

# Council Meeting

## 20 July 2016

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Full Council

**Venue** Council Chamber - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

**Membership** (Quorum for this meeting is 15 Councillors)

**Mayor** Cllr Barry Findlay (Con)

**Deputy Mayor** Cllr Elias Mattu (Lab)

### Labour

Cllr Ian Angus  
Cllr Harbans Bagri  
Cllr Harman Banger  
Cllr Mary Bateman  
Cllr Philip Bateman  
Cllr Payal Bedi-Chadha  
Cllr Peter Bilson  
Cllr Alan Bolshaw  
Cllr Greg Brackenridge  
Cllr Ian Brookfield  
Cllr Paula Brookfield  
Cllr Ian Claymore  
Cllr Craig Collingswood  
Cllr Claire Darke  
Cllr Steve Evans  
Cllr Val Evans

Cllr Bhupinder Gakhal  
Cllr Val Gibson  
Cllr Dr Michael Hardacre  
Cllr Julie Hodgkiss  
Cllr Keith Inston  
Cllr Jasbir Jaspal  
Cllr Milkinderpal Jaspal  
Cllr Andrew Johnson  
Cllr Rupinderjit Kaur  
Cllr Welcome Koussoukama  
Cllr Roger Lawrence  
Cllr Linda Leach  
Cllr Hazel Malcolm  
Cllr Louise Miles  
Cllr Lynne Moran  
Cllr Anwen Muston

Cllr Peter O'Neill  
Cllr Phil Page  
Cllr Rita Potter  
Cllr John Reynolds  
Cllr John Rowley  
Cllr Judith Rowley  
Cllr Zee Russell  
Cllr Sandra Samuels  
Cllr Caroline Siarkiewicz  
Cllr Stephen Simkins  
Cllr Mak Singh  
Cllr Tersaim Singh  
Cllr Jacqueline Sweetman  
Cllr Paul Sweet  
Cllr Martin Waite  
Cllr Daniel Warren

### Conservative

Cllr Christopher Haynes  
Cllr Christine Mills  
Cllr Patricia Patten  
Cllr Arun Photay  
Cllr Paul Singh  
Cllr Udey Singh  
Cllr Wendy Thompson  
Cllr Andrew Wynne  
Cllr Jonathan Yardley

### UKIP

Cllr Malcolm Gwinnett

Cllr Arun Photay

## Information for the Public

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

**Contact** Sara T Goodwin  
**Tel/Email** 01902 555043 or [sara.goodwin@wolverhampton.gov.uk](mailto:sara.goodwin@wolverhampton.gov.uk)  
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Wolverhampton WV1 1RL

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# Agenda

*Item No.*    *Title*

## MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interest**
- 3            **Minutes of previous meeting** (Pages 5 - 8)
- 4            **Communications**  
[To receive the Mayor's announcements]

## DECISION ITEMS

- 5            **Annual Scrutiny Report 2015 - 2016** (Pages 9 - 30)  
To receive the annual scrutiny report 2015 – 16.
- 6            **Audit & Risk Committee Annual Report 2015 -16** (Pages 31 - 40)  
To approve the Audit and Risk Committee Annual Report 2015 - 2016
- 7            **Executive Business Report** (Pages 41 - 42)  
To receive the summary of executive business and for Cabinet Members to answer any questions thereon.
- 8            **Capital Budget Outturn** (Pages 43 - 50)  
To review the outturn statement in respect of the Council's capital budgets for 2014 – 2015.
- 9            **Corporate Plan 2016 - 2019** (Pages 51 - 72)  
To consider the Council's corporate plan for 2016 – 2019.
- 10           **Appointments During the Municipal Year** (Pages 73 - 76)  
To note the appointment by the Leader of the Council, of a Councillor Champion for Councillor Development and ICT.
- 11           **Questions to Cabinet Members**

***Forward Planning for Secondary School Places***

*Councillor Udey Singh to ask Councillor Darke (as Cabinet Member for Education):*

-

*“Could the Cabinet Member confirm how many secondary school places are estimated to be required in Wolverhampton in the next 5 years, and advise Council on what plans have been put enacted to ensure that all secondary school children are guaranteed a place over that period?”*

***Use of the Mayoral Vehicles***

*Councillor Thompson to ask Councillor Jaspal (as Cabinet Member for Governance): -*

*“Could the Cabinet Member indicate which Members of the Council – in terms of which office holders – may be driven, with chauffeur, in the Mayoral vehicles, and in what circumstances?”*

# Annual Meeting of the Council - Minutes - 18 May 2016

## Attendance

**Mayor** Cllr Barry Findlay (Con)  
**Deputy Mayor** Cllr Elias Mattu (Lab)

## Labour

Cllr Ian Angus	Cllr Bhupinder Gakhal	Cllr Phil Page
Cllr Harbans Bagri	Cllr Val Gibson	Cllr Rita Potter
Cllr Harman Banger	Cllr Dr Michael Hardacre	Cllr John Reynolds
Cllr Mary Bateman	Cllr Julie Hodgkiss	Cllr John Rowley
Cllr Philip Bateman	Cllr Keith Inston	Cllr Judith Rowley
Cllr Payal Bedi-Chadha	Cllr Jasbir Jaspal	Cllr Zee Russell
Cllr Peter Bilson	Cllr Milkinderpal Jaspal	Cllr Sandra Samuels
Cllr Alan Bolshaw	Cllr Andrew Johnson	Cllr Caroline Siarkiewicz
Cllr Greg Brackenridge	Cllr Rupinderjit Kaur	Cllr Stephen Simkins
Cllr Ian Brookfield	Cllr Welcome Koussoukama	Cllr Mak Singh
Cllr Paula Brookfield	Cllr Roger Lawrence	Cllr Tersaim Singh
Cllr Ian Claymore	Cllr Linda Leach	Cllr Jacqueline Sweetman
Cllr Craig Collingswood	Cllr Hazel Malcolm	Cllr Paul Sweet
Cllr Claire Darke	Cllr Lynne Moran	Cllr Martin Waite
Cllr Steve Evans	Cllr Anwen Muston	Cllr Daniel Warren
Cllr Val Evans	Cllr Peter O'Neill	

## Conservative

Cllr Christopher Haynes  
Cllr Christine Mills  
Cllr Patricia Patten  
Cllr Arun Photay  
Cllr Paul Singh

## UKIP

Cllr Malcolm Gwinnett

## Employees

Robert Baldwin	Lead Lawyer
Tracey Christie	Head of Legal
Keith Ireland	Managing Director
Ros Jervis	Service Director - Public Health and Wellbeing
Tim Johnson	Strategic Director - Place
Kevin O'Keefe	Director of Governance
Linda Sanders	Strategic Director - People
Martyn Sargeant	Head of Democratic Services
Mark Taylor	Director of Finance

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The proceedings opened with Prayers

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*Item No.*    *Title*

**1        Apologies for absence**

There were no apologies for absence.

**2        Declarations of interest**

There were no declarations of interest.

**3        To elect a Mayor for the ensuing year**

It was proposed by Cllr Christine Mills, seconded by Cllr Andrew Wynne, and resolved:

That Cllr Barry Findlay be elected as Mayor for the 2016/17 municipal year.

**4        To appoint a Deputy Mayor for the ensuing year**

It was proposed by Cllr John Reynolds, seconded by Cllr Roger Lawrence, and resolved:

That Cllr Elias Mattu be elected as Deputy Mayor for the 2016/17 municipal year.

**5        To pass a vote of thanks to the retiring Mayor**

It was proposed by Cllr Steve Evans, seconded by Cllr Wendy Thompson, and resolved:

- (1) That the Council expresses to Cllr Ian Brookfield and Cllr Paula Brookfield its grateful appreciation for their work and service as Mayor and Mayoress of the city during the 2015/16 municipal year.
- (2) That a copy of the resolution of thanks to the Mayor should be transcribed and presented to the Mayor as a memento of his year in office.

**6        The Director of Governance to present a return of the Councillors elected on 5 May 2016**

The Director of Governance reported the names of the Councillors elected to office on 5 May 2016.

**7        The Mayor to welcome new Councillors and to move the vote of thanks to former Councillors**

The Mayor reminded Councillors of forthcoming civic events, particularly Armed Forces Day, on Saturday 25 June, and Civic Sunday, on Sunday 12 June, which would also be a celebration of the Queen's 90<sup>th</sup> birthday.

The Mayor welcomed Councillors Hazel Malcolm, Louise Miles, Anwen Muston, Zee Russell, Mak Singh and Udey Singh to the Council, and expressed the Council's appreciation of the service provided by former Councillors.

Resolved:

That the Council place on record its appreciation of the valuable service rendered to the city by former Councillors Bishan Dass, Jas Dehar, Mark Evans, Lorna McGregor and Richard Whitehouse.

**8 The appointment of Executive, Scrutiny and Regulatory Bodies, etc.**

Cllr Peter Bilson proposed, Cllr Andrew Johnson seconded, and it was resolved:

That Cllr Roger Lawrence be elected Leader of the Council for a four year term to 2020.

Cllr Roger Lawrence proposed, Cllr Andrew Johnson seconded, and it was resolved that the Council should make the following decisions based on the report tabled:

- (1) To approve the political balance of the Council, and how this is applied to appointments to Council bodies.
- (2) To note the appointment, by the Leader of the Council, of Councillors to the Cabinet, the specified lead Cabinet Member roles and Cabinet Panels.
- (3) To approve the appointment of Councillors to the Scrutiny Board, and Scrutiny Panels, including Chairs and Vice-chairs, subject to the amendments that Cllr Arun Photay sit on the Scrutiny Board (and not the Audit and Risk Committee), Cllr Patricia Patten be Vice-chair of the Scrutiny Board (and not on the Audit and Risk Committee), and Cllr Louise Miles sit on the Children and Young People Scrutiny Panel.
- (4) To approve the appointment of Councillors to Regulatory, oversight and other committees and advisory groups, including Chairs and Vice-chairs, and the appointment of a Councillor Champion for Equalities, subject to the amendments that Cllrs Christine Mills and Andrew Wynne sit on the Audit and Risk Committee (and not on the Scrutiny Board), and Cllr Lynne Moran sit on the Corporate Parenting Board.
- (5) To approve the appointments to Joint Authorities/Committees and Outside Bodies, including lead, substitute lead and voting Councillors, subject to the amendment that Cllr Judith Rowley should be the designated lead member on the Transport Delivery Committee of the Integrated Transport Authority.
- (6) To approve the dissolution of the Petitions Committee, as previously recommended by the Special Advisory Group.
- (7) To authorise the Director of Governance to make such changes to the Constitution of the Council as are necessary and consequent upon the recommendations detailed above.

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# Meeting of the City Council

20 July 2016

<b>Report title</b>	Annual Scrutiny Report	
<b>Referring body</b>	Scrutiny Board, 14 June 2016	
<b>Councillor to present report</b>	Cllr Stephen Simkins	
<b>Wards affected</b>	All	
<b>Cabinet Member with lead responsibility</b>	Councillor Milkinderpal Jaspal Governance	
<b>Accountable director</b>	Kevin O'Keefe, Director of Governance	
<b>Originating service</b>	Democracy	
<b>Accountable employee(s)</b>	Colin Parr Tel Email	Group Manager – Democracy 01902 555043 <a href="mailto:colin.parr@wolverhampton.gov.uk">colin.parr@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Scrutiny Board	14 June 2016

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## Recommendation(s) for action or decision:

The Council is recommended to:

1. Receive the Annual Scrutiny Report 2015-16.

## **1.0 Purpose**

- 1.1 The annual report highlights the key achievements of the Scrutiny function for the 2015-16 municipal year. The report provides an overarching view of the progress and outcomes from the Scrutiny Board, Panels and the Reviews and Inquiries process.

## **2.0 Background**

- 2.1 Scrutiny is a vital component of good governance, and the work carried out by Councillors through scrutiny this year has been invaluable in influencing policy. This has been through reviewing the effectiveness of partnership working, representing the voice and concerns of the public and providing challenge to the Cabinet. The Board and all the panels undertook thorough scrutiny of the budget savings proposals.

## **3.0 Progress**

- 3.1 Wolverhampton operates a model similar to that used by most unitary councils across England. The Scrutiny Board provides the overall co-ordination of the work programme with the six panels focussing on key areas of priority. This is also supplemented by a series of reviews into key issues.
- 3.2 The Scrutiny Board and six panels have been involved in both pre-decision and post decision scrutiny throughout the year. Details of this can be found in the annual report attached as appendix A.

## **4.0 Financial implications**

- 4.1 There are no financial implications associated with the recommendations here as Councillors are being requested to review the annual scrutiny report. Any financial implications associated with scrutiny processes through the year will have been incorporated in reports taken to the Scrutiny Board and panels.  
[GE/07072016/I]

## **5.0 Legal implications**

- 5.1 This report and appendix A is a précis of the scrutiny which has taken place during 2015/6. For legal implications please refer to the reports taken to Scrutiny Board and panels during the year.
- 5.2 There are no legal implications arising from the recommendations in this report.  
[TS/07072016/S]

## **6.0 Equalities implications**

- 6.1 No equality analysis has been undertaken during the drafting of the report.
- 6.2 In scrutinising issues, the members of the Board, panel or group are required to consider the need to eliminate discrimination, advance equality of opportunity and foster good relations between different groups of people in order to meet the requirements of the Equality Act 2010.
- 6.3 This report and appendix A is a précis of the scrutiny which has taken place during 2015/16. For equalities implications please refer to the reports taken to Scrutiny Board and panels during the year.

## **7.0 Environmental implications**

- 7.1 This report and appendix A is a précis of the scrutiny which has taken place during 2015/16. For environmental implications please refer to the reports taken to Scrutiny Board and panels during the year.
- 7.2 There are no environmental implications arising from the recommendations in this report.

## **8.0 Human resources implications**

- 8.1 This report and appendix A is a précis of the scrutiny which has taken place during 2015/16. For human resource implications please refer to the reports taken to Scrutiny Board and panels during the year.
- 8.2 There are no human resources implications arising from the recommendations in this report.

## **9.0 Corporate landlord implications**

- 9.1 This report and appendix A is a précis of the scrutiny which has taken place during 2015/16. For corporate landlord implications please refer to the reports taken to Scrutiny Board and panels during the year.
- 9.2 There are no corporate landlord implications arising from the recommendations in this report.

## **10.0 Schedule of background papers**

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# Scrutiny Annual Report

Scrutiny in the spotlight



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City of Wolverhampton Council, Civic Centre, St. Peter's Square,  
Wolverhampton WV1 1SH

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## Introduction

*“Scrutiny in its widest sense is an essential component of Cabinet government... It is important that councillors test proposals by reference to their broad experience and their knowledge of the Borough and their own constituents. There should be nothing threatening about this; good officers should welcome challenge as a central part of local democracy.”*

**Communities and Local Government Select Committee Report: November 2014**

### Scrutiny in the spotlight

In 2013 the Francis report, written after the public inquiry into the failings at the Mid Staffordshire Trust, included criticisms of local scrutiny arrangements. It stressed the clear responsibility to scrutinise the provider trusts in its local area and the responsibility of elected members to identify and act on matters of concern. Last year the Louise Casey report into Child Sexual Exploitation (CSE) in Rotherham highlighted shortfalls in scrutiny as one element of the wider failings of the authority.

