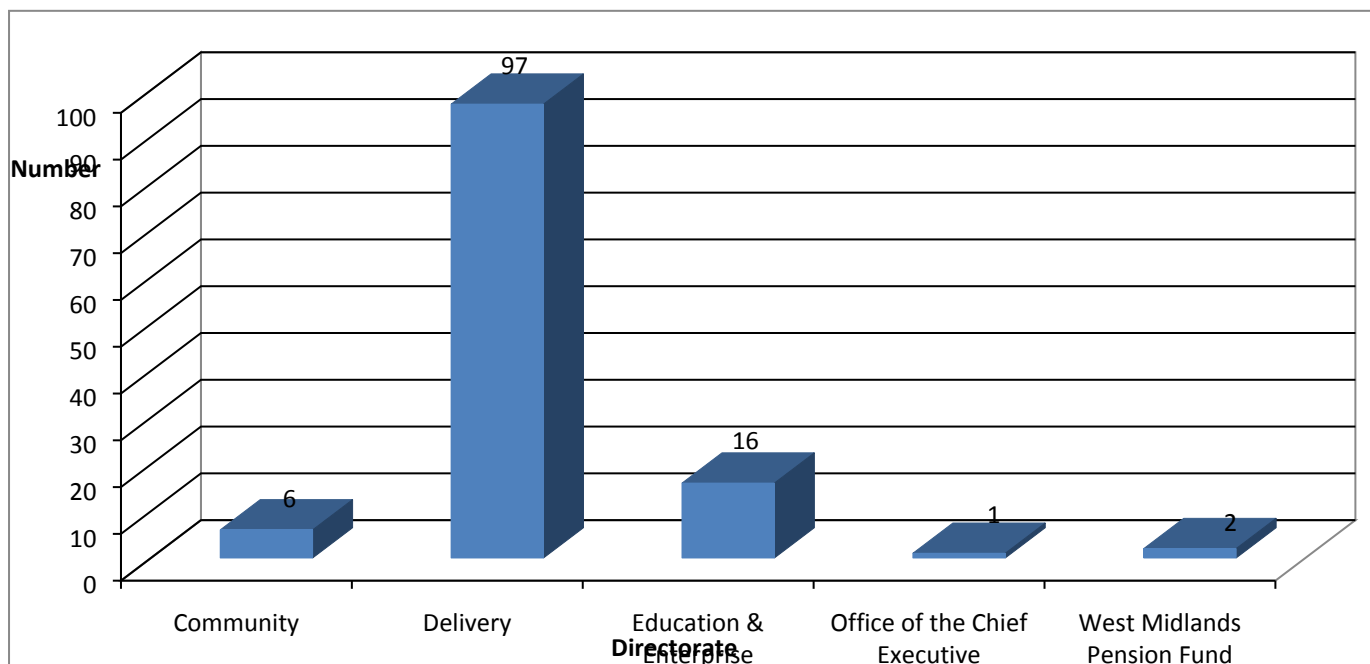
19.1 Confident Capable Council Scrutiny Panel, 10 October 2014 – Annual Complaints Report;
Scrutiny Board 27 January 2015 - Complaints Report Quarter 2

Customer Insight Report

Number of stage 1 complaints received per Directorate Quarter 3 – October – December 2014

Directorate	Number of complaints received	Average response (days)	Number of Complaints upheld	Number of complaints responded to within timescale
Community	6	15.0	2	6
Delivery	97	10.0	12	97
Education & Enterprise	16	15.0	0	16
Office of the Chief Executive	1	8.0	1	1
West Midlands Pension Fund	2	13.0	0	2
Total	122	12.0	15	122
Percentage			12%	100%

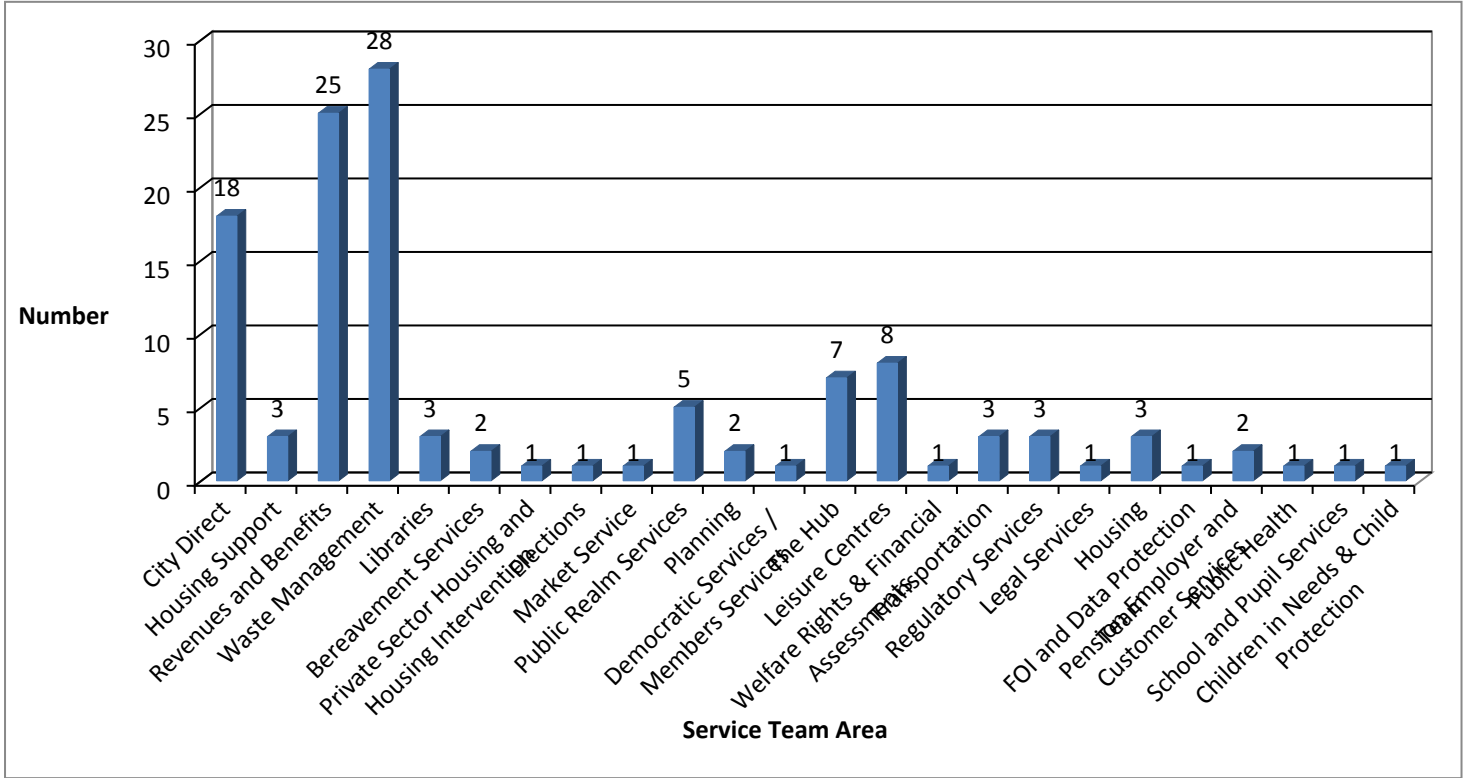
Number of complaints received per Directorate for Quarter 3 – 2014



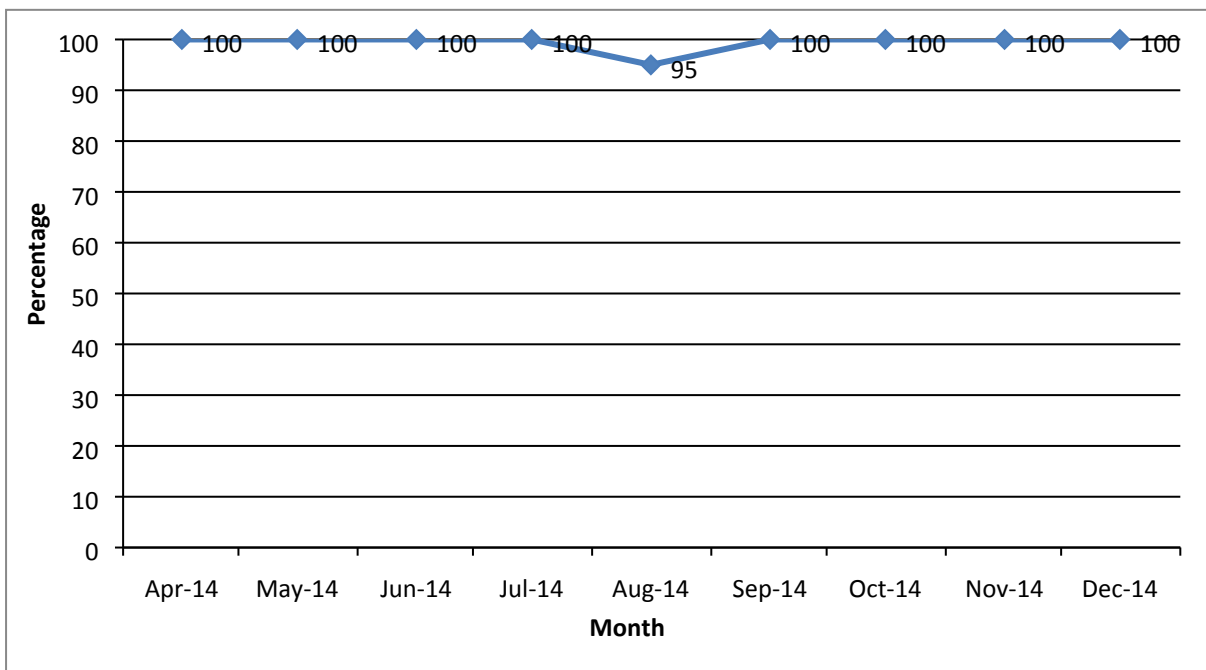
**Number of stage 1 complaints received per service team
Quarter 3 – October – December 2014**

