

# Scrutiny Board

14 March 2017

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

## Membership

**Chair** Cllr Stephen Simkins (Lab)  
**Vice-chair** Cllr Patricia Patten (Con)

### Labour

Cllr Ian Angus  
Cllr Paula Brookfield  
Cllr Peter O'Neill  
Cllr Rita Potter  
Cllr Jacqueline Sweetman  
Cllr Philip Bateman  
Cllr Greg Brackenridge  
Cllr Jasbir Jaspal  
Cllr Rupinderjit Kaur  
Cllr Louise Miles

### Conservative

Cllr Arun Photay

Quorum for this meeting is four Councillors.

## Information for the Public

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

**Contact** Julia Cleary  
**Tel/Email** 01902 555046 or [julia.cleary@wolverhampton.gov.uk](mailto:julia.cleary@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1<sup>st</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

**Website** <http://wolverhampton.moderngov.co.uk/>  
**Email** [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)  
**Tel** 01902 555043

Please take note of the protocol for filming, recording, and use of social media in meetings, copies of which are displayed in the meeting room.

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

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

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

### DISCUSSION ITEMS

- 5            **City of Wolverhampton Youth Council Update** (Pages 9 - 18)  
[Andrew Scragg, Participation Officer to provide an update.]
- 6            **WV Active Update** (Pages 19 - 34)  
[To receive an update from Lisa Taylor, Head of Service Improvement]
- 7            **Information Governance Performance Report - Quarter Three 2016/17** (Pages 35 - 40)  
[Anna Zollino-Biscotti, Information Governance Manager, will present report]
- 8            **Work programme/Forward Plan/Risk Register** (Pages 41 - 72)  
[To consider the Board's work programme for future meetings alongside the Council's Forward Plan and Risk Register.]

### INFORMATION REPORT

- 9            **Quarter 3 Corporate, Social Care and Public Health Complaints Report** (Pages 73 - 108)  
[Steve Rice, Customer Engagement Manager, to present quarterly update report]

## Attendance

### Members of the Scrutiny Board

Cllr Ian Angus  
Cllr Paula Brookfield  
Cllr Peter O'Neill  
Cllr Rita Potter  
Cllr Stephen Simkins (Chair)  
Cllr Jacqueline Sweetman  
Cllr Philip Bateman  
Cllr Greg Brackenridge  
Cllr Jasbir Jaspal  
Cllr Arun Photay  
Cllr Rupinderjit Kaur  
Cllr Louise Miles  
Cllr Patricia Patten (Vice-Chair)

### Employees

Kevin O'Keefe	Director of Governance
Earl Piggott-Smith	Scrutiny Officer
Colin Parr	Head of Governance
Martyn Sargeant	Head of Democratic Services
Rachel Ratcliffe	Policy Officer
Jayne Holloway	Electoral Registration Operations Manager

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

*Item No.*    *Title*

- 1 Apologies for absence**  
Apologies for absence were received from the following:  
  
Cllr Rupinderjit Kaur  
Keith Ireland – Managing Director
- 2 Declarations of interest**  
There were no declarations of interest.
- 3 Minutes of the previous meeting**  
Resolved:  
That the minutes of the meeting held on 13 December 2016 be approved as a correct record and signed by the Chair.

4 **Matters arising**

There were no matters arising.

5 **Scrutiny Review - Update on the Review into Electoral Registration and Participation**

Martyn Sargeant, Head of Democratic Services, introduced the report and gave the panel an update on recommendations and actions arising from the electoral registration and participation scrutiny review. The review report was considered by the Cabinet at its meeting on 8 June 2016.

The Head of Democratic Services advised the Board of the following progress since the report was submitted

Recommendations 1: The Council is working with colleges and school leavers to engage with young people in schools. The Council is planning a rolling programme of events during the next two weeks to support this aim.

Recommendation 14: Express Systems have been commissioned to develop voter information material and videos for residents whose first language is not English or who have reading or writing difficulties. The material will be available in a number of different languages. The scheme will initially be piloted in Blakenhall area in May 2016.

The Board suggested that information about the project could be published on Wolverhampton Information Network website. The Board discussed progress made to implement the recommendations and requested more detailed report be presented to a future meeting.