Scrutiny is more importance than ever, this year the panels have been aligned to the new corporate structure, enabling focus on corporate priorities and on key issues of public concern. We recognised that it was important to focus on, and prioritise, what we look at in the work programme within available resources and taking capacity of employees and scrutiny councillors into account. To do this we reduced the number of meetings per annum and focused on one or two main items per meeting. Scrutinising issues in more depth enabled colleagues and partner organisations to fully engage within the process.

Scrutiny in Wolverhampton is open and transparent; meetings are open to the public and we invite specialist evidence from

business, partner organisations and academia to look at issues in depth. Scrutiny provides challenge, can shape policy through pre-decision scrutiny and can influence services to adopt best practice but has no specific decision making powers. Scrutiny can think outside the box exploring a range of options using tools such as site visits, external witness evidence and best practice elsewhere. Scrutiny can challenge and hold to account partners and decision makers.

This report summarises the type of scrutiny the service specific panels and cross cutting scrutiny reviews and inquiries on high profile issues that impact on local people such as CSE, volunteering, child obesity and the importance of registering to vote and/or voting in elections.

Thanks to the Chairs of the 2015-16 reviews, the Chairs, Vice Chair and members of our thematic Panels many of the items considered have made a difference to the corporate priorities and to the public. The whole City approach has resulted in a really productive year, in which everyone contributed. We are looking forward to next year's challenges and work programme planning.

# Review of the Year

## Scrutiny Function

The Council appoints a Scrutiny Board and Scrutiny Panels to discharge the functions conferred by section 21 of the Local Government Act 2000 and subsequent legislation.

Scrutiny of public services in Wolverhampton creates a culture where transparency, involvement and accountability are welcomed and where challenge is seen as essential and a positive part of improving outcomes.

Scrutiny focused on issues that impact the public and on delivery of the corporate plan set out below. Working with Council services, partner organisations and the Executive, Scrutiny seeks to challenge, shape and develop proposals through effective and timely scrutiny of issues.

## Annual Work Programme

The annual scrutiny work programme planning is initiated by a web based survey and annual scrutiny stakeholder meeting. Scrutiny is a councillor-led function, and key to its success involves consulting with the public, partners, councillors and employees, to ask what issues they would like scrutiny to consider.

The Scrutiny Board and six thematic scrutiny panels formed the base for the scrutiny function. In addition, three in-depth reviews were highlighted as issues of public concern and for policy development and two Inquiry sessions were added to the work programme.

Inquiry sessions or task and finish groups can be initiated by Scrutiny Board or the Scrutiny Panels. An Inquiry is a "lighter touch" investigation focusing on a specific issue within a broad topic area, this may be a cross cutting issues and is undertaken in one in depth session. A Task and Finish Group explores a specific piece of work carried out to clarify issues identified by a panel.

## Our Corporate Plan

Working as one to serve our city

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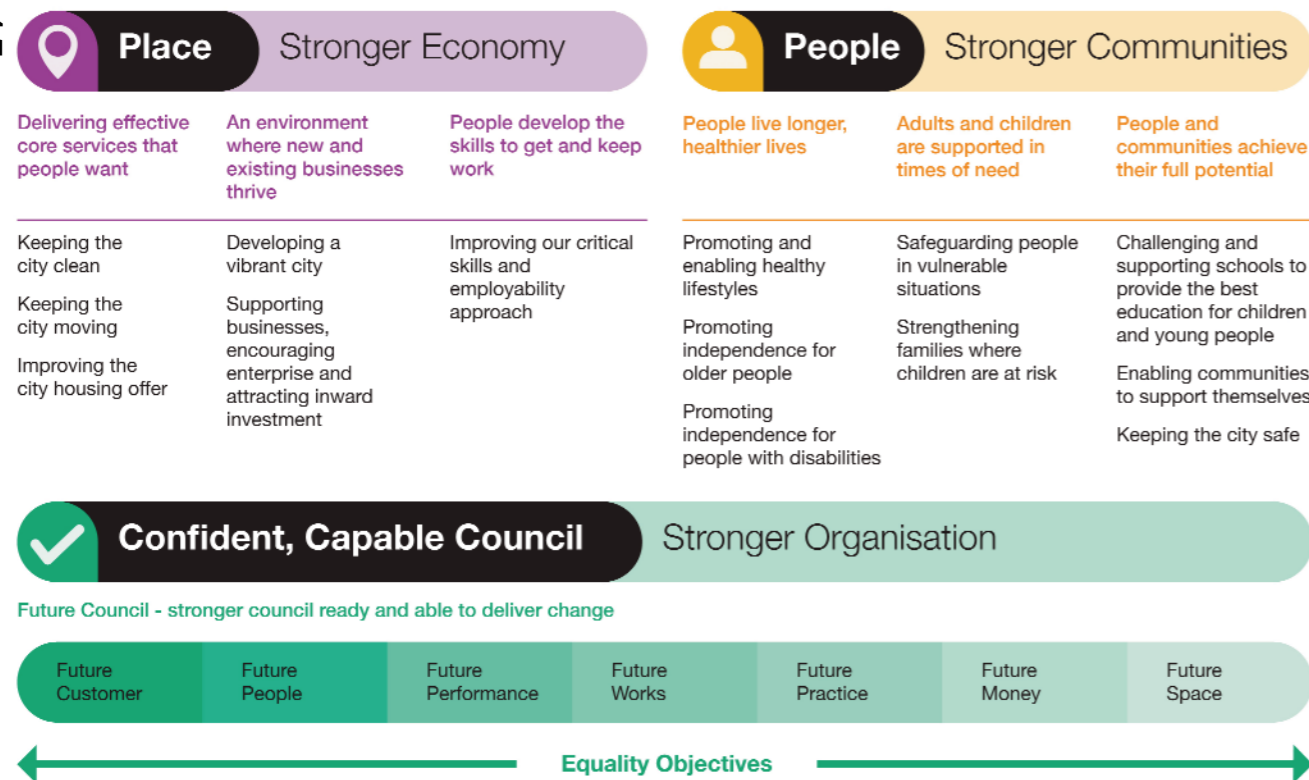


Figure 1 - Corporate Plan

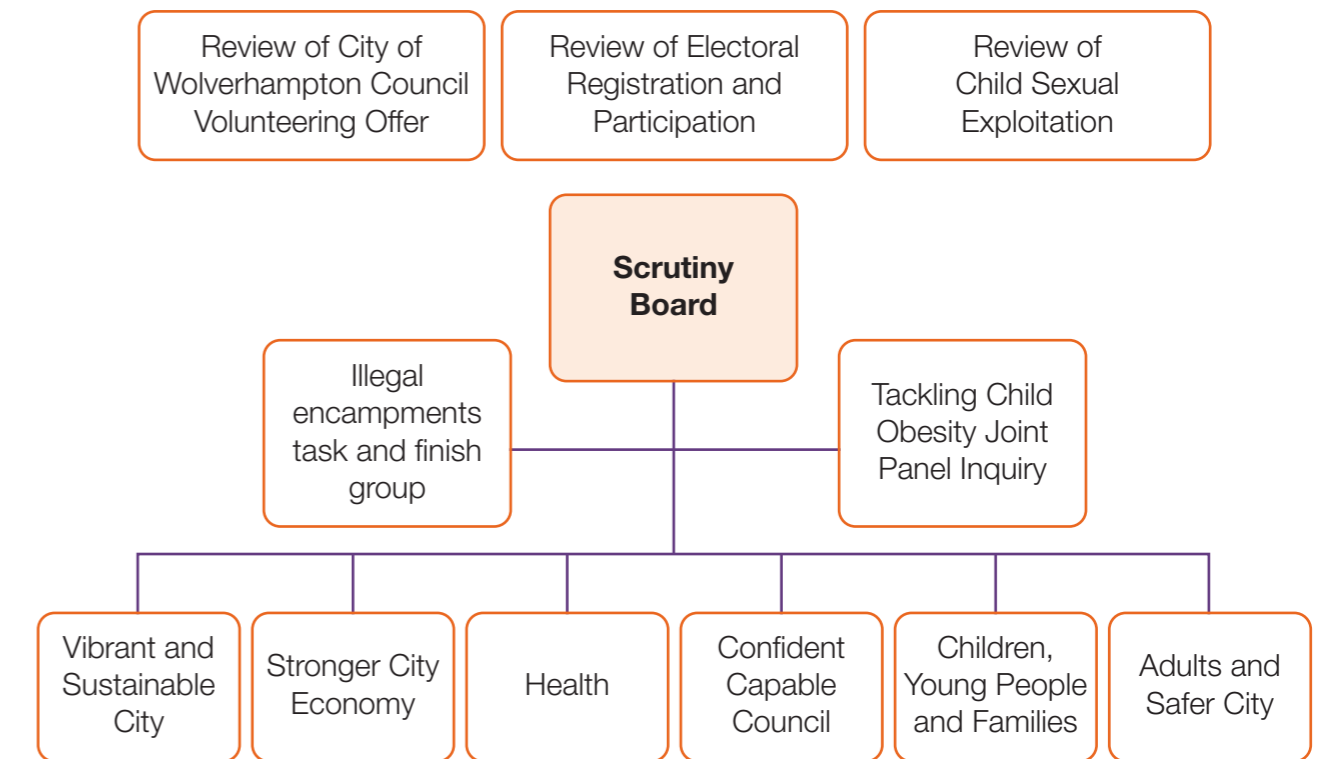


Figure 2 - Scrutiny Structure Chart 2015-16

## More about our Scrutiny Year

For the 2015-16 scrutiny year there were 67 (total number) meetings, broken down by:  
Board met eight times

- Health 7 times
- All other panel and review groups met 6 times
- Inquiry groups met once

Good scrutiny oils the cogs of local decision making and accountability.

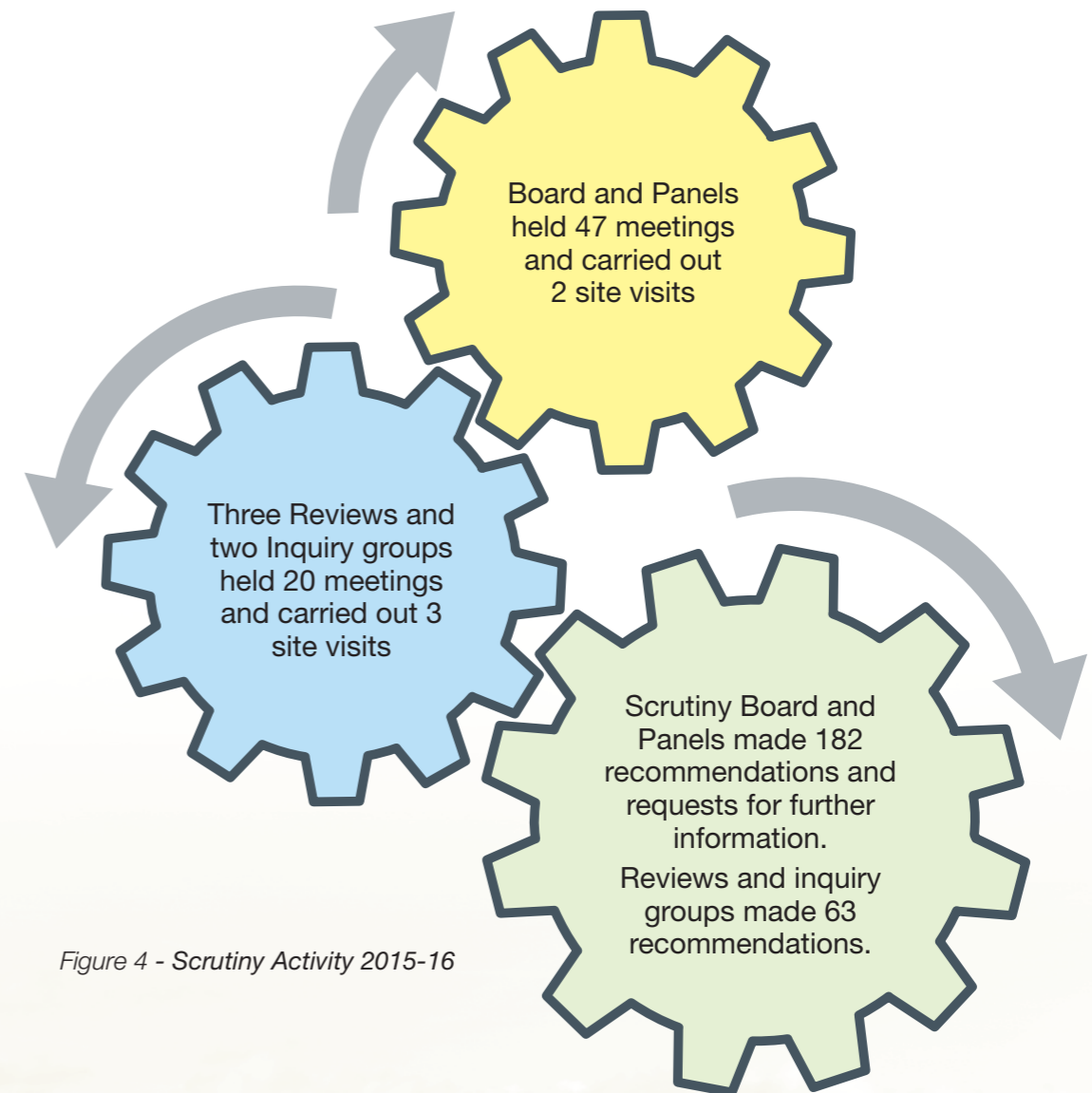


Figure 4 - Scrutiny Activity 2015-16

### Scrutiny Board and Panel attendance

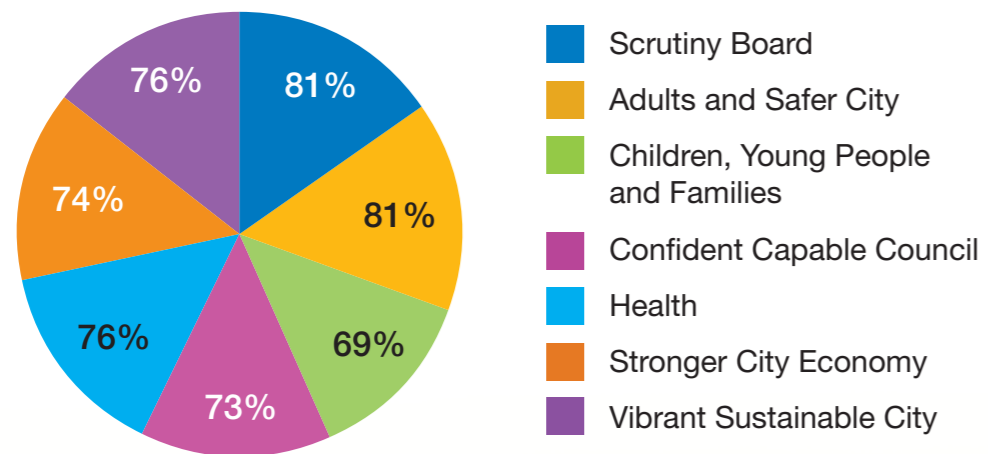




Figure 3 - Councillor attendances at meetings



# Scrutiny Board

<p><b>Scrutiny Board Chair</b></p>  <p>Cllr Stephen Simkins</p>	<p><b>Scrutiny Board Vice-Chair</b></p>  <p>Cllr Barry Findlay</p>	<p>Cllr Stephen Simkins                  Cllr Barry Findlay                  Cllr Ian Angus                  Cllr Philip Bateman                  Cllr Alan Bolshaw                  Cllr Paula Brookfield                  Cllr Craig Collingswood                  Cllr Dr Michael Hardacre                  Cllr Lorna McGregor                  Cllr Peter O'Neill                  Cllr Arun Photay                  Cllr Rita Potter                  Cllr Jacqueline Sweetman</p>
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*Find out more about our work here:*  
<http://wolverhampton.moderngov.co.uk/ieListMeetings.aspx?CId=144&Year=0>

**Remit**

- The co-ordination of the work of the Scrutiny Panels, Scrutiny Review Groups, Member Champion and Scrutiny Inquiries.
- Scrutiny of the work of the Cabinet.
- To consider any call-ins received under the Council's call-in procedures.