Service Team Area	Number of complaints received	Average response (days)	Number of Complaints upheld	Number of complaints responded to within timescale
City Direct	18	10.0	2	18
Housing Support	3	7.0	0	3
Revenues and Benefits	25	9.0	2	25
Waste Management	28	8.0	3	28
Libraries	3	12.0	1	3
Bereavement Services	2	2.0	1	2
Private Sector Housing and Housing Intervention	1	6.0	0	1
Elections	1	1.0	1	1
Market Service	1	15.0	0	1
Public Realm Services	5	11.0	0	5
Planning	2	15.0	0	2
Democratic Services / Members Services	1	6.0	0	1
The Hub	7	9.0	1	7
Leisure Centres	8	14.0	1	8
Welfare Rights & Financial Assessments	1	17.0	1	1
Transportation	3	20.0	0	3
Regulatory Services	3	16.0	0	3
Legal Services	1	20.0	1	1
Housing	3	18.0	0	3
FOI and Data Protection Team	1	8.0	1	1
Pension Employer and Customer Services	2	13.0	0	2
Public Health	1	20.0	0	1
School and Pupil Services	1	21.0	0	1
Children in Needs & Child Protection	1	21.0	0	1
Total	122	12.0	15	122

Number of stage 1 complaints received per service team area for Quarter 3 – October – December 2014

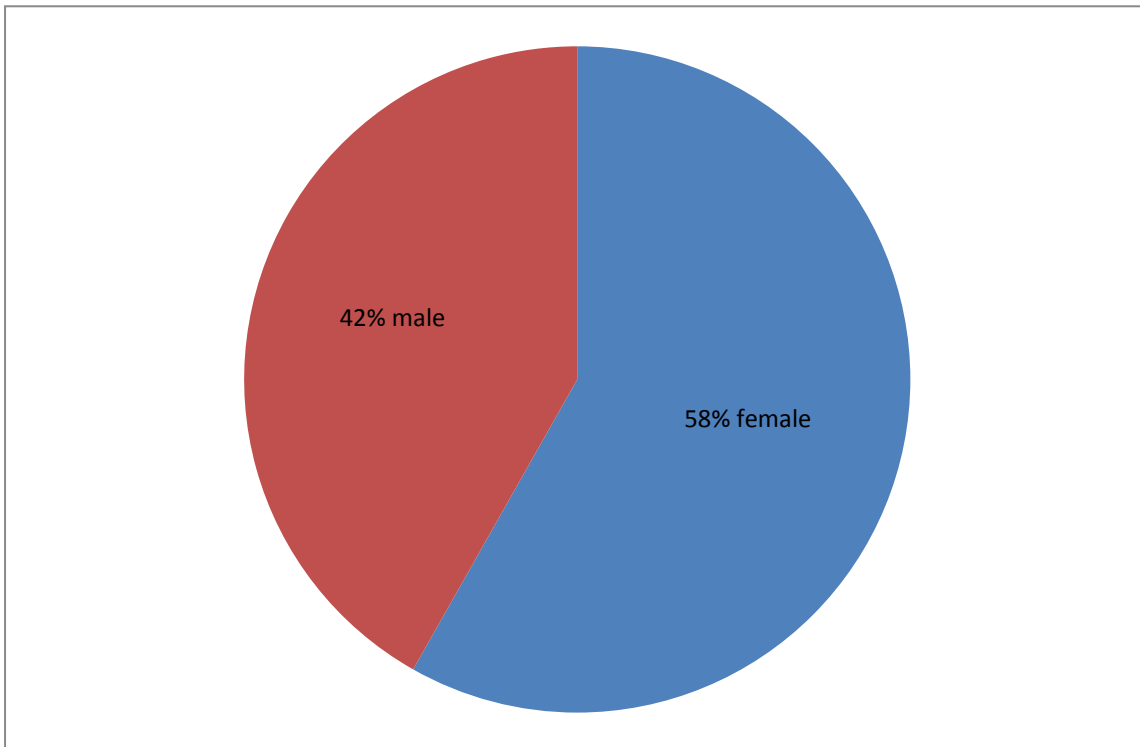


Percentage of complaints responded to within timescale for Quarter 1, 2 and 3



Equalities data for stage 1 complaints for Quarter 3 – October – December 2014

Service Group	Gender - Female	Gender - Male
Governance	0	1
Schools, Skills & Learning	0	1
Chief Executive's Office	0	1
The Hub	2	0
Regeneration	12	3
Central Services	13	8
Older People and Personalisation	4	0
Environment and Leisure	22	21
Finance	17	13
Children Young People and Families	0	1
Pensions Service	1	1
Public Health	0	1
Total	71	51



Complaint Ward Data Quarter 3 – October – December 2014

Key
G=Gender
E=Ethnicity
D=Disability
A=Age

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
Bilston East	5		G=Female	Complaint regarding lack of action/response from Environmental Health
			G=Male	Complaint regarding lack of consultation regarding replacement of metal bins to normal household bins
			G=Female	Complaint regarding lack of response to complaint at leisure centre regarding overcrowding in swimming pool and request for public swim and lessons policy
			G=Male	Complaint regarding refuse crew conduct and contamination policy
			G=Female	Complaint regarding tenancy delays and incorrect advice provided
Bilston North	5		G=Female	Complaint regarding conduct of officer at refuse site

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
		1	G=Male	Complaint regarding lack of action/communication - not adhering to contact the customer within 5 working days to book pest control treatment
			G=Female	Complaint regarding lack of communication/advice for housing benefit and council tax
		1	G=Female	Complaint regarding non-payment of final invoice notice to customer
			G=Male	Complaint regarding poor communication by Customer Services Officer
Blakenhall	5		G=Male A=25-44 E=BlackCaribbean	Complaint regarding additional charges for phone calls regarding council tax
		1	G=Female	Complaint regarding conflicting advice provided by housing benefit advisors with regards to college course
			G=Female	Complaint regarding customer service received from refuse and City Direct
			G=Female	Complaint regarding dissatisfaction with housing benefit service received and miscommunication
			G=Female	Complaint regarding miscalculation of housing benefit

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Female	Complaint regarding erection of keep clear sign/markings
			G=Female	Complaint regarding incorrect procedures followed for keep clear traffic sign being erected
			G=Female A=25-44 E=White/British	Complaint regarding information not being processed correctly for housing benefits
			G=Female A=45-65 E=White/British	Complaint regarding length of time to process blue badge
			G=Male	Complaint regarding parking at leisure centre
			G=Male	Complaint regarding disagreement with recycling policy
Bushbury South and Low Hill	4		G=Female A=16-24 E=Black/Caribbean	Complaint regarding lack of action/response from housing
			G=Female A=25-44 E=White/British	Complaint regarding lack of communication re: no notification via card from refuse regarding contamination
		1	G=Female	Complaint regarding late responses and processes following bin complaint
		1	G=Female	Complaint regarding refuse officer conduct
East Park	6		G=Female A=25-44	Complaint regarding customer service re: no bin collection/contamination

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Male A=65-74 E=British	Complaint regarding failure to update records causing council tax demand
			G=Female	Complaint regarding incorrect bill for council tax
			G=Male	Complaint regarding new membership fees and arrangements
			G=Female	Complaint regarding policy on recycling bags
Ettingshall	6		G=Female E=White/British D=Disability	Complaint regarding differing advice provided by officers with regards to council tax
			G=Female	Complaint regarding electoral canvasser officer conduct
			G=Male	Complaint regarding how a school consultation was conducted and consultation decision
			G=Female	Complaint regarding incorrect advice provided by out of hours team regarding noise complaint
			G=Female	Complaint regarding lack of response from refuse manager - brown bin not collected for four weeks
			G=Female	Complaint regarding policy on pest control booking
Fallings Park	4		G=Male A=25-44 E=White/British	Complaint regarding conflicting information regarding collection of clear bags for recycling

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Female	Complaint regarding dispute over council tax arrears
			G=Female	Complaint regarding length of time to process blue badge application
Graiseley	5		G=Female	Complaint regarding conduct of officer - regulatory services
			G=Male	Complaint regarding lack of response for action re: reduction in repayments of housing benefit due to overpayment
			G=Male	Complaint regarding maladministration during processing of housing benefit
		1	G=Female	Complaint regarding non-payment of final notice to customer
			G=Male	Complaint regarding recycling plastic bag policy
Heath Town	6		G=Male	Complaint regarding contaminated bin/plastic bag recycling policy
		1	G=Female	Complaint regarding incorrect information provided by Revenues and Benefits
			G=Male	Complaint regarding lack of response and delay/action from public realm in relation to service request
			G=Female	Complaint regarding length of time to process blue badge