The Board discussed the planned feedback to the Electoral Commission on the lessons learnt from work done to target different groups and communities. The Board requested that a report of the Council's response to Electoral Commission should be presented to the meeting on 14 March 2017.

The Board expressed concern about the difficulties in appointing an Electoral Services Manager and the potential risks to the Council of not having an experienced person in post. The Board discussed the reasons for not being able to appoint. The Head of Democratic Services explained that a number of ideas had been tried to fill the vacancy, without success. However, there is provision for extra dedicated support to be brought in where needed, in addition to developing the skills of current staff. The Board commented on the potential risks to the Council with the upcoming mayoral elections and the need for the vacancy to be filled as a matter of urgency.

Kevin O'Keefe, Director of Governance, acknowledged the difficulties highlighted by the Board and the need to find a suitable candidate. The Director of Governance commented that a possible option could be to contact the Association of Electoral Administrators, whose members are retired elections managers, with the necessary experience that could provide an interim solution. The Head of Democratic Services added that the Managing Director has supported the use of extra employee resources from across the Council and training for deputy returning officers to ensure the service is robust.

The Board requested a more detailed report on progress against the review recommendations and also the opportunity to comment on the draft public engagement strategy.

The Board discussed the methods that will be used to consult with the public in the future and what further changes are needed. The Director of Governance commented that a new post has been created in the communications team to support the development of an effective engagement strategy. Furthermore, the learning from the public consultation work done as part of the library transformation proposals will support this development. The Director of Governance would welcome the contributions from the Board in this work.

Resolved:

1. The Head of Democratic Services to present a briefing report on the Council's feedback to the Electoral Commission on its engagement work at the meeting on 14 March 2017.
2. The Head of Democratic Services to present a draft of the public engagement strategy for discussion at the scheduled meeting on 4 July 2017.

## 6 **Update on the West Midlands Combined Authority**

Rachel Ratcliffe, Policy Officer - Combined Authority Programme Team, presented a report of the progress of the work of the West Midlands Combined Authority and the devolution agenda in the West Midlands. The Policy Officer gave an overview of the main highlights of the report.

The Board member commented that the issue of the governance arrangements for the Combined Authority was discussed at meeting they attended last year, and there was general agreement that the current scrutiny arrangements were not strong enough. The Policy Officer commented that this issue was discussed at a meeting of West Midlands Combined Authority, Overview and Scrutiny Committee. The Board discussed opportunities to build working relationships between the work of the West Midlands Combined Authority and the Scrutiny Board, and to get a better understanding about the agenda, the frequency of meetings and attendance by members.

The Board suggested that it would be useful to invite the Councillor Peter Hughes Chair of Overview and Scrutiny Committee and Councillor Tersaim Singh, representative for City of Wolverhampton Council, to a meeting of the Board to brief members on the work being done to develop the scrutiny function and make it more robust. The Board suggested that a discussion about the role and responsibilities of Metropolitan Mayor and the role of scrutiny would be useful. The Board agreed to consider this item at future meeting.

The Director of Governance briefed the Board on the discussion at a workshop event to discuss the governance arrangements for Combined Authorities where similar concerns were expressed. The Director of Governance agreed to feed back the Board comments to Combined Authority Overview and Scrutiny Committee. The Board suggested that it would be useful for members to be involved in reviewing and contributing to the development of the scrutiny and governance arrangements for the Combined Authority.

The Board suggested that learning from existing examples of good practice elsewhere should be reviewed first to see if there is model that could be used.

The Board were advised that meetings of Overview and Scrutiny Committee are open to the public to attend and also that minutes from previous meetings were available online to review progress and current issued being discussed.

Resolved:

1. The Board agreed to invite Councillor Peter Hughes, Chair of Overview and Scrutiny Committee, and Councillor Tersaim Singh, representative for City of Wolverhampton Council, to meeting on 14 March 2017 for a report on the work being done to strengthen links with local scrutiny functions and the development of effective governance arrangements.

## 7 **Work programme**

Earl Piggott-Smith, Scrutiny Officer, introduced the report and invited Board comments on the draft work programme 2016/17. There was concern expressed by members of the Board about the number agenda items and also the scheduling of meetings made it difficult for members to properly scrutinise the issues being discussed. The Board discussed the current employee resources and there was support for additional resources to help panels to carry out their responsibilities.