**Activities and Outcomes**

The Scrutiny Board contributes to, help develop, and influence a range of cross-cutting issues. One such example where the contribution of Scrutiny Board tangibly informed decision-making relates to the draft budget. Following the scrutiny of the draft budget by Councillors on the Board, several recommendations were made about the below, acknowledged by Cabinet, and subsequently acted on:

- The proposal to cease annual bedding outside the City Centre.
- The development proposals for city sites such as West Park.
- A review of stray dog procedures.

**Chair and Vice-Chair Group**

The Scrutiny Board chair established regular meetings for the Chairs and Vice-Chairs of Scrutiny to review and develop the scrutiny function, processes and support mechanisms.

The groups identified that the quality and transparency of reports and discussions at scrutiny meetings have acted as a catalyst for change and improvement in policy, services and the way the Council carries out business. Scrutiny reviewed each report to assess value for money and equity of services provided,

and to ensure services are working to support successful delivery of the current and future corporate priorities. Scrutiny helped decision makers shape proposals through pre-decision scrutiny; it highlighted good practice, held decisions makers to account and monitored implementation through the overview and scrutiny process.

**Scrutiny Inquiry to tackle Childhood Obesity**

The Health and Children Young People and Families Scrutiny panels jointly considered a motion relating to the 'Daily Mile' initiative. The Inquiry group reported its findings and draft recommendations to Scrutiny Board. Scrutiny Board endorsed the five recommendations to Cabinet to develop and strengthen mechanisms to tackle childhood obesity working with schools, parents and partners.

The report identified that a lot of good work is happening across the City in relation to food



nutrition and activities to tackle childhood obesity. The Beat the Street initiative being highlighted as a particular success to raise walking activity for all the family.

The report highlighted the importance of communicating information about activities and the range of support and services available to School Governors and Leadership teams.

It highlighted the need to have discussions about the feasibility of increasing physical activity knowledge and skills in teaching degrees, the need to investigate developing cooking skills and to review take up of school meals and the nutritional value of food provided from home in packed lunches and snacks.

**Managing Unauthorised Gypsy and Traveller Encampments**

Scrutiny Board established a task and finish group to consider the issue of unauthorised Gypsy and Traveller encampments. Working closely with West Midlands Police the outcomes of the task and finish group helped to develop and shape a Joint Protocol to manage unauthorised encampments. The protocol had been considered by the wider Black Country working group alongside regulatory services officers from Walsall, Dudley and Sandwell to consider issues that all Local Authorities had in relation to looking for a solution to a Transit Site or a temporary stopping place.

When reviewing the draft protocol the Scrutiny Board made further suggestions to strengthen and develop communication with residents using social media, to recognise the need for the Combined Authority to consider the protocol and give recognition to the successful joint working between police and Local Authorities across the Black Country.

# Adults and Safer City Scrutiny Panel

<p><b>City Chair</b></p>  <p>Cllr Paula Brookfield</p>	<p><b>City Vice-Chair</b></p>  <p>Cllr Patricia Patten</p>	<p>Cllr Paula Brookfield                  Cllr Patricia Patten                  Cllr Ian Claymore                  Cllr Bishan Dass                  Cllr Jasbinder Dehar                  Cllr Barry Findlay                  Cllr Malcolm Gwinnett                  Cllr Rupinderjit Kaur                  Cllr Linda Leach                  Cllr Lynne Moran                  Cllr Rita Potter                  Cllr Daniel Warren</p>
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*Find out more about our work here:*  
<http://wolverhampton.moderngov.co.uk/ieListMeetings.aspx?CId>

**Remit**

The scrutiny of:

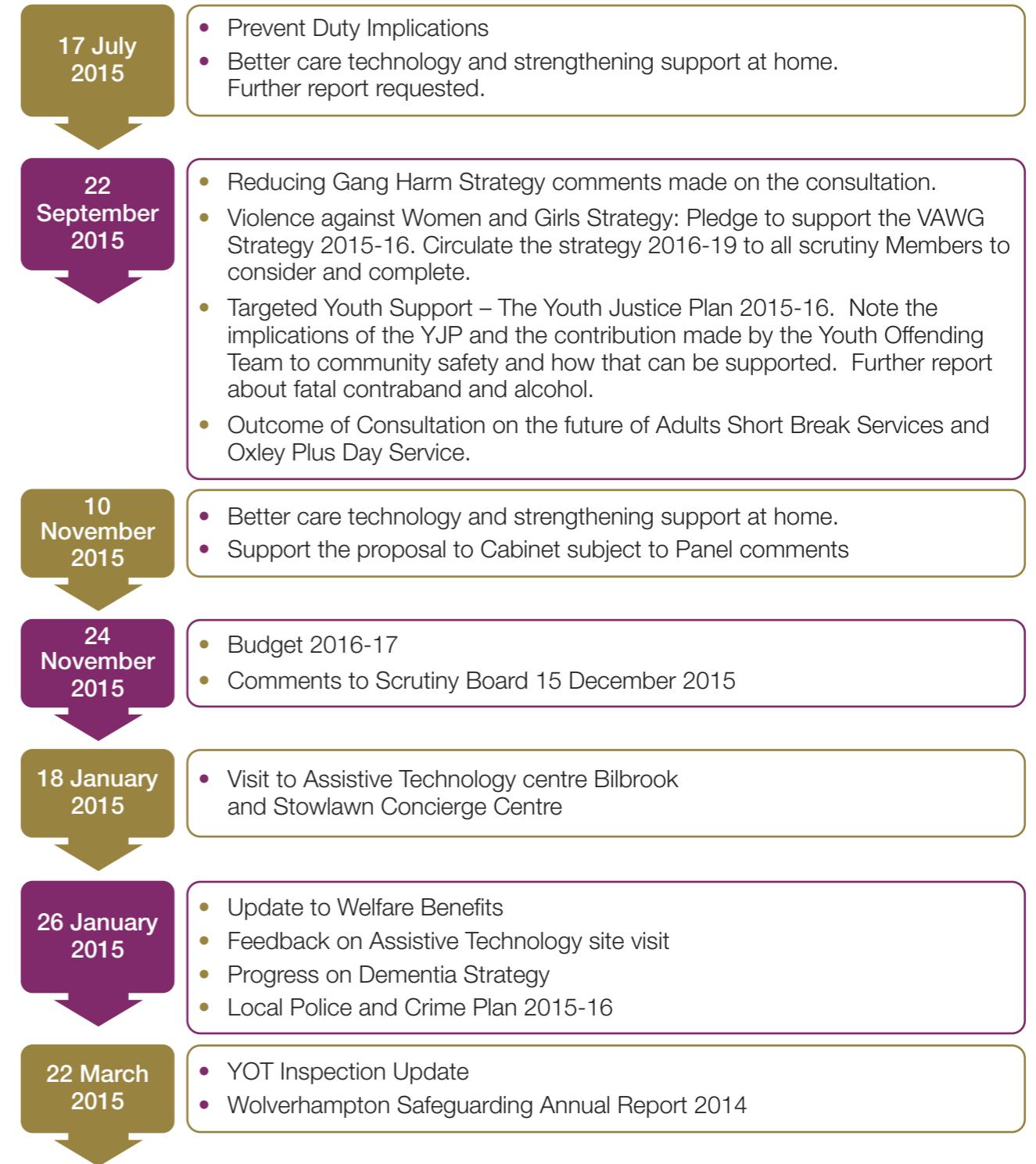
- Services for older and vulnerable adults
- Local safeguarding arrangements for adults
- Crime and disorder in the city

**Corporate Priorities**

**People – Stronger Communities**

- People live longer, healthier lives
- Adults and children are supported in times of need
- People and communities achieve their full potential

**Activities and Outcomes**



**Bettercare technology and Strengthening Support at Home**

The expansion of the Better Care Technology offer across Wolverhampton is an integral part of the city's 'Promoting Independence policy' and the 'Home First Approach' to support people to remain independent within their own home and community. The Panel looked in depth at the consultation process and carried out pre-decision scrutiny. The Panel recognised the need for change to address the pressure on current and future resource due to an increasing older demographic in the City and the personalisation of services. Scrutiny informed Cabinet and helped to meet the Medium Term Financial Strategy requirements whilst shaping an integral part of the transformation of older people's services, from 'care home to care at home'. The transformation of services which provides increased choice and control for service users and carers.



The Scrutiny Panel invited all Councillors to visit the Assistive Technology Centre at Billbrook and the Stowlawn Concierge Centre to experience the offer of technology and service available and as a result a similar facility is being considered for Wolverhampton residents. The feedback from the visit gave reassurance that technology was beneficial to older people and their carers and by raising several new lines of enquiry. The Panel requested an update report to a future meeting to consider :

- capacity to support people in their own homes
- the fire service responder service
- to show the added social value, value for money and potential savings to partner organisations such as the police and health organisations.

Further Scrutiny will be scheduled in the 2016-17 municipal year.



**Children Young People and Families Scrutiny Panel**

<p><b>Chair</b></p>  <p>Cllr Peter O'Neill</p>	<p><b>Vice-Chair</b></p>  <p>Cllr Arun Photay</p>	<p>Cllr Peter O'Neill                  Cllr Arun Photay                  Cllr Paula Brookfield                  Cllr Jasbinder Dehar                  Cllr Dr Mike Hardacre Cllr Chris Haynes                  Cllr Julie Hodgkiss                  Cllr Rupinderjit Kaur                  Cllr Welcome Koussoukama                  Cllr Peter O'Neill                  Cllr Arun Photay                  Cllr Martin Waite</p>		
<p><b>Co-opted Members</b></p> <table border="0"> <tr> <td>                     Parent Governor Representatives                      Leanne Dack                      Portia Tsvangirai                      PopoWeuMambo                 </td> <td>                     Mrs R Watkins                      Representing the Roman Catholic Church                      Mr C Randles                      Representing the Church of England                      Kashmire Hawker                      Wolverhampton Youth Council                 </td> </tr> </table>			Parent Governor Representatives Leanne Dack Portia Tsvangirai PopoWeuMambo	Mrs R Watkins Representing the Roman Catholic Church Mr C Randles Representing the Church of England Kashmire Hawker Wolverhampton Youth Council
Parent Governor Representatives Leanne Dack Portia Tsvangirai PopoWeuMambo	Mrs R Watkins Representing the Roman Catholic Church Mr C Randles Representing the Church of England Kashmire Hawker Wolverhampton Youth Council			

**Remit**

*The scrutiny of:*

- Provision of all local authority services for children and young people including education, social care, special needs and play provision.
- Children's safeguarding.
- Child sexual exploitation.

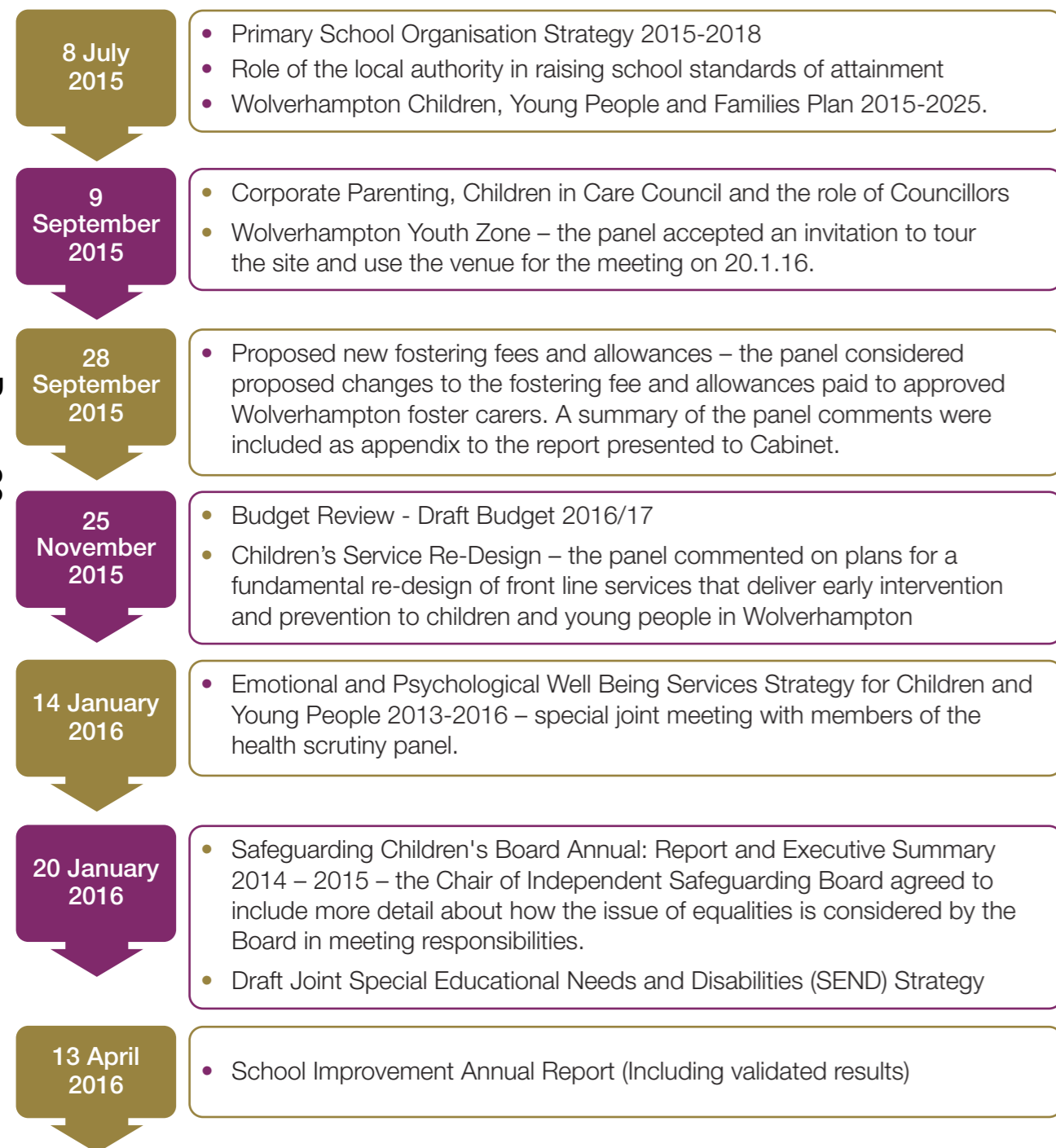
**Priorities**

**People – Stronger Communities**

- People live longer, healthier lives
- Adults and children are supported in times of need
- People and communities achieve their full potential

## Activities and Outcomes

Page 20



### Proposed new fostering fees and allowances

The panel were asked to comment on a report detailing proposed changes to fostering fees and allowances. The panel were concerned about the monthly inventory check on the clothing stock of the foster child(ren) . The panel commented that it would not be appropriate or sensitive to the needs of the young person concerned to have this done. Service Director accepted that the specific paragraph gives a misleading view of what happens in reality and agreed to make

changes to the paragraph before the report was submitted to Cabinet, in response to the concerns expressed. The panel commented on the potential for Wolverhampton to become a leading authority if the proposed scheme is successful and the potential to deliver on behalf of other local authorities by acting as a fostering agency should be explored.