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Female	Complaint regarding unhappy with new membership changes
Merry Hill	4		G=Female A=25-44 E=/White/British	Complaint regarding cleanliness of leisure centre's facilities- toilets/drains
			G=Female	Complaint regarding delays in receiving blue badge and no response to chase up
			G=Female	Complaint regarding dispute over overdue library book fee - renewed over the telephone but still overdue
			G=Female	Complaint regarding incorrect advice provided by housing benefit assessor
Oxley	3		G=Female	Complaint regarding delays in responding by officer - housing team
			G=Male	Complaint regarding officer conduct Customer Services Officer in City Direct
		1	G=Female A=45-65 E=White/British	Complaint regarding revised opening times at library
Park	5	1	G=Male	Complaint regarding automated system and no information regarding removal of details from the open register
			G=Female	Complaint regarding delays in blue badge process

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Male	Complaint regarding lack of response re: council tax enquiry
			G=Male A=45-65 E=Asian/Indian	Complaint regarding on-going issue with social work unit
Penn	3		G=Male	Complaint regarding council tax debt collectors re: dispute of payment and lack of response to breakdown requests
			G=Male A=25-44 E=Asian/Indian	Complaint regarding lack of communication/ engagement during planning process and incorrect plans circulated to residents
			G=Male	Complaint regarding lack of maintenance of tree
Spring Vale	2		G=Female A=45-65 E=Asian/Indian	Complaint regarding advise provided to the customer by council tax
			G=Female A=25-44 E=White/British D=Disability	Complaint regarding lack of communication/ misinformed with regards to council tax payments
St Peter's	6		G=Female A=16-24 E=Mixed	Complaint regarding discrimination by officer re: housing/homeless
			G=Female	Complaint regarding emergency out of hours telephone line fault
			G=Male E=White/British	Complaint regarding green and brown bin not being emptied - no reason received

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Female	Complaint regarding lack of response/unable to resolve issues with empty property team and council tax
			G=Male	Complaint regarding refuse officer conduct and dispute regarding bin collection
Tettenhall Regis	5		G=Female	Complaint regarding conduct of refuse officer
			G=Male E=White/British	Complaint regarding contamination policy for recycling bin
			G=Female	Complaint regarding damaged fence due to work carried out on overgrown area in park
			G=Female	Complaint regarding incorrect banding for payments
			G=Male	Complaint regarding procedures/policy that WCC follow regarding refuse
Tettenhall Wightwick	9		G=Male A=65-74 E=White/British	Complaint regarding customer service provided re: rubbish dumped
			G=Female	Complaint regarding customer service/incorrect information provided
			G=Female A=45-65/ E=White/British	Complaint regarding delays in payment of pension due to computer problems and no notification
			G=Male	Complaint regarding delays in receiving blue badge

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Male	Complaint regarding garden waste collection policy
			G=Male	Complaint regarding green refuse collection policy - revision to collection dates
			G=Male	Complaint regarding non- payment of invoices
			G=Female	Complaint regarding policy on bin contamination and officer conduct during call
			G=Male A=65-74 E=White/British	Complaint regarding policy on green bin collection - changes to collection period
Wednesfield North	3	1	G=Female	Complaint regarding City Direct not passing across request to engineer
			G=Male	Complaint regarding missed domestic bin
			G=Female	Complaint regarding policies on waste collections for black bins
Wednesfield South	4		G=Female A=16-24 G=White/British	Complaint regarding officer conduct
			G=Female	Complaint regarding position on lamp post blocking access to new driveway
			G=Male	Complaint regarding process of blue badge application
			G=Female	Complaint regarding waste collection policy - tied up plastic bags for additional recycling

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
Unknown	25		G=Male	Complaint re: refusal for admission to the Summit
			G=Female	Complaint regarding access issues on departure at Cemetery
			G=Male/British	Complaint regarding accounts payable - not providing invoice number difficult to reconcile payments
			G=Male	Complaint regarding business rates - dispute regarding payment of business rates
			G=Male	Complaint regarding call wait times for leisure centres
			G=Female	Complaint regarding consultation
			G=Female	Complaint regarding contamination and policy on clear bags for recycling waste collection
			G=Female	Complaint regarding customer service at library
			G=Male	Complaint regarding dissatisfaction with council tax charge and lack of response
		1	G=Male	Complaint regarding failure of the council to pay legal costs

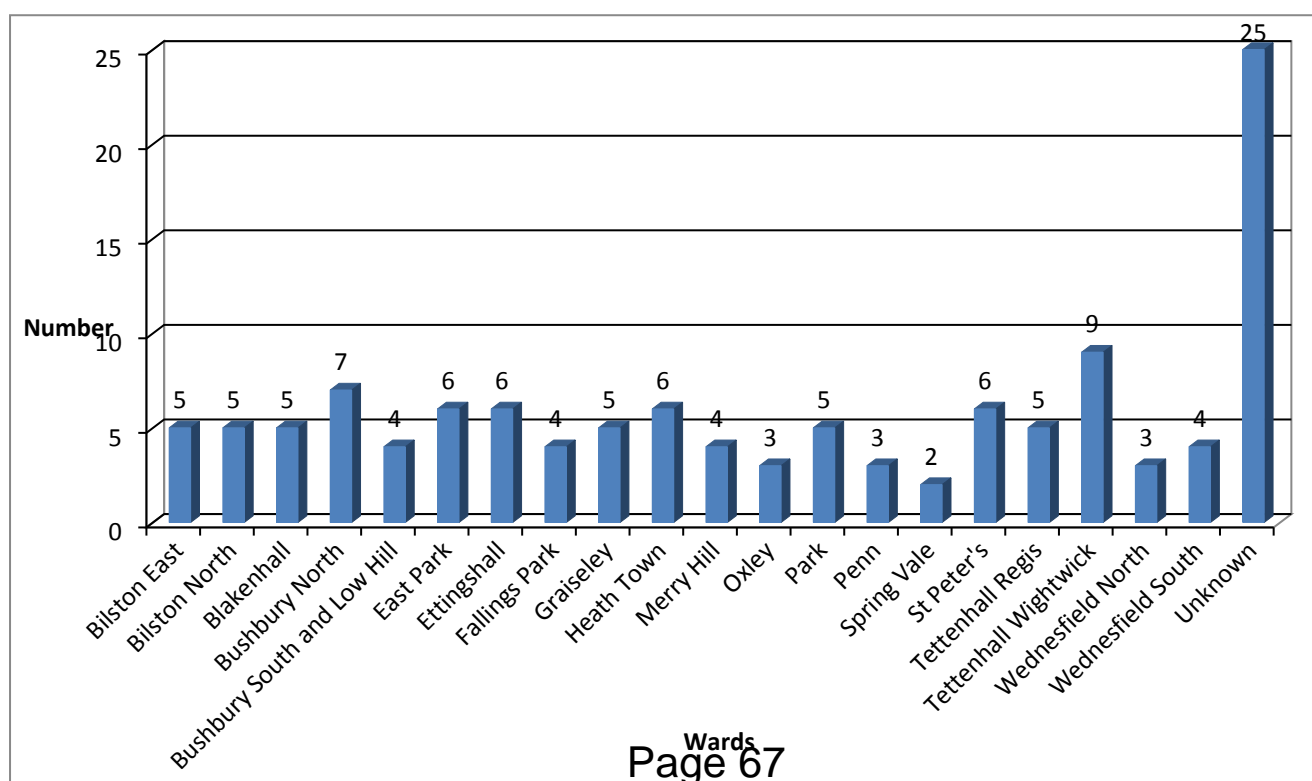
Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
		1	G=Female A=25-44 E=White/British	Complaint regarding failure to notify customer of baptism at poolside at leisure centre
			G=Male A=45-65 E=White/British	Complaint regarding fees and charges for stalls at markets
		1	G=Male	Complaint regarding lack of response from FOI/DP Team
		1	G=Female A=65-74 E=White/British D=Disability	Complaint regarding lack of response/action from cemetery staff
			G=Female	Complaint regarding leisure booking unavailable on arrival at leisure centre
			G=Male	Complaint regarding non-compliance with pension appeal policy and procedure
			G=Female	Complaint regarding non-payment of final notice
			G=Male/Black	Complaint regarding officer conduct in Civic Centre
			G=Female	Complaint regarding overpayment of council tax re: court order
			G=Female	Complaint regarding staff conduct
			G=Male E=White/British	Complaint regarding timing of swimming lessons for children on Sundays at leisure centre

Ward	Number of Complaints Received	Number of Complaints Upheld	Equalities Data	Nature of complaint
			G=Male A=45-65 E=White/British	Complaint regarding unpaid council tax/court summons
			G=Female	Complaint regarding unpaid invoices
			G=Male	Complaint regarding lack of response from council tax
			G=Female	Complaint regarding delays in payment of invoices to supplier/consultant
Total	122	15		

Complaint Ward Data Quarter 3 – October – December 2014

Ward	Number
Bilston East	5
Bilston North	5
Blakenhall	5
Bushbury North	7
Bushbury South and Low Hill	4
East Park	6
Ettingshall	6
Fallings Park	4
Graiseley	5
Heath Town	6
Merry Hill	4
Oxley	3
Park	5
Penn	3
Spring Vale	2
St Peter's	6
Tettenhall Regis	5
Tettenhall Wightwick	9
Wednesfield North	3
Wednesfield South	4
Unknown	25
Total	122

Complaint Ward Data Quarter 3 – October – December 2014



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Scrutiny Board

17 March 2015

Report title	Corporate Performance Report – Quarter 3 2014/15	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Policy	
Accountable employee(s)	Charlotte Johns	Head of Transformation
	Tel	01902 55(4240)
	Email	charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Cabinet (Performance Management) Panel	23 Feb 2015
	Members of Senior Executive Board	3 Feb 2015

Recommendation(s) for action or decision:

The Scrutiny Board is recommended to consider the two indicators within this report rated amber, and suggest which indicators should be prioritised to prevent under-performance in the future.

1.0 Purpose

- 1.1 To report on the performance of all corporate performance indicators for quarter three 2014/15 (October – December 2014).

2.0 Background

- 2.1 For 2014/15 a single set of 37 performance indicators has been identified that focus on monitoring progress towards delivery of the Corporate Plan. These are broken down by corporate theme as follows:

- Encouraging Enterprise and Business – 9 Indicators
- Empowering People and Communities – 14 Indicators
- Re-Invigorating the City – 7 Indicators
- Confident, Capable Council – 7 Indicators

- 2.2 Data for 21 indicators has been reported up to and including quarter three 2014/15 and is included in this report.

3.0 Changes to report structure and content

- 3.1 The format for the quarterly performance report has been revised for 2014/15 and now includes the following sections:

- **City Scorecard** – A benchmarking report covering high level outcome indicators for the city and setting out the quartile position of Wolverhampton relative to other English local authorities
- **Exception Report** – Analysis and commentary of performance indicators rated red, signifying that they are under-performing
- **Performance of corporate indicators** – Detailing the performance of corporate performance indicators against targets, and where applicable highlighting the direction of travel compared with the same period 12 months previously.

4.0 Summary of performance

- 4.1 **City Scorecard:** All of the seven indicators included in the benchmarked City Scorecard are ranked in the bottom quartile of all English local authorities.

- 4.2 **Exception Report:** The following four measures (11% of the total) are currently rated as red, and therefore under-performing:

- Percentage of pupils leaving secondary school with 5+ A*-C GCSEs (including Maths and English)
- Rate of looked after children (LAC) (per 10,000 population)
- Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)
- Percentage of employees who have a current appraisal

Three of these measures were rated as red in the previous Corporate Performance Reports (quarter two) and are covered in more detail in the exception report section.

- 4.3 **Performance of corporate indicators:** In quarter three, data has been reported for 21 (57%) of the 37 indicators. The remaining 16 indicators are either reported at greater intervals than quarterly, or the data is not yet available.

Overall, four (11%) indicators are rated red and are off-target; two indicators (5%) are amber and are therefore of concern, and nine (24%) are rated green and therefore on-target. Of the remaining indicators, four (11%) are base-lining in 2014/15. A summary of indicator performance by corporate plan theme is included in the report.

5.0 Financial implications

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

[GE/02032015/Z]

6.0 Legal implications

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

[RB/02032015/V]

7.0 Equalities implications

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

8.0 Environmental implications

- 8.1 Some performance measures relate to services and outcomes with implications for the local environment. However there are no specific environmental implications arising from this report.

9.0 Human resources implications

- 9.1 Some of the performance measures incorporate human resource information, but there are no direct financial implications arising from this report.

10.0 Corporate landlord implications

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

11.0 Schedule of background papers

- 11.1 Cabinet (Performance Management) Panel 15 September 2014 - Corporate Performance Report – quarter one 2014/15
- Cabinet (Performance Management) Panel 17 November 2014 Corporate Performance Report – quarter two 2014/15

Corporate Performance Report Quarter 3 2014/15: City Scorecard

This section sets out the quartile position of Wolverhampton’s performance relative to all other English local authorities for the following outcome indicators. Data and graphics are sourced from the Local Government Association’s [LG Inform](#) system.

Employment rate (working age population)*



Page 3
 Latest 62.1% (Q2 2014) DoT ↓ 1%

The employment rate measures the number of people in employment against the working age population (WAP). (WAP is 151,900 – number in employment 94,300). Changes can be caused by a number of factors including; fluctuations in population, the levels of economically inactive residents such as students and those not looking for work, and variations in the labour market. This is likely to be the case in Wolverhampton as the numbers of Job Seekers Allowance claimants has decreased.

Activities during the quarter:

- Business week and Wolverhampton Economic Review, highlighting major growth opportunities for Wolverhampton. As part of the week, a jobs fair was held at the Molineux attended by nearly 2,000 local residents.
- Job Centre Plus increased work experience provision with local employers.
- University of Wolverhampton increased work experience programmes for current and former students.
- A range of initiatives have seen over 2,000 young people aged 18-24, who were previously unemployed, gain employment, since April 2014.

Percentage of children in low-income families



Latest 30.6% (2011) DoT ↓ 1.6%

- Financial Inclusion – on-going work to deliver reducing indebtedness plan including preparing for universal credit
- Employment and Skills – see above. Community enterprises team actively engaging with targeted communities. Family poverty is a priority within European investment strategy.
- Educational attainment. Early intervention and skills – Children and Young People’s Plan launching 25 February 2015.
- Housing and Neighbourhoods – Inclusion Board is developing a fuel poverty pilot.

*Indicators are also City Strategy top-tier indicators

Key

- Top quartile performance
- Second quartile performance
- Third quartile performance
- Bottom quartile performance

Corporate Performance Report Quarter 3 2014/15: City Scorecard

Life expectancy at birth (male)*

The latest data indicates a marginal improvement in male life expectancy in Wolverhampton – 77.4 years (2010-12). However, this is 1.8 years less than the England average of 79.2 years.



Whilst it is encouraging that life expectancy is increasing, a male in Wolverhampton can expect to live just over 58 years free of any disability which is three years less than the national average of 61 years. This means that males in Wolverhampton may have up to 19 years of increasing disability before death. Therefore, action is required to increase both disability free life expectancy as well as overall life expectancy.

The top three causes contributing to death before the age of 75 years in Wolverhampton are: infant mortality, heart disease and alcohol. Public Health priorities to address smoking, alcohol and obesity will address these major causes of local mortality and will also impact on increasing disability free life expectancy.

Latest **DoT**
77.4 Yrs (2010/12) ↑ 0.1%

Life expectancy at birth (female)*

The latest data indicates a marginal improvement in female life expectancy in Wolverhampton – 81.7 years (2010-12). However, this is 1.3 years less than the England average of 83.0 years.



Whilst it is encouraging that life expectancy is increasing, a female in Wolverhampton can expect to almost 61 years free of any disability which is two years less than the national average of 61 years. This means that females in Wolverhampton may have over 20 years of increasing disability before death. Therefore, action is required to increase both disability free life expectancy as well as overall life expectancy.

The major causes contributing to death before 75 years listed for males and the Public Health priorities are equally applicable for females to improve both disability free and overall life expectancy.

Latest **DoT**
81.7 Yrs (2010/12) ↑ 0.1%

*Indicators are also City Strategy top-tier indicators

Key

- Top quartile performance
- Second quartile performance
- Third quartile performance
- Bottom quartile performance

Corporate Performance Report Quarter 3 2014/15: City Scorecard

Adult prevalence of excess weight



Latest DoT

58% (2012) N/A

Poor dietary choices and physical inactivity are the main contributors to the high estimated prevalence of excess weight in adults in Wolverhampton. The Director of Public Health Annual Report on obesity has triggered a series of work streams known as the Call To Action Programme, following the obesity summit held in November 2014:

- Workplace health
- Communication and engagement
- Community call to action – working well week
- Weight management and physical activity pathway

The obesity summit also launched the million miles for Wolverhampton and the millions pound for Wolverhampton challenge. These work streams and initiatives which alongside organisational pledges, alongside local organisational pledges will inform an action plan to begin to tackle the issue of excess weight within the population.

Obesity in primary school age children in year 6



Latest DoT

26.2% (2013/14) ↓ 7.4%

The weight management and physical activity pathway of the Call to Action programme will be a life course approach to tackling obesity and will include children. Currently there is a weight management programme for children aged 5-7 years that are identified as obese through the National Childhood Measurement Programme. Work is underway to commission a weight management programme for children aged 8-11 years.

These programmes address both healthy eating and physical activity, working with families. Implementation of the school food standards and the school food plan may impact on healthy eating within the school setting and the promotional work through the Call to Action Programme will aim to address healthy eating within the community.

*Indicators are also City Strategy top-tier indicators

Key

- Top quartile performance
- Second quartile performance
- Third quartile performance
- Bottom quartile performance

Corporate Performance Report Quarter 3 2014/15: City Scorecard

Achievement of 5 or more A*-C at GCSE or equiv.