# Confident Capable Council Scrutiny Panel

<p><b>Chair</b></p>  <p>Cllr Rita Potter</p>	<p><b>Vice-Chair</b></p>  <p>Cllr Andrew Wynne</p>	<p>Cllr Harbans Singh Bagri Cllr Mary Bateman Cllr Payal Bedi Cllr Alan Bolshaw Cllr Jasbir Jaspal Cllr Milkinderpal Jaspal Cllr Lorna McGregor Cllr Rita Potter Cllr Caroline Siarkiewicz Cllr Jacqueline Sweetman Cllr Wendy Thompson Cllr Andrew Wynne</p>
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*Find out more about our work here:*  
<http://wolverhampton.moderngov.co.uk/ieListMeetings.aspx?CId>

## Remit

The scrutiny of organisation and performance of the human, financial, technical and material resources to support the delivery of Council services.

## Priorities

### **Confident Capable Council – Stronger Organisation**

Future Council – stronger council ready and able to deliver change

- Future customer
- Future people
- Future performance
- Future works
- Future practice
- Future money
- Future space

## Activities and Outcomes

18 June 2015	<ul style="list-style-type: none"> <li>• Customer Service Strategy</li> <li>• Internal communications strategy and plan-on-a-page</li> <li>• Corporate Communication Strategy 2015-17</li> <li>• A marketing strategy for the City Council</li> <li>• Performance Management Framework</li> <li>• Refreshed Council Appraisal Scheme</li> </ul>
22 July 2015	<ul style="list-style-type: none"> <li>• Future Money - making the most efficient use of financial resources</li> <li>• Future People - creating a skilled, flexible workforce</li> </ul>
7 October 2015	<ul style="list-style-type: none"> <li>• Future Money - Income Generation (Savings Proposals) as a contribution towards the Council's savings target</li> <li>• Employee Volunteering Scheme - progress report</li> </ul>
2 December 2015	<ul style="list-style-type: none"> <li>• Budget Review - Draft Budget 2016/17</li> <li>• Terms of Reference and Nominations for Specific Reserves Working Group</li> </ul>
14 January 2016	<ul style="list-style-type: none"> <li>• Specific Reserves Working Group</li> </ul>
3 February 2016	<ul style="list-style-type: none"> <li>• Future Space - developing the right accommodation to deliver the Council's services with an overview of the progress to date and what is planned for the next period.</li> <li>• Future Money : Agresso payment performance</li> </ul>
20 April 2016	<ul style="list-style-type: none"> <li>• Employee Volunteering Scheme - progress report</li> </ul>



**Public Finance**

The panel agreed at the start of the year that they would consider an issue aligned to the corporate plan, for example future money or future place. This process helped new members of the panel to understand the remit of the panel and to inform areas for question and challenge. The feedback from the service area was very positive as it allowed report authors to talk about wider issues affecting their work and subsequent action addressing them. The panel set up a specific reserves working group to make observations on the appropriateness of the specific reserves held by the Council.

The panel queried the rationale for the amount of reserves held and challenged services to explain in more detail the decision about how funds were being used. The feedback on work of the panel was very positive and offered a real challenge to services. The Specific Group will reconvene in October 2016 to repeat the exercise and contribute their comments much earlier into the public budget consultation process.

**Health Scrutiny Panel**

<p><b>Chair</b></p>  <p>Cllr Milkinderpal Jaspal</p>	<p><b>Vice-Chair</b></p>  <p>Cllr Mark Evans</p>	<p>Cllr Harban Singh Bagri                  Cllr Craig Collingswood                  Cllr Mark Evans                  Cllr Val Evans                  Cllr Jasbir Jaspal                  Cllr Milkinderpal Jaspal                  Cllr Peter O'Neill                  Cllr Stephen Simkins                  Cllr Wendy Thompson                  Health Watch</p>
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*Find out more about our work here:*  
<http://wolverhampton.moderngov.co.uk/ieListMeetings.aspx?CId>

The scrutiny of the health provision in accordance with the Health and Social Care Act 2001 and subsequent relevant legislation and Government guidance.



## Activities and Outcomes



## Priorities

### *People – Stronger Communities*

People live longer, healthier lives

### Substantial variations

Role and responsibilities of OSCs considering health services.

Health OSC role enables Councillors to consider issues affecting the health of local people (the overview role) and to call the NHS to account on behalf of local communities (the scrutiny role). The Health and Social Care act 2012 requires Local Authorities to have social services responsibilities and to have an OSC that can respond to consultations by local NHS bodies on substantial variations or developments of health services and can take up the power of overview and scrutiny of broader health issues.



The ever changing landscape of health services, reducing resources and inspection outcomes highlighted the need for HOSC to prioritise changes that would impact on the

availability and delivery of services to the public.

HOSC considered and helped shape the consultation plans on substantial variations and development of health services in the work programme to ensure that the consultation was equal, inclusive and that the views of patients and the public about what could be improved could be gathered on matters such as Sexual health, Musculoskeletal services and provision of services at Pond Lane Hospital.

The HOSC helped shape consultation and received reports about the consultation outcomes and further shaping of health services.

# Stronger City Economy Scrutiny Panel

<p><b>Chair</b></p>  <p>Cllr Jacqueline Sweetman</p>	<p><b>Vice-Chair</b></p>  <p>Cllr Jonathan Yardley</p>	<p>Cllr Harman Banger                  Cllr Phil Bateman                  Cllr Payal Bedi                  Cllr Val Evans                  Cllr Welcome Koussoukama                  Cllr John Rowley                  Cllr Paul Singh                  Cllr Tersaim Singh                  Cllr Jacqueline Sweetman                  Cllr Martin Waite                  Cllr Daniel Warren</p>
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**Remit**

The scrutiny of policies to attract and retain new businesses and employment in the context of sustainable economic and environmental regeneration



**Activities and Outcomes**

<p>28 July 2015</p>	<ul style="list-style-type: none"> <li>External Funding</li> <li>Risk of delays in approval of external funding</li> <li>Impact of Comprehensive Spending Review on Skills Funding</li> <li>Skills funding and small businesses</li> <li>Innovative ways of delivering apprenticeships</li> <li>Package to promote inward investment, City investment officer and marketing of Wolverhampton</li> <li>Evaluation of City Conferencing Programme</li> </ul>
<p>24 September 2015</p>	<ul style="list-style-type: none"> <li>Attracting Investment Strengthening the inward investment offer: including ensuring people have right skills and better information about local suppliers</li> <li>Making it Happen video: different version developed for visitor economy; inclusion of new logo</li> <li>Information available on the internet to assist potential investors from abroad including frequently asked questions and proforma to highlight different requirements.</li> <li>Need to help and support growing businesses a key priority for the city</li> <li>Discussions to develop Cycle Race as part of Carvers marathon and a Mayoral visit to Wiggle</li> </ul>
<p>6 October 2015</p>	<ul style="list-style-type: none"> <li>Visitor Economy - City Visitor Ticket</li> <li>Opening hours of visitor attraction</li> <li>List of venues and facilities available within Visitor Economy</li> <li>Struggling night-time economy</li> <li>Cross marketing</li> <li>Event timetable</li> <li>Grand Post House/ cluster opportunity and opportunity to create a buzz in proximity of buildings by managing public buildings separately</li> <li>Visitor offer and integration with Grand Theatre</li> <li>Coaches at Grand Theatre</li> </ul>



1 December  
2015

- Budget
- How we are supporting other cultural businesses including business plans for future financial sustainability
- Account Managers adding value to business communities
- Skills Commission
- Influencing West Midlands agenda re Skills and Employment
- Job Box
- One City One Campus

9 February  
2016

- Business & Enterprise
- Combined Authority: skills, enterprise start-up and delivering economic information.
- Business and Enterprise ties to skills agenda: how businesses are being supported to appoint and how businesses are influencing curriculum
- Update report in six months
- Paper to celebrate successes in the city including effectiveness of programmes
- Keeping Talent in the City: bridging the gap between growing local talent and local businesses; need for local Councillors to get involved and play a more active role.
- Smart City agenda

29 February  
2016

- The Custard Factory. Visit to the Custard Factory in Digbeth, Birmingham

16 March  
2016

- Stronger City Economy presentation and Review of the Year 2015/16

### Stronger City

The Panel work programme for 2015-16 was determined by the objectives in the corporate plan.

### Attracting Investment

The Panel considered the inward investment offer and good practice in Wolverhampton highlighting the i10 office building developed at the Wolverhampton Interchange which has brought a new generation of Landmark office space to the heart of Central Business District and within close proximity to Wolverhampton's key transport hubs and amenities, i10 is well positioned for all business needs and is already fully rented.

The Panel invited the Managing Director of Wiggle to provide a customer's perspective on inward investment in Wolverhampton.

### Business and Enterprise

The Scrutiny Panel identified the need to explore best practice in the West Midlands to see how buildings of historical importance have been developed in inner City areas to become a thriving hub for growing small enterprise, businesses and talent.

### The Custard factory visit

The site visit was fundamental in initiating a new direction for scrutiny to explore other uses for buildings and ways to attract investment and retain skills in Wolverhampton.

The visit highlighted that flexibility and technical proficiency plus adaptability of space in buildings is necessary to attract companies. The diversity of enterprise and networking opportunities attracts and builds link to London and the South as a cheaper and exciting location for business growth.

The links with Birmingham University were highlighted as essentially to build skills and retain talent in the City. The panel considered the work on-going with Wolverhampton University and the need to further scrutinise potential buildings in Wolverhampton during 2016-17 work programme.



### The Visitor Economy – the visitor offer

The Grand Theatre is an important attraction in the City, as part of the Panels work the Panel invited Adrian Jackson, Chief Executive of the Grand Theatre to share his vision and the Strategy for the Grand Theatre and to give his perspective of the current visitor offer.

The Panel explored the visitor offer with the Chief Executive and discussed what more the City needed to do to ensure disruption through building and refurbishment did not impact on the visitor economy. The Chief Executive highlighted that putting more resource into the offer and thinking differently could help synchronicity and improve the City visitor offer. The Panel heard that monthly meetings of representatives of top venues in the City were to consider event timetabling, an improved website would be redesigned to develop a joined up approach for potential visitors looking at Wolverhampton on the internet and that funding was being allocated to support the visitor economy through a period when the Civic Halls would be closed for refurbishment to keep potential visitors informed and in touch with developments.

The Panel welcomed the approach to developing the Grand Theatre and the City visitor offer and will keep overview of the progress in 2016-17.

# Vibrant Safe and Sustainable Scrutiny Panel

<p><b>Chair</b></p>  <p>Cllr Ian Angus</p>	<p><b>Vice-Chair</b></p>  <p>Cllr Chris Haynes</p>	<p>Cllr Ian Angus                  Cllr Mary Bateman                  Cllr Phil Bateman                  Cllr Val Evans                  Cllr Bhupinder Gakhal                  Cllr Malcolm Gwinnett                  Cllr Chris Haynes                  Cllr Keith Inston                  Cllr Lynne Moran                  Cllr John Rowley                  Cllr Caroline Siarkiewicz                  Cllr Andrew Wynne</p>
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**Remit**

*The scrutiny of:*

- Vibrant sustainable communities where people feel proud to live
- Keeping neighbourhoods, city infrastructure and the environment clean
- Improving city housing
- Cultural and leisure services

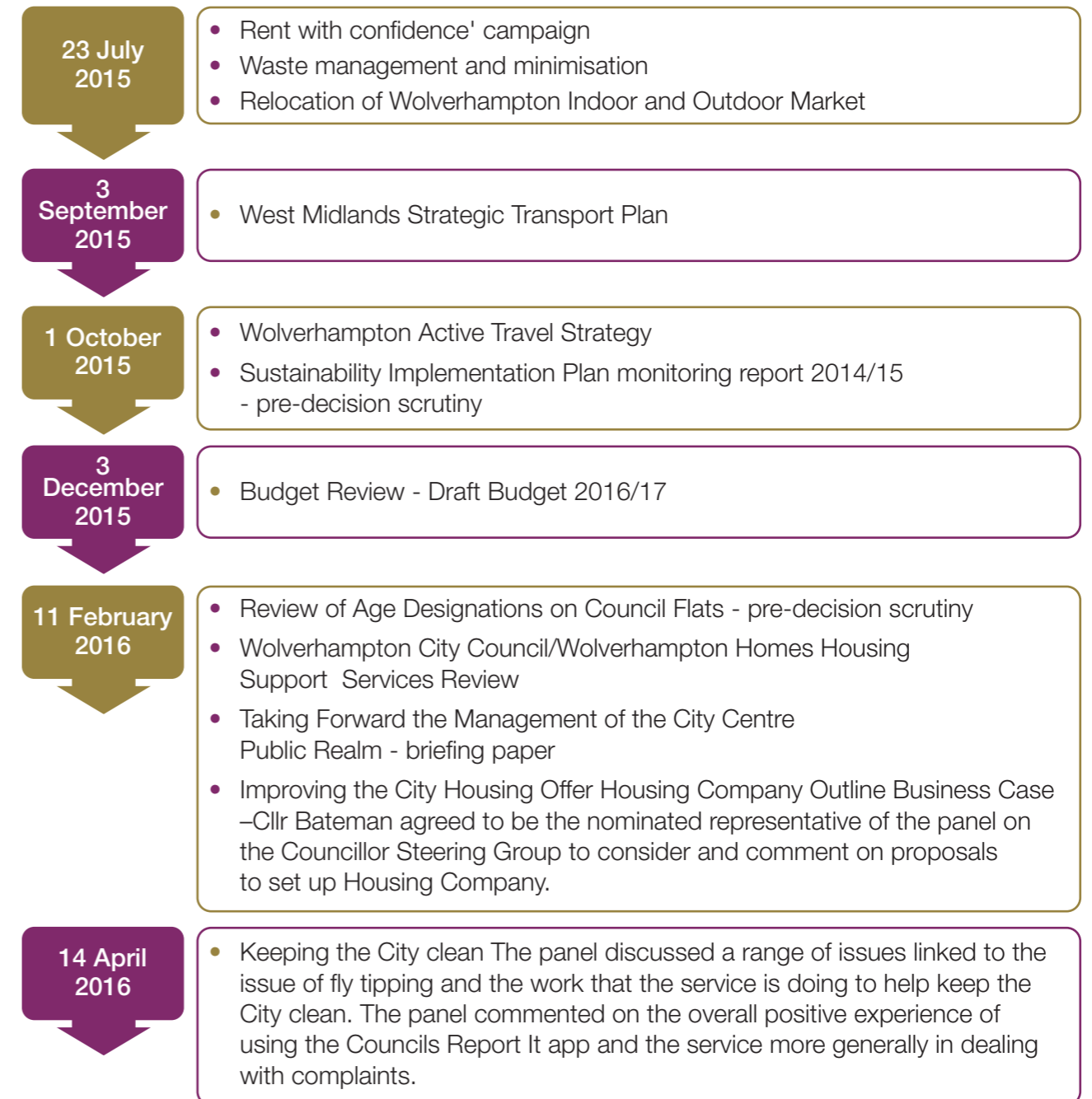
**Priorities**

**Place – Stronger City**

Delivering effective core services that people want

- Delivering effective core services
- Keeping the City clean
- Keeping the city moving
- Improving the city housing offer

**Activities and Outcomes**



*Find out more about our work here:*

<http://wolverhampton.moderngov.co.uk/ieListMeetings.aspx?CId=507&Year=0>

### Review of Age Designations on Council Flats

The panel considered a report detailing proposed changes to age designations for allocating Council flats. The Section Leader explained that the majority of blocks where it is recommended that age designations are removed are currently restricted to people aged 30 or over.

The report was considered for pre-decision scrutiny. The panel made a number of comments about the plan and expressed concerns that changes might cause concern to residents.

The panel asked detailed questions about the evidence supporting the change and the how the views of the public were considered. The report author agreed to produce a communication plan to explain to residents the proposals as the information was in the public domain. The panel wanted to allay any unnecessary fears of the public about the plan before it was considered by Cabinet a few weeks later.



## Scrutiny Reviews and Inquiries

The review process is set out below, some review groups carried out site visits during evidence gathering to meet with service providers, service users and partner organisations.

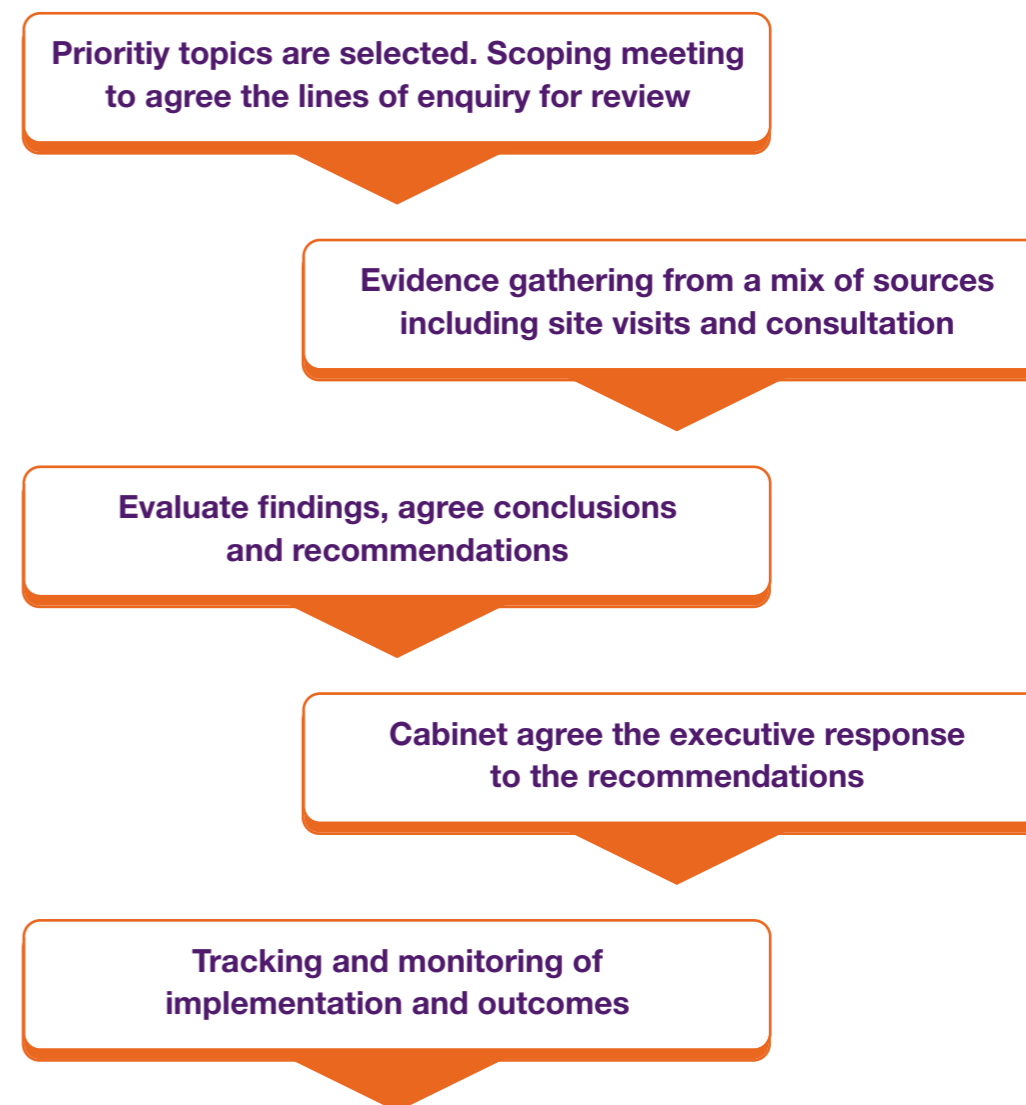


Figure 5 - The stages of a scrutiny review or Inquiry:

Scrutiny reviews are intense pieces of work over a four month period that take account of background research, the current service provided, planned improvements, best practice, expert witness evidence, public and service providers submissions and any other evidence that will assist the review group in their consideration of the review topic.

The wealth of findings and conclusions drawn from the evidence base are valuable to the Cabinet Member in their decision making and recommendation from all reviews are referred to Cabinet to receive an executive response and plan to implement the actions.

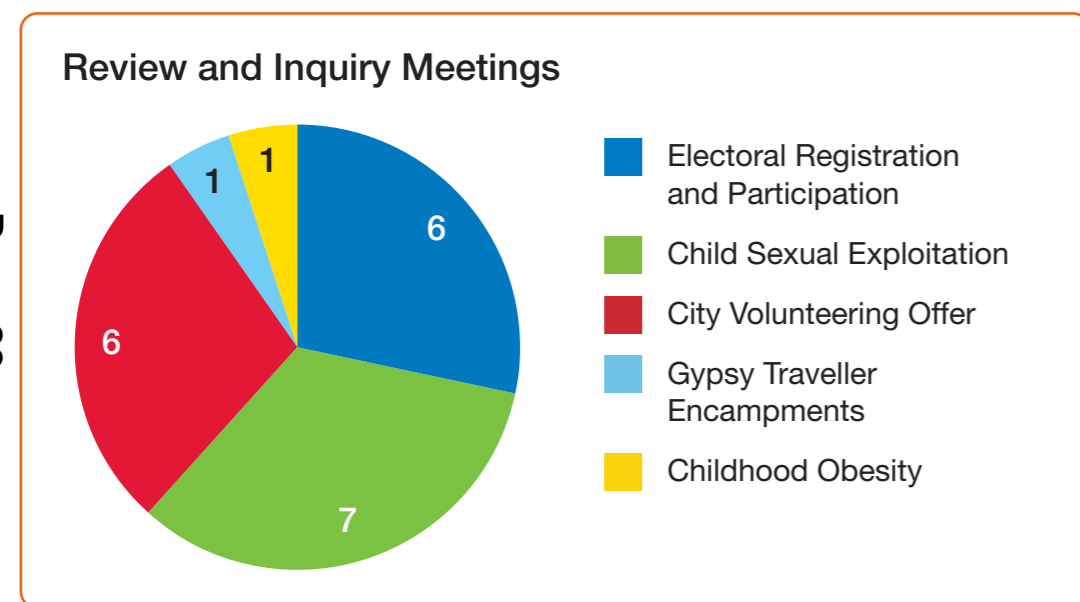


Figure 6 - Statistical information review and Inquiry meetings

## Child Sexual Exploitation (CSE)

### Health

Following the evidence session the members of the Wolverhampton CCG held a health CSE scoping meeting to discuss their role in safeguarding children and young people. Local representatives from the main health providers such as GP, Accident & Emergency, GUM, paediatrics and mental health and others were invited to contribute to the discussion and also review health representation on a number of committees. The meeting addressed the use of the CSE screening tool in these areas and their effectiveness.

The scoping meeting outlined what the different providers were adding to the agenda and the level of representation by individuals on the groups, such as MASE, CMOG, and SEMT; and whether these participants needed to be updated.

### Licensing Service

The licensing service agreed to make a number of changes to make it easier for people to report concerns about drivers and also to make formal complaint. The following changes will be introduced to improve Private Hire Vehicle (PHV) client's access to making a complaint:

- On the next review of PHV signage Licensing will look at altering / supplementing the internal signage to advise clients that enquiries / queries can be made to The City of Wolverhampton Council.
- Licensing will also look at improving the relevant parts of the council website to ensure that when someone searches on the internet for how to complain about a taxi etc. in Wolverhampton that the relevant Council webpage can be found easily and the complainant directed to City Direct.
- It has been raised that some people complain to private hire vehicle operators either directly or via their social media sites. On the next review of PHV operator conditions an additional condition will be considered requiring the base to make complainants aware of City of Wolverhampton Council's role in licensing and that they can complain directly to the Council.

## Electoral Registration and Participation

### Why

Councillors undertook a scrutiny review assessing electoral registration and participation in Wolverhampton because of low voter turnout at recent elections, changes to the registration process and the drive for greater local democracy and accountability.

### What for / objectives

The review focused on issues that fall within the City of Wolverhampton Council's remit: identifying the barriers to increasing voter registration and participation and building intelligence for our on-going democratic service's work. The review sought to answer the following:

- How best could the Council communicate with residents about the eligibility criteria for registering to vote?
- What work should/could the Council do with educational institutions and voluntary and community groups to increase knowledge about registering to vote and voting?
- What barriers, if any, prevent eligible residents from registering to vote?
- What else could be done to maximise electoral registration?

### Findings

The review made recommendations to address the issues identified, which broadly fall into three themes: engagement, information and communication. The Council has already started to implement some of the recommendations, which should improve the mechanics of registering to vote and/or voting.

## City of Wolverhampton Council Volunteering Offer

In recent years there has been a shift in the way and reasons why people volunteer, and recognition that volunteering is an individual pursuit for which there should be robust mechanisms and support to embrace existing and develop new skills and experience; in turn this will add social value to existing service provision.

The report identifies that the Council's volunteer offer should make clear the difference between voluntary work placements, work experience and volunteering in its purest form. It outlines the different pathways, training and support that should be available to individuals, volunteers and supervisors in service areas. It considers the service area capacity and resource required to facilitate and provide equal opportunities and protection of all volunteers, supervisors and customers.

The main conclusions arising from the scrutiny review respond to the questions raised in the scoping of this work. They shape the recommendations to Cabinet and will feed baseline information into the wider development of a City Strategy for Volunteering.

The conclusions fall into four main areas:

- Volunteer Policy
- Skills and Pathways
- Additionality
- Resource

What changed during the review as a result of the evidence gathering? The Heads of Service Group received evidence gathered and findings of the review group to develop the Council's approach and ensure communication and consistency of offer. The review raised awareness of the current offer within services and with voluntary and partner organisations.

## Previous review outcomes during 2015-16

### Scrutiny Review of Deaf Services 2010/11

In May 2016 the Council committed itself to addressing key pledges to improve access and rights to the Deaf people by signing up to the charter. Work started with the deaf community following the scrutiny review and has continued to develop over the years.

### Private Rented Sector Housing Review 2014/15

'Rent with Confidence' as recommended by the review group is taking shape in Wolverhampton, the funding identified to resource licensing in arrears of deprivation has been made available by Public Health.

### Infant Mortality Review 2014/15

Scrutiny Board received an update report on progress in implementing review recommendations. The Public Health Consultant reported that a 12 recommendation plan had come out of the review which focused on co-ordinated local responses, issues of poverty and deprivation being addressed and existing practices and policies being changed. Health and Wellbeing Board received a report detailing the active participation from across all service areas and a willingness to work together to reduce the number of deaths. There is on-going work to make New Cross Hospital site smoke free and adopt examples of best practice from other NHS Trusts.

### Details of how to find out more about Scrutiny

Agendas, reports and minutes for all Scrutiny meetings are on the Council's website at [www.wolverhampton.moderngov.co.uk](http://www.wolverhampton.moderngov.co.uk)

More information on Scrutiny at Wolverhampton City Council is available on the Council's website at [www.scrutiny@wolverhampton.gov.uk](mailto:www.scrutiny@wolverhampton.gov.uk) or from:

#### Scrutiny Team

City of Wolverhampton Council  
Civic Centre  
St Peters Square  
Wolverhampton  
WV1 1SH

*If you need this information in another format or language please contact*

*Tel: 01902 555043*

*e-mail: [scrutiny@wolverhampton.gov.uk](mailto:scrutiny@wolverhampton.gov.uk)*



# Meeting of the City Council

## 20 July 2016

<b>Report title</b>	Audit and Risk Committee Annual Report – 2015/16	
<b>Referring Body</b>	Audit Committee – 4 July 2016	
<b>Councillor to present report</b>	Cllr Craig Collingswood	
<b>Wards affected</b>	All	
<b>Cabinet member with lead responsibility</b>	Cllr Andrew Johnson Resources	
<b>Accountable director</b>	Mark Taylor, Finance	
<b>Originating service</b>	Audit	
<b>Accountable employee (s)</b>	Peter Farrow Tel Email	Head of Audit 01902 554460 <a href="mailto:peter.farrow@wolverhampton.gov.uk">peter.farrow@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Audit and Risk Committee Council	4 July 2016 20 July 2016

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

1. The Council is recommended to approve the contents of the 2015/16 Audit and Risk Committee Annual Report.

## **1.0 Purpose**

- 1.1 This report summarises the main areas of work undertaken by the Audit and Risk Committee during 2015/16.

## **2.0 Background**

2.1 The purpose of the Audit and Risk Committee is to provide independent assurance on the adequacy of the risk management framework and the internal control environment. It provides an independent review of the governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

## **3.0 Progress, options, discussion**

- 3.1 The Audit and Risk Committee work programme for 2016/17 will continue to be developed and presented at each meeting of the Committee.

## **4.0 Financial implications**

- 4.1 There are no financial implications arising from the recommendation in this report. (MK/21062016/N)

## **5.0 Legal implications**

- 5.1 There are no legal implications arising from the recommendation in this report. (TS/21062016/C)

## **6.0 Equalities implications**

- 6.1 There are no equalities implications arising from the recommendation in this report.

## **7.0 Environmental implications**

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

## **8.0 Human resources implications**

- 8.1 There are no human resources implications arising from the recommendation in this report.

## **9.0 Corporate landlord implications**

- 9.1 There are no corporate landlord implications arising from the recommendation in this report

## **10.0 Schedule of background papers – Audit and Risk Committee – Annual Report**





# Audit and Risk Committee Annual Report - 2015/16



**Stronger  
Economy**



**Stronger  
Communities**



**Stronger  
Organisation**

## *The Audit and Risk Committee at Wolverhampton*

### **Councillor Craig Collingswood – Chair of the Audit and Risk Committee**



The Audit and Risk Committee is a key component of the Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Audit and Risk Committee is to provide independent assurance to the Council on the adequacy of the risk management framework and the internal control environment. It provides independent review of the governance, risk management and control frameworks and oversees the financial reporting and annual governance processes.