Page 7 of 10

Latest	DoT
45.9% (2013/14)	↓ 23.2%

These figures are for end of academic year, i.e. summer 2014 results. KS4 is not directly comparable with 2013 because of changes made to the calculation of what counts as a GCSE.

The early entry rule:

“On 29 September 2013 the Secretary of State announced that, from this date, only a pupil’s first entry to a KS4 qualification counts towards their school’s performance measures. The early entry rule will apply even where qualifications are taken with one exam board and then re-taken with another. Although this new rule does not prevent schools from entering pupils for examinations before the end of key stage 4, it aims to focus attention on whether pupils have been sufficiently prepared to achieve the very best possible outcome in that subject. Pupils can sit an examination more than once but it will be their first certificated grade in that subject that will be used for performance measures.”

The new GCSE equivalency rule is:-

From 2014 qualifications will only be included if they are the same size as a GCSE or larger and each qualification will count as one in the tables, irrespective of size. A maximum of two non-GCSE qualifications will be included in the performance tables and measures. Previously a BTEC (for example) could count as 4 GCSE equivalents but now only counts as one.

*Indicators are also City Strategy top-tier indicators

Key

- Top quartile performance
- Second quartile performance
- Third quartile performance
- Bottom quartile performance

Corporate Indicators: Summary of performance indicators by Corporate Plan theme



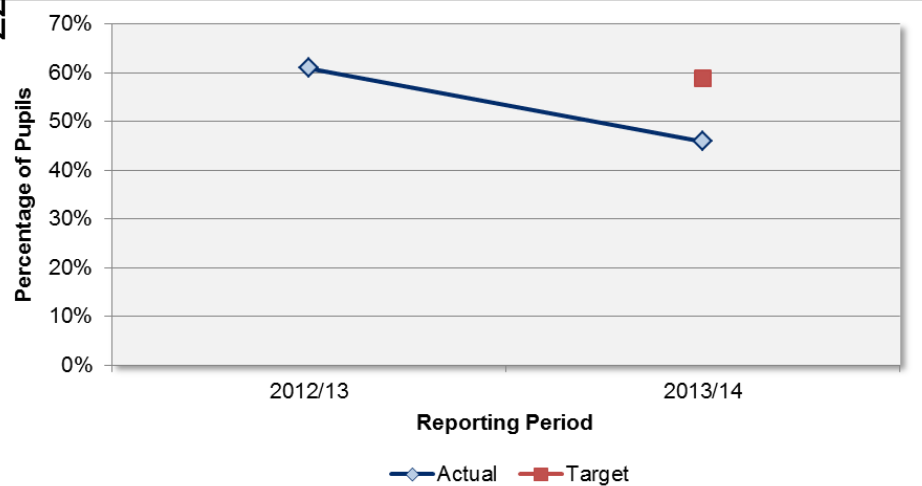
Indicator Name: % pupils leaving secondary school with 5+ A*-C GCSEs (including Maths and English)

Performance: 139

Current rating: ▲

Period	Acad. Year 2012/13	Acad. Year 2013/14
Actual	61%	46%*
Target		59%

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Commentary:

These figures are for end of academic year, i.e. summer 2014 results. KS4 is not directly comparable with 2013 because of changes made to the calculation of what counts as a GCSE.

The early entry rule

“On 29 September 2013 the Secretary of State announced that, from this date, only a pupil’s first entry to a KS4 qualification counts towards their school’s performance measures. The early entry rule will apply even where qualifications are taken with one exam board and then re-taken with another. Although this new rule does not prevent schools from entering pupils for examinations before the end of key stage 4, it aims to focus attention on whether pupils have been sufficiently prepared to achieve the very best possible outcome in that subject. Pupils can sit an examination more than once but it will be their first certificated grade in that subject that will be used for performance measures.”

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From 2014 qualifications will only be included if they are the same size as a GCSE or larger and each qualification will count as one in the tables, irrespective of size. A maximum of two non-GCSE qualifications will be included in the performance tables and measures. Previously a BTEC (for example) could count as 4 GCSE equivalents but now only counts as one.

Corporate Indicators: Summary of performance indicators by Corporate Plan theme



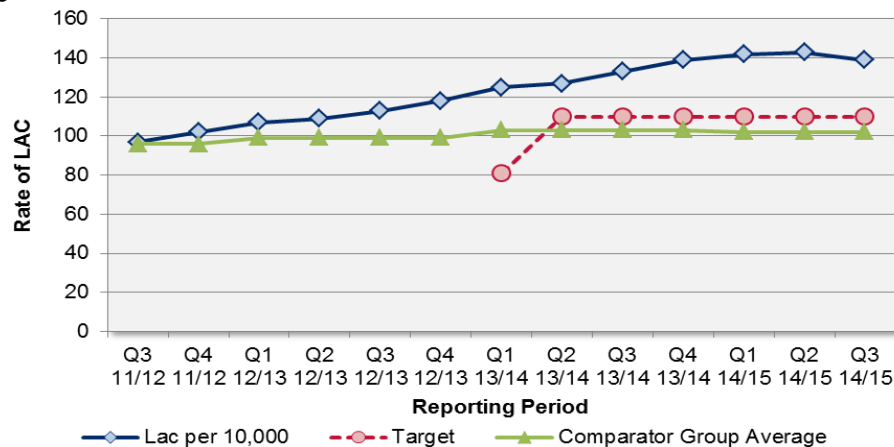
Indicator Name: Rate of Looked after Children (LAC) (per 10,000 population)

Performance: 139

Current rating: ▲

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Period	Qtr. 3 2011/12	Qtr. 1 2012/13	Qtr. 2 2012/13	Qtr. 3 2012/13	Qtr. 4 2011/13	Qtr. 1 2013/14	Qtr. 2 2013/14	Qtr. 3 2013/14	Qtr. 4 2013/14	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15
Actual	97	102	107	109	113	118	125	127	133	139	142	143
Target						81	110	110	110	110	110	110
Benchmark	96	96	99	99	99	99	103	103	103	103	102	102



Commentary:

While the number of looked after children remains above target, since the introduction of the Families r First programme, the number of LAC has stabilised and in recent weeks has started to decline.

While it is still early days and there remain a number of challenges in this area, the stabilisation and early fall in numbers demonstrates that the FrF programme and the measures put in place as a result of that work are beginning to have a positive impact on performance in this area.

Analysis has evidenced that the programme has significantly slowed down the rate of increase and therefore prevented approximately 53 children becoming looked after when compared to rates for 2013-2014.

Corporate Indicators: Summary of performance indicators by Corporate Plan theme



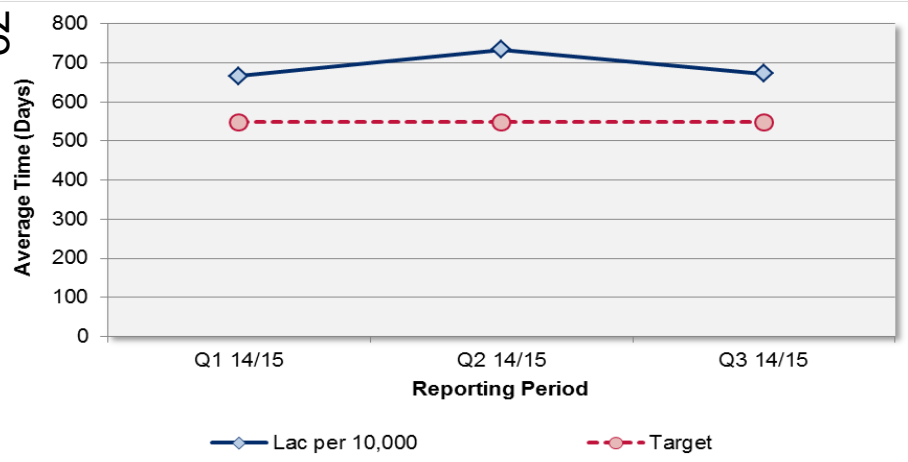
Indicator Name: Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)

Performance: 673 days

Current rating: ▲

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Period	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15
Actual	667 days	734 days	673 days
Target	548 days	548 days	548 days



Commentary:

Although performance is above target in this area, it is improving. The cases that are taking a long time between coming into care and being adopted are generally legacy cases where the child has been in care for some time or are harder to place children, such as older children or sibling groups. For more recent cases where children have come into care and the plan is for adoption, timeliness is generally much better. Wolverhampton has high ambitions for seeking adoption for children where appropriate, although this can sometimes mean poor performance against this particular indicator. Although Wolverhampton's performance against this indicator is below target, we perform better than the national average and comparator peers in terms of the numbers of adoptions generally, older children and children from BME backgrounds that are adopted. Detailed analysis of performance in this area has been undertaken and can be made available.