It also oversees the work of both the internal and external auditors, helping to ensure that efficient and effective assurance arrangements are in place. The key benefits of the Committee can be seen as:

- increasing public confidence in the objectivity and fairness of financial and other reporting;
- reinforcing the importance and independence of internal and external audit and similar review processes;
- providing additional assurance through a process of independent review; and
- raising awareness of the need for internal control and the implementation of audit recommendations.

The Audit and Risk Committee agrees a work programme for each year. It is based on (but not limited to) the following main sources of assurance:

- Annual Governance Statement - this is the statutory report which the Committee approves in relation to the council's Statement of Accounts.
- Strategic Risk Register and Assurance Map - a regular review of the key risks the Council faces, and how and where the Committee can gain assurance that these risks are being well managed.
- Internal Audit - the ongoing work of, and reports from the Council's internal auditors.
- External Audit - the reports submitted to the Committee by the Council's external auditors Grant Thornton

I believe it has been another successful year for the Audit and Risk Committee and we look forward to building on this during 2016/17.

Finally, as the Chair of the Audit Committee I would like to thank all the Councillors who served on the Committee during the year, both the internal and external auditors and all of the other officers who have contributed towards its success.

## *Key developments by the Audit and Risk Committee during the year*

In the last 12 months the Committee has put in place many initiatives, in what has been a productive year, helping to ensure that the City of Wolverhampton has a modern, effective and risk focussed Committee. During the year we:

- Increased the focus of the Committee on the Council's risk management arrangements, gaining an increased assurance that the Council is managing its risks well. This also involves the Committee 'calling-in' certain risks and their risk owners, for a more detailed review.
- Developed a strong working relationship, through regular progress meetings, with the new External Auditors Grant Thornton, our Internal Auditors, key Cabinet Members and Senior Officers. We also had further engagement with Grant Thornton, through regular consideration of their informative Audit Committee Update publications at Committee meetings.
- Attended several high profile Audit Committee Institute events run by top accountancy firms PWC and KPMG.
- Produced a new style Annual Audit Committee Report, which was presented to, and approved by Full Council.
- Arranged a training session for all Councillors on the final accounts processes, which was hosted by PWC.
- Obtained very strong local press coverage on a number of issues that were raised through, and discussed at the Committee, which portrayed the Council in a positive light.
- Promoted a series of fraud awareness seminars and surgeries for Members and employees, ran by the Council's Counter Fraud team.

## Key Committee business during the year

Meeting	Activity
6 July 2015	<ul style="list-style-type: none"> <li>• External Audit Progress Report 2014/15</li> <li>• Annual Governance Statement 2014/5</li> <li>• Annual Internal Audit Report 2014/15</li> <li>• Audit Committee Annual Report 2014/15</li> <li>• Review of the Effectiveness of Internal Audit</li> <li>• Strategic Risk Register and Assurance Map</li> <li>• Protecting the Public Purse – Fraud Briefing</li> <li>• CIPFA Audit Committee Update</li> <li>• Payment Transparency</li> <li>• P-Card Update</li> </ul>
21 September 2015	<ul style="list-style-type: none"> <li>• Audited Statement of Accounts 2014/15</li> <li>• External Audit ISA 260 Report</li> <li>• Internal Audit Charter – Annual Review</li> <li>• Internal Audit Update</li> <li>• Counter Fraud Update</li> <li>• Payment Transparency</li> <li>• Audit Committee – Self Assessment of Good Practice and Effectiveness</li> <li>• Strategic Risk Register and Assurance Map</li> <li>• Audit Investigations Update</li> </ul>
14 December 2015	<ul style="list-style-type: none"> <li>• External Audit Annual Audit Letter</li> <li>• External Audit - Audit Committee Update</li> <li>• Strategic Risk Register and Assurance Map</li> <li>• Internal Audit Update</li> <li>• CIPFA Audit Committee Update</li> <li>• Payment Transparency</li> <li>• Counter Fraud Update</li> <li>• Budget Update and Review</li> <li>• Annual Governance Statement – Action Plan Update</li> <li>• Audit Committee – Self Assessment of Good Practice and Effectiveness Results</li> <li>• Audit Investigations Update</li> </ul>
9 March 2015	<ul style="list-style-type: none"> <li>• Audit and Risk Committee – Terms of Reference</li> <li>• External Audit Plan 2015/16</li> <li>• External Audit Communications with the Committee</li> <li>• External Audit Update</li> <li>• Strategic Risk Register and Assurance Map</li> <li>• Internal Audit Update</li> <li>• Internal Audit Plan 2016/17</li> <li>• Counter Fraud Update</li> <li>• Payment Transparency</li> <li>• Related Party Declarations</li> <li>• Review of Fraud Related Policies</li> <li>• Audit and Risk Committee Members Knowledge and Skills Framework</li> <li>• Investigations Update</li> </ul>

## *The conclusion of the Audit and Risk Committee for 2015/16*

As a result of their work throughout the year, the Committee was able to confirm:

- That the system of internal control, governance and risk management in the Council was adequate in identifying risks and allowing the Council to understand the appropriate management of these risks.
- That there were no areas of significant duplication or omission in the systems of internal control, governance and risk management that had come to the Committee's attention, and had not been adequately resolved.

## *The Committee believes that its key achievements during the year were:*

- Providing assurance through a process of independent review and challenge.
- Raising the profile of internal control issues across the council and of the need to ensure that audit recommendations are implemented.
- Regular consideration and review of the risks that the council faces, through examination of the strategic risk register and accompanying assurance map.
- Maintaining a good working relationship with the council's internal and external auditors.
- Maintaining an awareness of the likely changes to the appointment of external auditors through the Local Audit and Accountability Act.
- Building the skills and knowledge of Committee members through regular technical updates and the consideration of related guidance issued by CIPFA.
- The continued presence of two independent members in order to broaden the Committee's experience and independent view point.
- Maintaining a detailed focus on the actions being taken to combat fraud.
- Reviewing the Committee's Terms of Reference in order to ensure they remain fit for purpose.

### *Statement of purpose*

Our Audit and Risk Committee is a key component of the Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of our Audit and Risk Committee is to provide independent assurance to the members of the adequacy of the risk management framework and the internal control environment. It provides independent review of the governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

### *Governance, risk and control*

To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.

To review the annual governance statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account internal audit's opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control.

To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.

To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the Council.

To monitor the effective development and operation of risk management in the Council.

To monitor progress in addressing risk-related issues reported to the committee.

To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.

To review the assessment of fraud risks and potential harm to the Council from fraud and corruption.

To monitor the counter-fraud strategy, actions and resources.

To receive additional assurance reports from the Corporate Assurance team (Insurance and Health & Safety)

### *Internal Audit*

To approve the internal audit charter.

To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.

To approve the risk based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.

To approve significant interim changes to the risk-based internal audit plan and resource requirements.

To make appropriate enquiries of both management and the head of internal audit to determine if there are any inappropriate scope or resource limitations.

To consider reports from the head of internal audit on internal audit's performance during the year, including the performance of external providers of internal audit services. These will include:

- Updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work;
- Regular reports on the results of the quality assurance and improvement programme;
- Reports on instances where the internal audit function does not conform to the Public Sector Internal Audit Standards and Local Government Application Note, considering whether the non-conformance is significant enough that it must be included in the annual governance statement.

To consider the head of internal audit's annual report:

- The statement of the level of conformance with the Public Sector Internal Audit Standards and Local Government Application Note and the results of the quality assurance and improvement programme that supports the statement - these will indicate the reliability of the conclusions of internal audit.
- The opinion on the overall adequacy and effectiveness of the Council's framework of governance, risk management and control together with the summary of the work supporting the opinion - these will assist the committee in reviewing the annual governance statement.

To consider summaries of specific internal audit reports as requested.

To receive reports outlining the action taken where the head of internal audit has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions.

To contribute to the quality assurance and improvement programme and in particular, to the external quality assessment of internal audit that takes place at least once every five years.

To consider a report on the effectiveness of internal audit to support the annual governance statement, where required to do so by the Accounts and Audit Regulations.

To support the development of effective communication with the head of internal audit.

### *External Audit*

To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.

To consider specific reports as agreed with the external auditor.

To comment on the scope and depth of external audit work and to ensure it gives value for money.

To commission work from internal and external audit.

To advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

### *Financial reporting*

To receive detailed training in respect of the process associated with the preparation, sign off, audit and publication of the Council's annual statement of accounts.

To monitor the on-going progress towards publication of the Council's annual statement of accounts, ensuring the statutory deadlines are achieved.

To obtain explanations for all significant variances between planned and actual expenditure to the extent that it impacts on the annual statement of accounts.

To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.

To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

### *Accountability arrangements*

To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.

To report to full Council on a regular basis on the committee's performance in relation to the terms of reference, and the effectiveness of the committee in meeting its purpose.



# Meeting of the City Council

## 20 July 2016

<b>Report title</b>	Executive Business	
<b>Referring body</b>	Cabinet - 20 April 2016	
<b>Councillor to present report</b>	Cllr Val Gibson Children and Young People	
<b>Wards affected</b>	All	
<b>Cabinet members with lead responsibility</b>	Cllr Val Gibson Children and Young People	
<b>Accountable director</b>	Kevin O'Keefe, Governance	
<b>Originating service</b>	Governance	
<b>Accountable employee</b>	Dereck Francis Tel Email	Democratic Support Officer 01902 555835 dereck.francis@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Cabinet	20 April 2016

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

The Council is recommended to:

Receive the summary of executive business and for Cabinet Members to answer any questions thereon.

**Executive business including  
Policy development/operational issues**

**Cllr Val Gibson, Children and Young People**

- **Care Leavers Charter**
  - Cabinet has agreed to sign up to the Department of Education's Care Leavers Charter. The charter sets out seven promises and principles to care leavers and endorsed the Council's Corporate Parenting responsibilities in raising the expectations, aspirations and understanding of care leavers locally.
  - The promises and principles to care leavers are:
    - To respect and honour your identity
    - To believe in you
    - To listen to you
    - To inform you
    - To support you
    - To find you a home
    - To be a lifelong champion

# Meeting of the City Council

20 July 2016

<b>Report title</b>	Capital budget outturn 2015/16 including quarter one capital budget monitoring 2016/17 and financial strategy	
<b>Referring body</b>	Cabinet, 29 June 2016	
<b>Councillor to present report</b>	Councillor Andrew Johnson	
<b>Wards affected</b>	All	
<b>Cabinet Member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Mark Taylor Tel Email	Director of Finance 01902 554410 <a href="mailto:Mark.Taylor@wolverhampton.gov.uk">Mark.Taylor@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Strategic Executive Board Cabinet Confident Capable Council Scrutiny Panel	16 June 2016 29 June 2016 14 September 2016

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## Recommendation(s) for action or decision:

Subject to the decisions of Cabinet on 29 June and Cabinet (Resources) Panel on 19 July, the Council is recommended to approve:

1. The revised medium term General Fund capital programme of £275.2 million, an increase of £13.6 million from the previously approved programme, reflecting the latest projected expenditure for the medium term.
2. The revised medium term Housing Revenue Account (HRA) capital programme of £249.5 million, an increase of £24.1 million from the previously approved programme.

3. The additional resources for two new and sixty two existing General Fund projects totalling £13.6 million and for 9 existing HRA projects totalling £24.1 million.
4. The updated capital financial strategy relating to: the approval of future capital projects, the declaration of identified underspends and the use of capital receipts to either reduce the Councils need to borrow to fund the approved capital programme or to apply the receipts on revenue reform projects under the new capital flexibility arrangements.

## 1.0 Purpose

- 1.1 To provide Council with details of the General Fund and HRA capital programmes outturn position at the end of 2015/16, and an update on their financial performance as at quarter one of 2016/17.
- 1.2 To recommend revised General Fund and HRA capital programmes for the period 2016/17 to 2020/21.

## 2.0 Background

- 2.1 On 29 June 2016 Cabinet considered a report on 'Capital budget outturn 2015/16 including quarter one capital budget monitoring 2016/17 and financial strategy'. The report can be accessed online on the Council's website by following the link:

<https://wolverhamptonintranet.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=5987>

- 2.2 Subject to the decision of Cabinet on 29 June, Cabinet recommended to Full Council that it:
  1. Approves the revised medium term General Fund capital programme of £272.6 million, an increase of £11.0 million from the previously approved programme, reflecting the latest projected expenditure for the medium term.
  2. Approves the revised medium term HRA capital programme of £249.5 million, an increase of £24.1 million from the previously approved programme.
  3. Approves the additional resources for two new and sixty two existing General Fund projects totalling £11.0 million and for 9 existing HRA projects totalling £24.1 million.

- 2.3 Since then work has been undertaken in relation to Civic Halls Improvements capital scheme. As a result of this work, a further report has been considered by Cabinet (Resources) Panel on 19 July 2016 which has increased the requirement of the General Fund capital programme by £2.6 million.

<https://wolverhamptonintranet.moderngov.co.uk/ieListDocuments.aspx?CId=143&MId=6012&Ver=4>

- 2.4 Subject to the decision of Cabinet (Resources) Panel on 19 July, Cabinet (Resources) Panel recommended to Full Council that it:
  1. Approves an increase to the General Fund capital programme of £2.6 million to support Civic Halls Improvement scheme funded through additional borrowing that is fully funded from additional net income from the Civic Halls.

- 2.5 Table 1 consolidates all the changes proposed when comparing the approved General Fund budget with that proposed, along with the resources identified to finance the proposed change.

**Table 1: Summary of the General Fund projected budgets compared to approved budgets**

<b>General Fund</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Budget</b>							
<b>Approved</b>	92,196	105,504	46,122	13,884	3,832	-	261,538
Cabinet 29 June 2016 recommendations	(23,706)	23,721	143	4,068	5,112	1,691	11,029
Cabinet (Recourses) Panel 19 July 2016 recommendations	-	-	2,600	-	-	-	2,600
<b>Projected</b>	68,490	129,225	48,865	17,952	8,944	1,691	275,167
<b>Variance</b>	<b>(23,706)</b>	<b>23,721</b>	<b>2,743</b>	<b>4,068</b>	<b>5,112</b>	<b>1,691</b>	<b>13,629</b>
<b>Financing</b>							
<b>Approved</b>							
Internal resources	46,527	67,925	25,912	7,791	870	-	149,025
External resources	45,669	37,579	20,210	6,093	2,962	-	112,513
	<b>92,196</b>	<b>105,504</b>	<b>46,122</b>	<b>13,884</b>	<b>3,832</b>	<b>-</b>	<b>261,538</b>
<b>Projected</b>							
Internal resources	30,197	85,816	29,611	13,559	4,682	1,691	165,556
External resources	38,293	43,409	19,254	4,393	4,262	-	109,611
	<b>68,490</b>	<b>129,225</b>	<b>48,865</b>	<b>17,952</b>	<b>8,944</b>	<b>1,691</b>	<b>275,167</b>
<b>Variance</b>	<b>(23,706)</b>	<b>23,721</b>	<b>2,743</b>	<b>4,068</b>	<b>5,112</b>	<b>1,691</b>	<b>13,629</b>

- 2.6 Table 2 consolidates all the changes proposed when comparing the approved HRA budget with that proposed, along with the resources identified to finance the proposed change.