Corporate Indicators: Summary of performance indicators by Corporate Plan theme



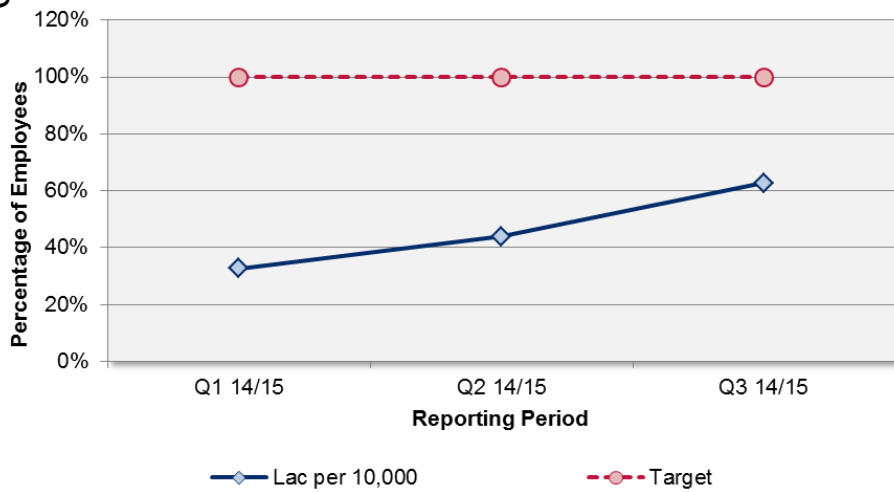
Indicator Name: Percentage of employees who have a current appraisal

Performance: 62.69%

Current rating: ▲

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Period	Qtr. 1 2014/15	Qtr. 2 2014/15	Qtr. 3 2014/15
Actual	32.63%	43.90%	62.69%
Target	100%	100%	100%







Commentary:

Although there has been an increase in the percentage of employees who have a current appraisal to 62.69% from 43.9% since the last quarter, work has been focussed on improving this figure to ensure all employees have a current appraisal.





Following concerns on the quality of appraisal data, an internal audit review took place. As a result of this a number of issues were identified that may have contributed to the low take up. The take up figures have now been rebased so that they reflect the percentage of appraisals against a base line of in-scope employees; out of scope posts (e.g. casuals, new starters in first six months) have now been removed from the appraisals report. This presents more accurate percentage completed figures.








The appraisal indicator has also been amended to a rolling (within year) % of employees who have an up to date appraisal, therefore the target would be 100%. Changing the establishment database from mainframe to Agresso and data cleansing has ensured greater accuracy, and it will be essential that Agresso is updated regularly to reflect restructuring.

Corporate Indicators: Summary of performance indicators by Corporate Plan theme

Corporate Plan Theme	On Target 		Of Concern 		Off Target 		Not available 		Baselining	
	Number	%	Number	%	Number	%	Number	%	Number	%
Encouraging Enterprise and Business	1	11%	0	0%	1	11%	6	67%	1	11%
Empowering People and Communities	3	21%	1	7%	2	14%	8	57%	0	0%
Re-Invigorating the City	2	29%	0		0		3	43%	2	29%
Confident, Capable Council	3	43%	1	14%	1	14%	1	14%	1	14%
Total	9	24%	2	5%	4	11%	18	49%	4	11%

Corporate Indicators: Encouraging Enterprise and Business

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 3 2013/14)	RAG Status
Hectares of readily available employment land	Annually reported in Quarter 2				
% pupils leaving primary school with level 4 in reading, writing and maths	75%	74% Acad. Year 2012/13	79% Acad. Year 2013/14	 6.8%	
% pupils leaving secondary school with 5+ A*-C GCSEs (including Maths and English)	59%	61% Acad. Year 2012/13	46% Acad. Year 2013/14 (Invalidated)	 24.6%	
% of residents of working age with no qualifications	Annually reported in Quarter 4				
% of residents of working age qualified to NVQ level 4 or equivalent	Annually reported in Quarter 4				
% of 16 to 17 year olds in education, work based learning or employment with training	Annually reported in Quarter 2				
Businesses assisted	Baseline Year – No Targets Set	18 Quarter 2 2014/15	16 Quarter 3 2014/15	N/A	N/A
No. of young people starting an apprenticeship	Annually reported in Quarter 2				
No. of young people participating in apprenticeships	Annually reported in Quarter 2				

 on target
  of concern
  off target
  not available
  improving
  worsening
  no change

Corporate Indicators: Empowering People and Communities

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 3 2013/14)	RAG Status
Number of Families in Focus whose situation is improved	50%	76% Acad. Year 2012/13	Not available until Feb 2015	N/A	N/A
Rate of looked after children (per 10,000 population)	110	143 Quarter 2 2014/15	139 Quarter 3 2014/15	↓ 4.5%	▲
Rate of children subject to a child protection plan (per 10,000 population)	47	59 Quarter 2 2014/15	42 Quarter 3 2014/15	N/A	★
Number of years of healthy life expectancy (Males)	Annually reported in Quarter 4				
Number of years of healthy life expectancy (Females)	Annually reported in Quarter 4				
Number of years of life expectancy (Males)	Annually reported in Quarter 4				
Number of years of life expectancy (Females)	Annually reported in Quarter 4				
% of older people who were still at home 91 days after leaving hospital	Annually reported in Quarter 4				
% of people using social care receiving self-directed support, and receiving direct payments	90%	83% Quarter 2 2014/15	80% Quarter 3 2014/15	↑ 15.9%	●

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ↔ no change

Corporate Indicators: Empowering People and Communities

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 3 2013/14)	RAG Status
% of primary schools judged to be good or outstanding	Annually reported in Quarter 3				
% of secondary schools judged to be good or outstanding	Annually reported in Quarter 3				
Permanent admissions to care homes per 100,000 population – younger adults	24	20 Quarter 2 2014/15	20 Quarter 3 2014/15	53.8%	
Permanent admissions to care homes per 100,000 population – older people	723	699 Quarter 2 2014/15	723 Quarter 3 2014/15	10.0%	
Average time between a child entering care and moving in with their adoptive family, for children who have been adopted (days)	548	734 Quarter 2 2014/15	673 Quarter 3 2014/15	N/A	

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ↔ no change

Corporate Indicators: Re-Invigorating the City

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 3 2013/14)	RAG Status
% of properties in the City empty for 3 months to 2 years	Baseline Year – No Targets Set	0.5% Quarter 2 2014/15	0.4% Quarter 3 2014/15	N/A	N/A
% of properties in the City empty for over 2 years	Baseline Year – No Targets Set	0.4% Quarter 2 2014/15	0.3% Quarter 3 2014/15	N/A	N/A
Gross affordable housing completions as % of gross housing completion target	Annually reported in Quarter 1				
% of retail units vacant in Wolverhampton City Centre	Annually reported in Quarter 2				
Recorded incidents of crime	Year on Year Reduction	8,658 Quarter 2 2014/15	12,850 Quarter 3 2014/15	↓ 0.7%	★
Number of council homes made decent	500	403 Quarter 1 2014/15	509 Quarter 2 2014/15	↑ 96.5%	★
Number of visitors to cultural venues	No Target Set	108,418 Quarter 2 2014/15	410,420 Quarter 3 2014/15	↑ 21.7%	N/A

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ↔ no change

Corporate Indicators: Confident, Capable Council

Indicator	Target 2014/15	Previously Reported Data	Latest Reported Data	Direction of travel (Compared with Qtr. 3 2013/14)	RAG Status
% of information requests (FOI and EIR) processed in time	100%	93.52% Quarter 2 2014/15	96.34% Quarter 3 2014/15	N/A	★
% of information requests (SAR) processed in time	Baseline Year – No Targets Set	75.30% Quarter 2 2014/15	Not available until 09/02/15	N/A	N/A
Average number of working days lost due to sickness absence	8.50 days	3.53 days Quarter 2 2014/15	6.33 days Quarter 3 2014/15	↑ 1.4%	★
% of total debt collected in year	92.5%	74% Quarter 2 2014/15	78.78% Quarter 3 2014/15	N/A	●
Percentage of employees who have a current appraisal	100%	43.90% Quarter 2 2014/15	62.69% Quarter 3 2014/15	N/A	▲
% of complaints responded to in time	95%	98.4% Quarter 2 2014/15	100% Quarter 3 2014/15	N/A	★
Savings achieved in year	Annually reported in Quarter 4				

★ on target ● of concern ▲ off target ◆ not available ↑ improving ↓ worsening ↔ no change



Scrutiny Board

17 March 2015

Report title	Information Governance Performance Report – Quarter 3 2014/15	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Kevin O’Keefe , Governance	
Originating service	Democracy	
Accountable employee(s)	Adam Hadley	Group Manager - Democracy
	Tel	01902 555043
	Email	Adam.Hadley@wolverhampton.gov.uk
Report to be/has been considered by	SEB	9 February 2015
	Information Governance Board	9 February 2015 / 26 March 2015
	Cabinet (Performance Management) Panel	23 February 2015

Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review and comment on the Quarter 3 performance for Information Governance
2. Recommend any further action that may be necessary

1.0 Purpose

- 1.1 To report on the performance of Information Governance for Quarter 3 (October - December 2014)

2.0 Background

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

3.0 Progress

- 3.1 This is contained in appendix A.

4.0 Financial implications

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

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

[GE/26022015/R]

5.0 Legal implications

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

[RB/02032015/S]

6.0 Equalities implications

- 6.1 All policies and procedures developed as part of the information governance maturity model will undergo an equalities analysis screen and full analysis if appropriate.