**Table 2: Summary of the HRA projected budgets compared to approved budgets**

Housing Revenue Account	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
<b>Budget</b>							
Approved	62,826	48,616	52,014	32,269	29,709	-	225,434
Cabinet 29 June 2016 recommendations	(12,057)	8,389	5,798	9	(349)	22,301	24,091
<b>Projected</b>	<b>50,769</b>	<b>57,005</b>	<b>57,812</b>	<b>32,278</b>	<b>29,360</b>	<b>22,301</b>	<b>249,525</b>
<b>Variance</b>	<b>(12,057)</b>	<b>8,389</b>	<b>5,798</b>	<b>9</b>	<b>(349)</b>	<b>22,301</b>	<b>24,091</b>
<b>Financing</b>							
<b>Approved</b>							
Internal resources	61,738	48,616	52,014	32,269	29,709	-	224,346
External resources	1,088	-	-	-	-	-	1,088
	<b>62,826</b>	<b>48,616</b>	<b>52,014</b>	<b>32,269</b>	<b>29,709</b>	<b>-</b>	<b>225,434</b>
<b>Projected</b>							
Internal resources	50,384	55,612	57,602	32,278	29,360	22,301	247,537
External resources	385	1,393	210	-	-	-	1,988
	<b>50,769</b>	<b>57,005</b>	<b>57,812</b>	<b>32,278</b>	<b>29,360</b>	<b>22,301</b>	<b>249,525</b>
<b>Variance</b>	<b>(12,057)</b>	<b>8,389</b>	<b>5,798</b>	<b>9</b>	<b>(349)</b>	<b>22,301</b>	<b>24,091</b>

2.7 Table 3 details proposed revised medium term capital programmes, covering the period 2015/16 to 2020/21.

**Table 3: Variance analysis of 2015/16 to 2020/21 projected budgets**

Directorate	Approved budget 2015/16 to 2019/20 £000	Forecast budget 2015/16 to 2020/21 £000	Variance over / (under) £000
Corporate	78,089	87,313	9,224
People	6,677	7,502	825
Place	176,772	180,352	3,580
<b>Total General Fund</b>	<b>261,538</b>	<b>275,167</b>	<b>13,629</b>
Housing Revenue Account	225,434	249,525	24,091
<b>Total Housing Revenue Account</b>	<b>225,434</b>	<b>249,525</b>	<b>24,091</b>
<b>Total Capital Programme</b>	<b>486,972</b>	<b>524,692</b>	<b>37,720</b>

2.8 The complete General Fund and HRA capital programmes for the period 2015/16 to 2020/21 can be viewed online on the Council's website by following the link below:

<http://www.wolverhampton.gov.uk/article/7046/Medium-Term-Capital-Programme>

2.9 The implications of the levels of borrowing required will be fully reflected in the revenue budget and medium term financial strategy. Details of financing of the revised capital programmes are shown in Table 4.

**Table 4: Summary of recommended changes to financing of the General Fund and HRA capital programmes**

<b>2015/16 to 2020/21</b>				
	<b>Approved budget</b>	<b>Recommended budget</b>	<b>Variance</b>	<b>Resource as % of expenditure</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
<b>General Fund Expenditure</b>	<b>261,538</b>	<b>275,167</b>	<b>13,629</b>	
<b>Financing</b>				
Internal resources				
Capital receipts	24,879	31,091	6,212	11.3%
Prudential borrowing	122,994	132,630	9,636	48.2%
Revenue contributions	1,015	1,835	820	0.7%
Reserves	137	-	(137)	0.0%
<b>Subtotal</b>	<b>149,025</b>	<b>165,556</b>	<b>16,531</b>	<b>60.2%</b>
External resources				
Grants & contributions	112,513	109,611	(2,902)	39.8%
<b>Subtotal</b>	<b>112,513</b>	<b>109,611</b>	<b>(2,902)</b>	<b>39.8%</b>
<b>Total General Fund</b>	<b>261,538</b>	<b>275,167</b>	<b>13,629</b>	<b>100.0%</b>
<b>Housing Revenue Account Expenditure</b>	<b>225,434</b>	<b>249,525</b>	<b>24,091</b>	
<b>Financing</b>				
Internal resources				
Capital receipts	35,386	39,464	4,078	15.8%
Prudential borrowing	72,574	70,805	(1,769)	28.4%
Reserves	116,386	137,268	20,882	55.0%
<b>Subtotal</b>	<b>224,346</b>	<b>247,537</b>	<b>23,191</b>	<b>99.2%</b>
External resources				
Grants & contributions	1,088	1,988	900	0.8%
<b>Subtotal</b>	<b>1,088</b>	<b>1,988</b>	<b>900</b>	<b>0.8%</b>
<b>Total Housing Revenue Account</b>	<b>225,434</b>	<b>249,525</b>	<b>24,091</b>	<b>100.0%</b>



**3.0 Financial, legal, equalities, environmental, human resources and corporate landlord implications**

3.1 The implications are detailed in the Cabinet report on 29 June 2016 and Cabinet (Resources) Panel report of 19 July 2016.

**4.0 Schedule of background papers**

4.1 Capital budget outturn 2015/16 including quarter one capital budget monitoring 2016/17 and financial strategy - Report to Cabinet on 20 June 2016.

4.2 Civic Halls Improvement Programme - Report to Cabinet (Resources) Panel on 19 July 2016.

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# Meeting of the City Council

20 July 2016

<b>Report title</b>	Corporate Plan 2016 - 2019	
<b>Referring body</b>	Cabinet, 29 June 2016	
<b>Councillor to present report</b>	Councillor Roger Lawrence Leader	
<b>Wards affected</b>	All	
<b>Cabinet Member with lead responsibility</b>	Councillor Roger Lawrence Leader	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Organisational Development	
<b>Accountable employee(s)</b>	Charlotte Johns Tel Email	Head of Organisational Development 01902 554240 Charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Scrutiny Board Cabinet	14 June 2016 29 June 2016

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## Recommendation(s) for action or decision:

The Council is recommended to:

1. Endorse the Council's Corporate Plan 2016 - 2019

## **1.0 Purpose**

- 1.1 The purpose of this report is to set out the approach and progress against developing the new 3-year Corporate Plan for 2016 – 2019.

## **2.0 Background**

- 2.1 A new 3-year Corporate Plan builds upon the simplified priorities as 'stronger communities' (People) and 'stronger economy' (Place) supported by a 'Confident Capable Council' (Corporate). It has been developed around cross-cutting outcomes, which underpin our priorities for the city and steer the organisation to successful delivery of these.
- 2.2 We are achieving this by adopting an outcome based business planning approach.
- 2.3 The Corporate Plan was considered at Scrutiny Board on 14 June 2016 as a pre-decision scrutiny item and Cabinet on 29 June 2016.

## **3.0 Outcome Based Planning**

- 3.1 Outcome based planning enables us to understand how people and other resources are being utilised and allows leaders to make decisions based on a single version of the truth, understanding the cause and effect across the organisation. It supports informed challenge to enable us to reform services based on this increased understanding rather than re-size or stop providing them when there are alternative options for transformation.
- 3.2 Services are aligning their delivery and investment outputs as part of their business plans to ensure the council is defining and challenging value based on the degree of their impact on the delivery of corporate outcomes.
- 3.3 This will allow the Council to more clearly target priority services for investment and lesser priority areas for developing alternative operating models for increased efficiency and enable financial colleagues to establish increasingly focussed cost benefit analysis to ensure we are delivering the best value for each public pound being spent.
- 3.4 Outcome based planning is enabling the Council to form an integrated workforce plan and shape development of our people around clear business priorities over the medium term. This will enable the Council to forward plan the shape and nature of the workforce it will need in the future and target development of skills and talent to be able to deliver better with less.

## **4.0 Format of the Plan**

- 4.1 The plan is based on a similar design to the Vision 2030 (Our Vision for the City of Wolverhampton in 2030). This is intended demonstrate the joined-up approach between the two documents.

4.2 A final draft of the Corporate Plan is attached.

## **5.0 Performance Reporting**

5.1 A 'Wolverhampton Scorecard' will be developed which will enable Councillors, management, employees and the public to drill down from the high level Corporate Plan in to more detail on the performance and progress against the outcomes for each of the objectives.

5.2 Performance measures relating to the People and Place outcomes will become the 'City Scorecard' and those measures developed as part of the C3 programme workstreams will form part of the 'Council Scorecard'. Both scorecards will be reported on a quarterly basis to the Cabinet (Performance Management) Panel and Scrutiny Board.

5.3 The Performance and Insight Team are exploring the use of Verto to capture this data at source, and ensure that it is easily and readily accessible as part of the web based access to corporate planning and performance information. This will also link to the on-going work around a corporate dashboard/scorecard approach using Qlikview.

5.4 Performance measures included in the plans should adhere to the SMART methodology (specific, measureable, achievable, realistic and time-bound), and are governed by an accountability framework, target setting, as well as defined (and documented) methodology.

## **6.0 Financial implications**

6.1 The revised Corporate Plan, including the outcome based business planning approach, will enable Councillors and Officers to prioritise and reform services.

6.2 Budget efficiencies arising from the implementation of outcome based business planning will be incorporated into the budget setting process and reflected in the Medium Term Financial Strategy.

[GE/04072016/Q]

## **7.0 Legal implications**

7.1 There are no specific legal implications arising from this report. The Council's statutory responsibilities will be discharged through delivery of the Corporate Plan.

[TS/04072016/D]

## **8.0 Equalities implications**

8.1 The Council has a number of equality objectives, which underpin the Corporate Plan. Any policy change or budget decision is subject to an Equality Analysis screening, to understand the potential impact on the nine protected characteristics.

## **9.0 Environmental implications**

9.1 There are no direct environmental implications arising from this report. Environmental implications will be in several of the objectives of the Corporate Plan

## **10.0 Human resources implications**

10.1 There are no human resources implications arising from this report. The Future People programme in the Corporate Plan will most significantly address HR implications.

## **11.0 Corporate landlord implications**

11.1 There are no corporate landlord implications arising from this report. The Future Space programme in the Corporate Plan will most significantly address corporate landlord implications.

# Transforming Our City

Our Corporate Plan 2016-2019

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# Transforming

## Our City

# Introduction

Our Corporate Plan sets out how we will deliver better outcomes for residents and businesses in the City of Wolverhampton. It is also the cornerstone of our transformational plans to build an ever more *Confident, Capable Council*.

At its heart is our desire to deal with the things that really matter to local people. We will do this by working together with city, regional and national partners to create an even stronger economy and more resilient communities, building on the solid foundations laid in recent years.

It prioritises economic development and regeneration to bring jobs, growth and opportunity to local people and businesses. It will also tackle some of the social challenges the city faces. Safeguarding the most vulnerable people in our communities continues to be a top priority



for the council alongside transforming the aspirations of residents and valuing fairness and equality in everything we do.

This plan is consistent with, and complements, the City of Wolverhampton's Vision 2030 – a strategic blueprint commissioned by the council and developed in close collaboration with key partners. It's about achieving real outcomes for the citizens of Wolverhampton and is underpinned by solid and sustainable plans, ensuring that the council can be held to account for what it has promised to deliver.

Above all the Corporate Plan is about delivering our mission - **working as one to serve our city.**

Performance will be monitored on a quarterly basis using a new digital performance management tool and reported to Scrutiny Board and Cabinet Performance Management Panel.



# Our Corporate Plan

Working as one to serve our city

## **Place** Stronger Economy

Delivering effective core services that people want      An environment where new and existing businesses thrive      People develop the skills to get and keep work

Keeping the city clean      Developing a vibrant city      Improving our critical skills and employability approach  
 Keeping the city moving      Supporting businesses, encouraging enterprise and attracting inward investment  
 Improving the city housing offer

## **People** Stronger Communities

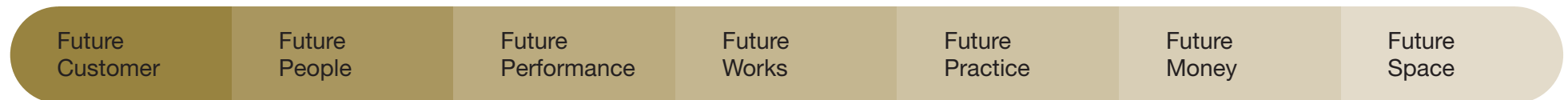
People live longer, healthier lives      Adults and children are supported in times of need      People and communities achieve their full potential

Promoting and enabling healthy lifestyles      Safeguarding people in vulnerable situations      Challenging and supporting schools to provide the best education for children and young people  
 Promoting independence for older people      Strengthening families where children are at risk      Enabling communities to support themselves  
 Promoting independence for people with disabilities      Keeping the city safe

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## **Confident, Capable Council** Stronger Organisation

Future Council - stronger council ready and able to deliver change



# A stronger economy

The City of Wolverhampton is an ambitious city with big plans. We have strong foundations to build on. We are **one of the top ten fastest growing areas in the UK for economic growth** and **billions of pounds of investment** are either planned or being spent across the city.

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However, we also have significant challenges that we are determined to tackle. We have the highest proportion of adults with no qualifications in the UK and are the tenth most deprived area based on employment levels. That's why driving economic investment and growth, improving skills and creating jobs are central to the whole of our corporate plan.

Local residents and businesses must benefit from the growth that we will experience over the coming years. We will create an environment where new and existing businesses thrive and people can develop the skills they need to get and keep work and secure better-paid jobs.

Keeping the city moving and improving our

connectivity to the wider UK economy through free-flowing roads and easily accessible public transport are key to our growth strategy. We will also create a cleaner, greener city with a vibrant, attractive city centre that people are keen to visit and welcoming neighbourhoods in which people are proud to live.

Housing growth and choice – boosted by an innovative, new council-owned housing company delivering 1000 homes in the next five years – will encourage more people to set down their roots in the city, further contributing to economic growth.

Our 25 outcomes show how we intend to deliver these broad ambitions, in close collaboration with city partners.



**Delivering effective core services that people want**

**An environment where new and existing businesses thrive**

**People develop the skills to get and keep work**

## Keeping the city clean

Improvements to our streets and green spaces will forge greater pride in our city and improve the quality of our local environment.

By 2019/2020 we will:

- have welcoming neighbourhoods and an attractive city centre by making them cleaner and greener
- encourage community engagement and pride in neighbourhood cleanliness
- safeguard our environment and reduce waste by increasing residents' and businesses' recycling and reuse rates
- have good and improving air quality in the city.



## Keeping the city moving

Our transport networks are major assets which need to be maintained and developed so that people and goods can move safely and efficiently.

By 2019/2020 we will:

- drive economic growth across the city and the wider region by investing in an effective and integrated transport network
- have a well maintained highway network boosted by an integrated approach to traffic management across the city and wider Black Country region
- reduce the city's dependency on cars by providing improved facilities for alternative modes of transport.



## Improving the city housing offer

Improving the quality and supply of housing for current and future residents is essential to encourage investment and active participation in our communities.

By 2019/2020 we will:

- Page 60
- have better quality housing by delivering new homes, supported housing, increased private renting and sale through our council-owned company
  - build affordable council housing and new starter homes for people on lower incomes in areas where people want to live
  - ensure that prospective tenants can “rent with confidence” from private landlords who will be supported to improve the quality of homes
  - reduce the risk of becoming homeless by supporting vulnerable people with advice and guidance



- increase the availability of homes within the city by bringing empty properties back into use quickly.

## Developing a vibrant city

The council and its partners have a distinctive offer to attract investment, developers, new occupiers and visitors to the city.

By 2019/2020 we will:

- transform gateways to the city to improve first impressions
- have a leisure, retail, visitor and cultural experience to be proud of
- have well-designed, safe public spaces where people want to walk, meet and relax
- prepare key sites to attract major investment and development by leading companies to create new jobs
- deliver good quality, sustainable urban design based on ‘smart city’ principles.