7.0 Environmental implications

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

8.0 Human resources implications

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

9.0 Corporate landlord implications

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

10.0 Schedule of background papers

10.1 Performance reporting report to Information Governance Board – 28 November 2014.

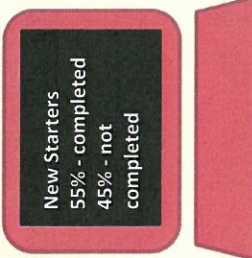
10.2 Update on Information Governance report to Cabinet – 26 March 2014

Information Governance Summary Quarter Three 2014/15

FOI number received (response rate) by Directorate Q3 2014/15

Directorate	October		November		December	
	Total	%	Total	%	Total	%
Community	26	92% ▲	24	71% ▲	23	96% ★
Delivery	42	100% ★	43	100% ★	30	100% ★
Education and Enterprise	30	100% ★	32	100% ★	18	100% ★
OCE	4	100% ★	5	100% ★	3	100% ★
Overall	102	98% ★	104	93% ▲	74	99% ★

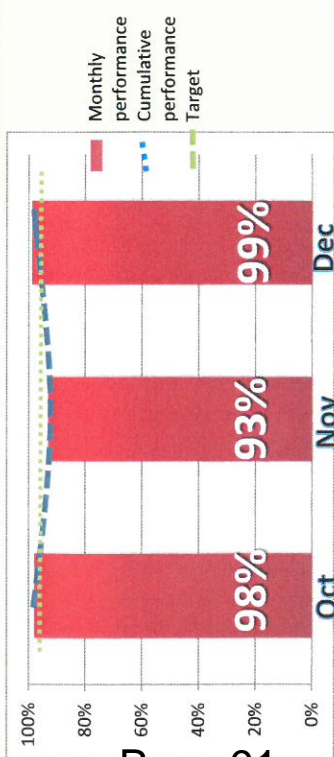
Training Q3 2014/15



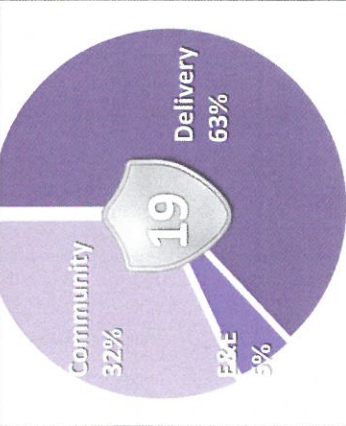
SAR number received (response rate) by Directorate Q3 2014/15

Directorate	October		November		December	
	Total	%	Total	%	Total	%
Community	11	45% ▲	5	60% ▲	9	22% ▲
Delivery	42	98% ★	30	90% ▲	21	90% ▲
Education and Enterprise	15	100% ★	14	100% ★	15	93% ▲
OCE	1	100% ★	0	0%	1	100% ★
Overall	69	86% ▲	49	83% ▲	46	76% ▲

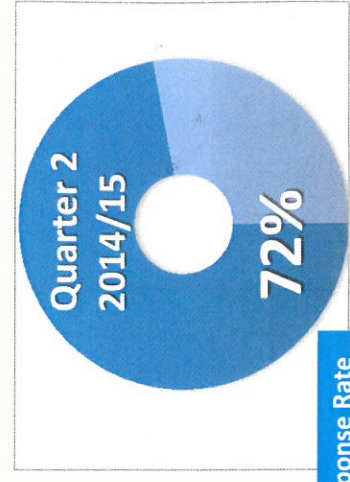
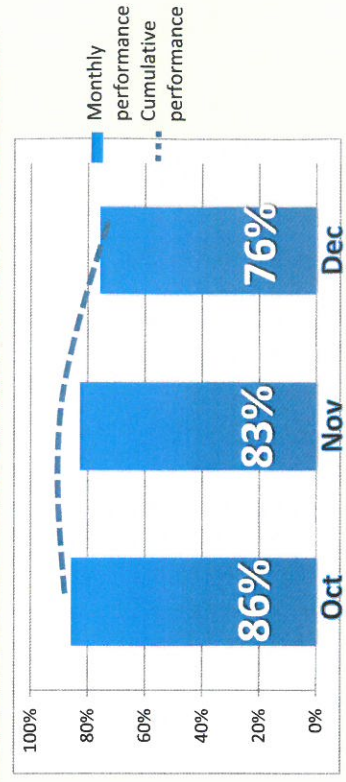
Freedom of Information (FOI) Response Rates Q3 2014/15



Information Incidents Q3 2014/15



Subject Access Request (SAR) Response Rates Q3 2014/15



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Scrutiny Board

17 March 2015

Report title	Scrutiny Work Programme 2014/15	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Kevin O'Keefe, Governance	
Originating service	Democracy	
Accountable employee(s)	Adam Hadley	Group Manager - Democracy
	Tel	01902 555043
	Email	Adam.Hadley@wolverhampton.gov.uk
Report to be/has been considered by	Scrutiny Board	27 January 2015

Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review and develop the Scrutiny Board Work Programme 2014-15 to take account of emerging issues and councillor suggestions.
2. To allocate any cross cutting pieces of work.

1.0 Purpose

- 1.1 To update and agree the Scrutiny work programme for 2014/15.

2.0 Background

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

3.0 Work Programme Planning

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

4.0 Financial implications

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

[GE/26022015/K]

5.0 Legal implications

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

[TS/25022015/P]

6.0 Equalities implications

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

7.0 Environmental implications

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

8.0 Human resources implications

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

9.0 Corporate landlord implications

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

10.0 Schedule of background papers

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

Report to Scrutiny Board – 17 June 2014

Report to Scrutiny Board – 16 September 2014

Report to Scrutiny Board – 9 December 2014

Report to Scrutiny Board – 27 January 2014

Scrutiny work programme

Scrutiny Reviews 2014/15

- **Infant Mortality 4.3.15**

Further evidence will be considered from the following witnesses:

- Dr Helen Carter, Public Health England, will be presenting a report on the regional work being done to reduce the rate of infant mortality.
- Discussions with the charity SANDS about arranging a meeting with Cllr Darke and Councillors to talk about their work.
- A meeting is being planned to talk to Kate Burley, Network Manager – Maternity and Children's, West Midlands Strategic Clinical Network and Senate about the gap analysis report on infant mortality.

The draft report and recommendations will be presented for the review group to consider and approve. The report will be presented to Cabinet in June 2015.

- **Employability and Skills**

The Employability and Skills Review will report to Cabinet on 11 March 2015. The evidence gathered and conclusions highlight what the Council needs to do to get people with low level skills and qualifications into employment.

The review group report captures the progress of current mechanisms, initiatives and projects and the barriers that need to be addressed in the city and nationally. It emphasises the ambition of various organisations – both public and voluntary - to push forward to work with residents and businesses to develop the right skills to meet the demand arising now, and in the future, through economic growth in the city.

The review group Chair has reported the main findings into the Wolverhampton Skills and Employment Commission, focusing on the gaps and barriers which need to be addressed in order to plan for the long term. The report highlights the need to work effectively in partnership and to maximise the impact of current and future resources. It aims to influence better informed service design and more detailed information that will help to shape and develop proposals for European and other funding.

The newly formed City Board will oversee the employability and skills agenda and will give consideration to the role of the proposed Combined Authority in addressing the barriers identified to developing higher levels of employability and skills in the city.

- **Channel Shift**

The Channel Shift Scrutiny Review Group has concluded its evidence gathering sessions. The report writing process has begun and the draft report has been presented to the group to consider and provide feedback. The report outlines the evidence that has been received and the recommendations to be made. The final report will be presented to Cabinet in July 2015.

Special joint meeting – Care Act 2014

A joint meeting of Health Scrutiny Panel, Health and Wellbeing Board and Adults and Community Scrutiny relating to the Care Act 2014 will be arranged in due course.

Scrutiny Board

Date	Work items
17 June 2014	<ul style="list-style-type: none"> • Scrutiny work programme • Agree scrutiny reviews • Tracking and Monitoring of Scrutiny Review: Prevent
16 September 2014	<ul style="list-style-type: none"> • Quarter 1 performance report • Information governance Quarter 1 performance report • Scrutiny work programme
21 October 2014	<ul style="list-style-type: none"> • Update on the Council's approach to performance on appraisals • Tracking and monitoring of scrutiny review: maintaining and building relationships with emerging academies and free schools • Tracking and monitoring of scrutiny review: child poverty • Scrutiny work programme
26 November (Invite C3 Panel)	<ul style="list-style-type: none"> • C3 Programme Pre decision scrutiny (this would include): <ul style="list-style-type: none"> • the revised Corporate Plan framework • the programme of activity for marketing the city • the new brand for the council • the council's customer service standards • internal communication • revised approach to the Directions Conference • 100:100 Programme Update
9 December 2014	<ul style="list-style-type: none"> • Budget • Better Care Fund • Quarter 2 performance report including an update on Families r First • Information governance Quarter 2 performance report including benchmarking of SAR performance • Scrutiny work programme
27 January 2015	<ul style="list-style-type: none"> • Update on the Council's Risk Register • Tracking and monitoring of scrutiny review: welfare reform communication 2012-13 • Q2 Complaints Report • Scrutiny work programme

17 March 2015	<ul style="list-style-type: none">• Tracking and monitoring of scrutiny reviews from 2013/14<ul style="list-style-type: none">• First Impressions of the City• Quarter 3 performance report & child obesity update• Information governance Quarter 3 performance report• Q3 Complaints report• Business continuity report• Scrutiny work programme
28 April 2015	<ul style="list-style-type: none">• Annual report• Scrutiny work programme• Tracking and monitoring of scrutiny reviews form 2013/14<ul style="list-style-type: none">○ Private Rented Sector Housing

Adults and Community Scrutiny Panel

Date	Work items
8 July 2014	<ul style="list-style-type: none"> • Refreshed Joint Dementia Strategy and Implementation Plan 2014-2016 (pre-decision scrutiny) • Care Act Implementation
23 September 2014	<ul style="list-style-type: none"> • Wolverhampton adult safeguarding peer review outcome and action plan • Wolverhampton Safeguarding Adults Board Annual Report 2013/14 • Information Portal demonstration
18 November 2014	<ul style="list-style-type: none"> • Budget • % of people using social care receiving self-directed support and receiving direct payments (Q1 performance report)
13 January 2015	<p>Theme Community</p> <ul style="list-style-type: none"> • Voluntary sector compact • CAB Priorities
10 March 2015	<p>Theme Promoting Independence at home</p> <ul style="list-style-type: none"> • Aids and adaptations (put back to July 2015) • Promoting Independence – Progress update from budget savings consultation • In-house services adult social care – Pre-decision scrutiny

Next Year :

- [Aids and adaptations \(July 2015\)](#)
- [Refreshed Dementia Strategy Update](#)

Children and Young People Scrutiny Panel

Date	Work items
23 July 2014	<ul style="list-style-type: none"> • Draft Wolverhampton School Improvement Strategy • Learning and Achievement structure chart
14 August 2014	<ul style="list-style-type: none"> • Reduction of Play Service Provision (pre-decision) • Proposals regarding Children’s Residential and Fostering Provision (pre-decision)
24 September 2014	<ul style="list-style-type: none"> • CAMHS (Children and Adolescent Mental Health Service) – briefing paper • Governor training and support • Families r First Programme
4 November 2014	<ul style="list-style-type: none"> • 2015 Primary School Expansion Programme
12 November 2014	<ul style="list-style-type: none"> • Budget • School Ofsted inspection results and associated action plans • Fostering process and recruitment strategy • Licensing and Safeguarding
14 January 2015	<ul style="list-style-type: none"> • CAMHS (Children and Adolescent Mental Health Service) - Briefing Paper (including invite to the CCG and evidence from the Black Country NHS FT) and 0-25 year old mental health care pathways and funding approach by commissioners
11 March 2015	<ul style="list-style-type: none"> • Families r First Programme – update on progress • Early help service (5-18) within Children and Young People and Families • Key stage results summer 2014 . The report will outline how Wolverhampton’s results compare with regional and national performance

- 2015/16 An early report on current initiatives aimed at reducing the educational gap and an evaluation of their success in reducing levels of child poverty in Wolverhampton.
- Home to School Transport Review
- An update report on (Ofsted)school inspection reports - June 2015
- A report on the outcome of the regulatory services and safeguarding forum - December 2015.

Confident Capable Council Scrutiny Panel

Date	Work items
10 September 2014	<ul style="list-style-type: none"> • Q1 revenue budget monitoring • Q1 treasury management activity monitoring • Q1 finance & budget update • Independent Review of process for Medium Term Financial Strategy and Budget • Safety, Health and Wellbeing Strategy 2014-17
1 October 2014	<ul style="list-style-type: none"> • Nominations for Earmarked Reserves Working Group • FutureWorks progress report • Report to agree terms of reference Specific Reserves Working Group
3 December 2014	<ul style="list-style-type: none"> • Budget • Budget update and review • Progress report on Individual Electoral Registration • C3 Programme: <ul style="list-style-type: none"> - A new marketing strategy for the City Council - A new corporate identity for the Council
4 February 2015	<ul style="list-style-type: none"> • Budget update and Review - Quarter 2 finance and budget update Inclusive of: <ul style="list-style-type: none"> Quarter 2 capital budget monitoring Mid Year Review treasury management activity monitoring Draft Budget Strategy and Medium Term Financial Strategy 2015/16 to 2018/16 HRA Business Plan update and 2015/16 HRA revenue budget and rent levels. Collection Fund – estimated outturn 2014/15 • Eugene Sullivan report - Implementation of the action plan (update) • Report of the Specific Reserves Working Group (Verbal Update) • Percentage of total debt collected during the year (Q1 performance report). • Procurement and negotiating contracts process.

22 April 2015	<ul style="list-style-type: none">• Budget update and Review - Q3 finance & budget update Inclusive of:<ul style="list-style-type: none">Capital 2014/15 to 2018/19 Quarter 3 Review and 2015-16 to 2018/19 Budget Strategy2015/16 Budget and MTFS 2015/16 to 2018/19 Quarter 3 revenue budget monitoring reportQuarter 3 treasury management strategy report• Employee volunteering update• Treasury Management strategy• Procurement and negotiating contracts process.
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Enterprise and Business Scrutiny Panel

Date	Work items
15 July 2014	<ul style="list-style-type: none">• Black Country Developments and applications• Education and Enterprise – structure and key service priorities
30 September 2014	<ul style="list-style-type: none">• Approach to business support• Approach to business investment• North Wolverhampton Enterprise Zone and corridor• Steam Mill
2 December 2014	<ul style="list-style-type: none">• Budget Review – 2015/16 Budget and Medium Term Financial Strategy 2015/16 – 2018/19• Employability and Skills Review –Evidence• City Centre Area Action Plan
3 February 2015	<ul style="list-style-type: none">• Taking forward our Regeneration Priorities
21 April 2015	<ul style="list-style-type: none">• A site visit to Southside/Westside developments

Health Scrutiny Panel

Date	Work items
10 July 2014	<ul style="list-style-type: none"> • Royal Wolverhampton Hospital NHS Trust – report on plans for consulting with the public on the provision of elective services at Cannock Chase Hospital • Wolverhampton Clinical Commissioning Group (CCG) - a report on Primary and Community Care Strategy • Royal Wolverhampton Hospital NHS Trust - Patient Experience report on Friends and Family Test • South West Birmingham CCG – stroke services review proposal • Black Country Partnership NHS Foundation Trust - Mental Health Strategy
25 September 2014	<ul style="list-style-type: none"> • Royal Wolverhampton Hospital NHS Trust – findings of consultation on the provision of elective services at Cannock Chase Hospital • NHS England / CCG - Commissioning of General Practitioner / primary care services in Wolverhampton • Royal Wolverhampton Hospital NHS Trust Patient experience report on Friends and Family Trust
20 November 2014	<ul style="list-style-type: none"> • Budget • Royal Wolverhampton Hospital NHS Trust CQC Inspection Action Plan update • Royal Wolverhampton Hospital NHS Trust – outcome of the public consultation on the provision of elective services at Cannock Chase Hospital
11 December 2014	<ul style="list-style-type: none"> • Sexual health consultation
15 January 2015	<ul style="list-style-type: none"> • Francis Report update (and lessons learnt from Mid-Staffs) from: <ul style="list-style-type: none"> (a) Royal Wolverhampton Hospital NHS Trust BCPF NHS Trust (b) Black Country Partnership NHS Foundation Trust (c) CCG

12 March 2015	<ul style="list-style-type: none">• Royal Wolverhampton Hospital NHS Trust: End of Life Strategy• HealthWatch action plan• CCG - Mental Health Commissioning Strategy• CCG - WCCG Decommissioning & Disinvestment Policy• CCG – Consultation on musculoskeletal services (substantial variation)• Sexual Health Consultation – Outcomes Report
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List of potential items (one for each meeting)

Work programmes will develop over the municipal year and the chosen items from the list below will be scoped in conjunction with the Chair of each panel

- Diabetes
- Public Health - Substance Misuse Service – 12 month review
- Adult mental health services
- Learning Disability services

There will be regular briefing updates from Trusts on performance and consultation outcomes:

- Community Dermatology (outcome of consultation)
- Community Ophthalmology (outcome of consultation)

Vibrant, Safe and Sustainable Communities Scrutiny Panel

Date	Work items
17 July 2014	Sustainability Improvement Strategy
2 October 2014	Anti-Social Behaviour: <ul style="list-style-type: none"> • Anti-social behaviour service review – pre-decision • Anti-social, Crime and Policing Act 2014
20 November 2014	<ul style="list-style-type: none"> • Budget • Neighbourhood Wardens update and budget savings proposal
4 December 2014	Crime Reduction and Policing: <ul style="list-style-type: none"> • Update on the Crime Reduction, Community Safety and Drugs Strategy • Wolverhampton Local Policing and Crime Plan 2014/15 • Contacting the Police – Front office closures • Draft Licensing Policy Changes
5 February 2015	Sustainable Leisure offer for Wolverhampton: <ul style="list-style-type: none"> • New Police and Crime Commissioner • Added commercial value (to include the Wolverhampton Fit Card) • Blakenhall Community and Healthy Living Centre update
19 March 2015	Housing: <ul style="list-style-type: none"> • The Housing Service – Improving the City Offer Presentation

Next year : [Sustaibability Improvement Strategy -Update](#)