## Supporting businesses, encouraging enterprise and attracting inward investment

Our city will be a place that is attractive to new companies, where business can innovate and grow and new forms of entrepreneurship are encouraged.

By 2019/2020 we will:

- be well positioned within the UK and overseas as a “location of choice” for trade, conferencing and inward investment
- support local businesses and entrepreneurs to grow, prosper and innovate
- strengthen local supply chains and job opportunities.

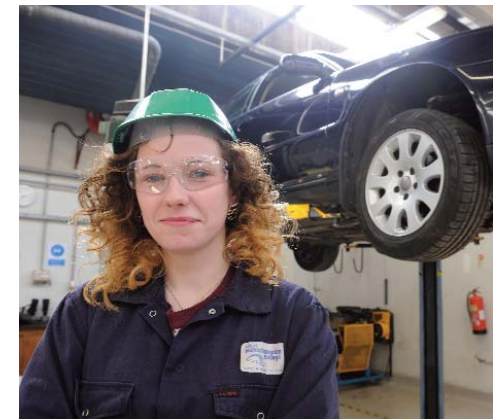


## Improving our critical skills and employability approach

We want more people to be in employment with better-paid jobs. By working with partners, we will increase opportunities for local residents.

By 2019/2020 we will:

- have a joined-up skills and employment service which will give people of all ages access to career guidance and a range of routes into work
- have fast-track programmes that help prepare local people to compete successfully for new job opportunities
- encourage more local businesses to participate in skills, education, employment and corporate social responsibility programmes
- be a dynamic regional centre for learning, training, creativity and innovation
- increase the number of people with digital and financial skills.



# Building even stronger communities

The City of Wolverhampton's greatest asset is its people. New ways of working aimed at transforming service delivery are central to building even stronger communities.

We are moving at pace to develop and implement new models of commissioning that deliver services more efficiently and, most importantly, improve outcomes for service users.

Our focus has shifted to early intervention and prevention, in order to help strengthen families and promote greater independence for vulnerable and older people.

By making early intervention a key strategic priority we are more able to prevent problems from escalating and manage demand for core services by helping and supporting families and individuals of all ages to live trouble-free and independent lives.

Not only will this approach help the council live within its means, more importantly, it will improve the lives and futures for thousands of families and vulnerable people.



**People live longer, healthier lives**

**Adults and children are supported in times of need**

**People and communities achieve their full potential**

Brighter futures for our youth – boosting educational quality, attainment and skills from early years to post-16 education – are also critical to transforming the city. We will challenge and support schools to help young people achieve their maximum potential, opening up new opportunities and broadening horizons for the next generation of Wulfrunians.

The city already has some of the most cohesive communities to be found anywhere in the country. A priority for the Corporate Plan is to improve the individual resilience and wellbeing of residents.

Successful partnerships between the council, health, police, voluntary, community and private sectors are essential to the successful delivery of

our plan and to tackling the social challenges in the city. Increasingly, collaboration, co-production and shared services will be the order of the day, building on the achievements we have already delivered through our Multi-Agency Safeguarding Hub (MASH) and Youth Offending Team.

These 28 outcomes detail how we will deliver our priorities and build even stronger communities in the City of Wolverhampton.

## Promoting and enabling healthy lifestyles

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

By 2019/2020 we will:

- have fewer smokers in the city
- have more families supported to reduce obesity
- have fewer people with harmful drinking habits in the city through earlier identification and intervention
- help more people to live healthier lives through access to preventative health advice.



## Promoting independence for older people

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

By 2019/2020 we will:

- be a welcoming place for older people with information and advice locally available
- enable people to be supported at home through integrated health and social care
- enable older people to live independently with more choice and control over their daily lives.



## Promoting independence for people with disabilities

Vulnerable people are able to live independently and have choice and control over their lives.

By 2019/2020 we will:

- Page 64
- increase access to early intervention and prevention services to improve resilience and mental wellbeing of children and young people
  - maximise the independence of children and young people with a disability or a special educational need by ensuring they have a personalised Education, Health and Care Plan
  - maximise access to post-16 education and employment opportunities for young people with disabilities and mental ill health through a transition pathway
  - support vulnerable adults to live more independently.



## Safeguarding people in vulnerable situations

Vulnerable people in the city will have the support and protection they need to improve their life chances and ensure they feel safe in their community.

By 2019/2020 we will:

- continue to identify and protect children at risk of harm
- prioritise early identification and protection of young people at risk of child sexual exploitation
- enable vulnerable adults to feel safe within their community.





## Strengthening families where children are at risk

Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.

By 2019/2020 we will:

- ensure that children and families have swift and co-ordinated access to the right services at the right time
- achieve positive and sustained change by working with the whole family
- safely prevent family breakdown by supporting children and families.



## Challenging and supporting schools to provide the best education

Raising expectations, securing swift school improvement and ensuring there are sufficient school places and resources to support children's learning are essential to providing the best education for our young people.

By 2019/2020 we will:

- encourage a strong local school-to-school support network that drives up standards and attainment
- have a robust, targeted and proportionate programme to challenge and support schools across the city
- ensure every resident who wants a school place in the City of Wolverhampton for their child is offered one and that the majority receive their preferred choice
- ensure that pupils in need of support receive the maximum benefit from additional government funding in our maintained schools
- be sustaining the delivery of excellent education, training and employment outcomes for our young people through strong professional relationships
- ensure that vulnerable children and young people receive suitable education in local schools or effective alternative provision.



## Enabling communities to support themselves

Supporting communities to develop local support will build resilience in the city.

By 2019/2020 we will:

- Page 66
- maximise income and independence by ensuring people have access to information and advice
  - ensure people can easily find local support, preventative and universal services in their local communities
  - encourage people and communities to play an active part in delivering the best services possible for our city.



## Keeping the city safe

A safe city creates a stable economic climate and a vibrant night-time economy which in turn improves the experience of residents, workers and visitors.

By 2019/2020 we will:

- improve outcomes for families affected by domestic violence by ensuring earlier access to information, advice and support services
- increase community cohesion through active citizenship
- give victims of youth crime a greater voice in the justice system.



# Delivering a confident, capable council

Our mission, “working as one to serve our city”, is the starting point for our approach. It provides the “golden thread” to all that we do.

It also helps us to understand that we have a common purpose and that working in isolation is no longer acceptable.

Excellent performance starts with having a clearly articulated corporate plan, which sets out what our strategic priorities are for the city – a stronger economy, stronger communities, supported by a Confident, Capable Council.

Delivering a Confident, Capable Council is about being professionally excellent in all that we do – put simply, it’s having the right people, with the right skills, doing the right things at the right time.

This Confident, Capable Council priority is underpinned by the C3 transformation programme – a rigorous and robust process put in place to drive service improvement and transform the way the council works.



**Future Council – stronger council ready and able to deliver change**

*There are seven strands to the programme:*

- **Future Customer:** becoming more customer-focused and communicating effectively with our communities, businesses and key stakeholders
- **Future People:** creating a skilled, flexible workforce, increasing employee engagement, developing a can-do culture and living our core behaviours
- **Future Performance:** improving the performance of the council in line with our priorities and making effective decisions based on robust evidence, supported by accurate and up-to-date information
- **Future Works:** making use of new technology and a “digital by design” ethos to redesign and improve services, reduce bureaucracy and cost
- **Future Practice:** creating a strong culture of compliance with effective governance throughout the organisation and working in a consistent way to maximise efficiency, manage risks and reduce bureaucracy.
- **Future Money:** making the most efficient use of our financial resources, including delivery of the medium-term financial strategy
- **Future Space:** maximising the use and potential of the council’s physical assets, ensuring a better experience for our customers.

## Future Customer

High quality customer services provide easily accessible services and information promptly, in a way that reflects customers' choices, needs and circumstances.

By 2019/2020 we will:

- Page 68
- deliver responsive, joined-up and inclusive services that put the user at the heart of all that we do
  - provide first-time resolution across more service areas and timely updates to customers when enquiries require further investigation
  - have the right skills and abilities to deliver effective, customer-focused services
  - use real-time, operational information to proactively improve service delivery.



## Future People

Creating a skilled, flexible workforce, increasing employee engagement and developing a can-do culture.

By 2019/2020 we will:

- have an even safer, legally compliant working environment for employees
- enhance performance, productivity and efficiency by providing support to employees to ensure their health and wellbeing
- have a leadership development plan and workforce strategy to help the organisation deliver the Corporate Plan
- maximise the capability of the workforce to deliver the council's priority outcomes by ensuring that it is flexible, engaged and agile
- develop and maintain a more diverse and inclusive workforce.



## Future Performance

Information, data and intelligence provide insight to make evidence-based decisions which drive service improvement.

By 2019/2020 we will:

- have a corporate plan that demonstrates how our strategic objectives will be delivered and monitors progress against delivery
- drive service improvement through a consistent and robust approach to performance management
- provide accurate and good quality information in an appropriate, accessible and timely manner
- ensure that data is accurate and managed consistently across the council.

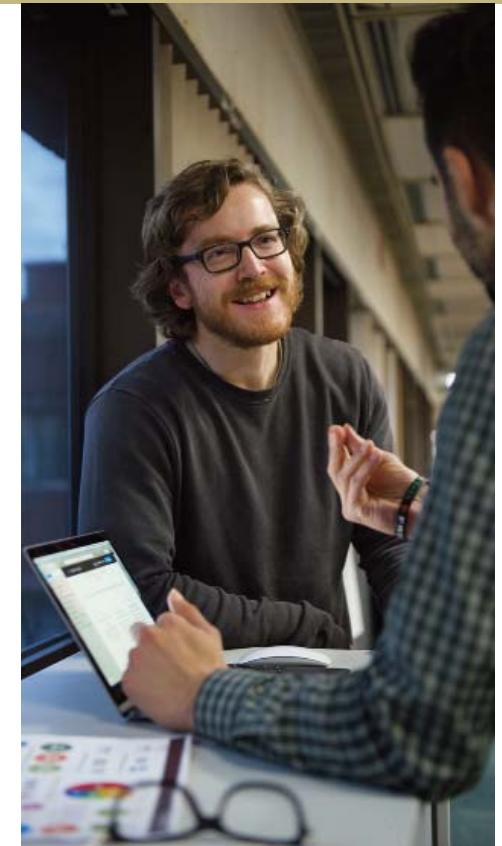


## Future Works

Becoming a national leader in digital services which better serve the customer and organisation.

By 2019/2020 we will:

- provide innovative and robust ICT solutions to support performance and transformational improvement
- have digital services that are accessible to everyone all of the time
- ensure workspaces are digitally enabled
- provide value for money through investment decisions in ICT and digital services
- have a responsive, agile and customer-centric ICT service to enable and support better outcomes.



## Future Practice

A confident, capable council needs policies and procedures that reflect industry best practice, meet statutory obligations and are efficient.

### By 2019/2020 we will:

- Page 70.
- store and manage all records securely, in accordance with national legislation
  - have well-established and effectively managed standard operating procedures for corporate processes
  - be a strong and trusted brand through effective use of a vibrant visual identity and excellent key stakeholder engagement
  - manage key business risks effectively by being fully compliant with policy, governance and constitutional requirements
  - make it simple for organisations to find and tender for opportunities by ensuring a



- co-ordinated approach with other public sector partners in the city and across the Black Country
- have a strong procurement function to effectively manage and maximise the impact of the council's third party spend.

## Future Money

Making the most efficient use of our financial resources, including delivery of the medium-term financial strategy.

### By 2019/2020 we will:

- have an annual, balanced budget and outturn and have delivered a sustainable, medium-term financial strategy
- have achieved a financial “clean bill of health”
- maximise efficiency and income generation opportunities.



## Future Space

Repairing, rationalising and modernising our buildings to be more efficient and improve services to our customers.

### By 2019/2020 we will:

- deliver a cost-effective asset management portfolio by rationalising our property estate
- establish an income stream from property assets
- operate within a modern, flexible and fit-for-purpose work-place
- have improved energy efficiency in our buildings
- reduce risk and maintenance costs through effective facilities management
- ensure maintenance and construction-related programmes are customer-focused and cost-effective.



## Our core behaviours

PRIDE in our city

### How we will behave

- P** Put customers first - *be customer focused*
- R** Raise the profile of the city - *be positive*
- I** Inspire trust and confidence - *be open*
- D** Demonstrate a can-do and tenacious attitude - *be a change agent*
- E** Encourage teamwork - *be a team player*

*For more information on our work visit:*

**wolverhampton.gov.uk 01902 551155**

 WolverhamptonToday  @WolvesCouncil  WolverhamptonToday

City of Wolverhampton Council, Civic Centre, St. Peter's Square,  
Wolverhampton, WV1 1SH.

You can get this information in large print, Braille, audio or in another language by calling 01902 551155 or order online here.



# Meeting of the City Council

20 July 2016

<b>Report title</b>	Appointments during the municipal year	
<b>Referring body</b>	n/a	
<b>Councillor to present report</b>	Cllr Roger Lawrence Leader of the Council	
<b>Wards affected</b>	All	
<b>Cabinet Member with lead responsibility</b>	Cllr Roger Lawrence Leader of the Council	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Governance	
<b>Accountable employee(s)</b>	Colin Parr Tel Email	Head of Governance 01902 550105 <a href="mailto:colin.parr@wolverhampton.gov.uk">colin.parr@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	n/a	

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## Recommendation for noting:

The Council is recommended to:

- (1) Note the appointment, by the Leader of the Council, of a Councillor Champion for Councillor Development and ICT.

## **1.0 Purpose**

- 1.1 This report details the proposed creation of the position of Councillor Champion for Councillor Development and ICT.

## **2.0 Background**

- 2.1 On 18 May 2016 the Annual Council agreed appointments to Cabinet portfolios, committee memberships, Councillor Champions, and political balance for the current municipal year.
- 2.2 Outside the Annual Council meetings the Constitution identifies that for decisions of this nature it is for the Leader to advise the Council.
- 2.3 It is proposed that Councillor Valerie Evans' current position of Chair of the Councillor Development and IT Advisory Panel is extended to that of Councillor Champion for Councillor Development and ICT.
- 2.4 This will provide consistency with the approach to Equalities. The Equalities Advisory Panel is currently Chaired by the Councillor Champion for Equalities.

## **3.0 Financial implications**

- 4.1 The post of Councillor Champion carries with it a Special Responsibility Allowance of £2,500 per annum. This cost can be met from within the existing budgets for Councillor allowances. [MK/11072016/W]

## **4.0 Legal implications**

- 4.1 Part III of the Constitution (2.1 (ix)) makes it clear that appointments should take place during the Annual Council Meeting in May.
- 4.2 The Constitution however also details responsibilities for the Leader of the Council (*Part III, Section 2, Delegations to The Cabinet Individual and Collective Decision Making*), which includes advising the Council on appointments outside Annual Council (*Delegations to the Cabinet at Part III, Section 1.3*). This is the relevant provision for this matter. [LW/11072016/D]

## **5.0 Equalities implications**

- 5.1 There are no specific equalities implications arising from this report

## **6.0 Environmental implications**

- 6.1 There are no specific environmental implications arising from this report.

**7.0 Human resources implications**

7.1 There are no specific human resources implications arising from this report.

**8.0 Schedule of background papers**

8.1 None.

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