The Board discussed the recent announcement about the inspection by Ofsted of children's services and queried the role of scrutiny in the adding the findings as a future agenda item for detailed discussion. The Director of Governance outlined the timetable for the work of the inspection team and the publication of the findings. The Director of Finance suggested that final report from Ofsted could be presented to a future meeting for the Board to consider.

The Board suggested that the issue of panel agenda and work planning should be discussed at the next meeting of the chair and vice chairs group.

The Board discussed the relationship with Cabinet Members, and ideas for holding them to account.

Colin Parr, Head of Governance, advised that a new experienced scrutiny officer has been appointed and is due to start in February and that members will start to see the impact of the investment in extra resources. The increase in funding for staffing was agreed at a time when most other budgets are being reduced. The Head of Governance commented on work being to develop performance measures to focus on outcomes of scrutiny work and progress in developing a process to monitor the implementation of Board recommendations and the impact on service delivery.

The Head of Governance commented on the plans for the Council Wide Briefing Session.

The Board discussed the challenges facing the NHS and it was suggested this would be useful topic to consider the situation in Wolverhampton as a future agenda item.

The Board agreed to receive a paper on the issue with a summary of the key health issues facing Wolverhampton and the impact of changes in level of provision in neighbouring areas, for example, 'bed blocking'.

Resolved:

1. The Board agreed to receive a paper on the issue with a summary of the key health issues facing Wolverhampton.
2. The Scrutiny Officer to arrange a date for scrutiny chairs and vice chairs meeting to discuss agenda planning and the work of panels.

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# Scrutiny Board

14 March 2017

<b>Report title</b>	City of Wolverhampton Youth Council Update	
<b>Cabinet member with lead responsibility</b>	Councillor Val Gibson Children, Young People and Families	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Linda Saunders	
<b>Originating service</b>	Children and Young People	
<b>Accountable employee(s)</b>	Andrew Scragg	Participation Officer
	Tel	01902 556002
	Email	andrew.scragg@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Youth Council Meeting	

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Consider the attached report from City of Wolverhampton Youth Council attached as an appendix.

### 1.0 Purpose

- 1.1 To enable the Scrutiny Board to consider the work carried out by the City of Wolverhampton Youth Council.

### 2.0 Background

- 2.1 The Youth Council was formed in 2001 and has developed into a group for young people to represent their views to decision makers in the City. The Youth Council links into the scrutiny process of the City of Wolverhampton Council and meets with senior officers of the Council on a regular basis and is a member of Youth Organisations Wolverhampton (YOW). On a national basis, the Youth Council is a member of the British Youth Council

and of the United Kingdom Youth Parliament. The Youth Council have written this report to highlight their achievements which is attached.

### **3.0 Financial implications**

3.1.1 There are no direct financial implications as a result of this report.

3.2 Any costs associated with the Youth Council are funded from within existing budgets within the Children and Young People Service Area.

[NM/27022017/X]

### **4.0 Legal implications**

There are no immediate legal implications arising from this report.

[Legal Code: TS/28022017/B]

### **6.0 Equalities implications**

6.1 There are positive equalities issues from this report, which describes the involvement of young people in decision making on services and the range of activities they have undertaken to ensure issues concerning young people are addressed.

### **7.0 Environmental implications**

7.1 There are no environmental implications

### **8.0 Human resources implications**

8.1 There are no human resources

### **9.0 Corporate landlord implications**

9.1 There are no corporate landlord implications

### **10.0 Schedule of background papers**

10.1 There are no background papers



## City of Wolverhampton Youth Council Report for Scrutiny

### *Introduction:*

City of Wolverhampton Youth Council is an organisation run by young people for young people. We aim to represent the views of young people, challenge negative stereotypes and promote diversity. We work with other organisations in Wolverhampton, develop campaigns and act as a platform for young people to express their views to decision makers.

The last 12 months have been a period of change for the Youth Council. The City Council has continued to support the work we do alongside internal changes. Following our successful 2015 elections, we followed the same style of recruitment in 2016, allowing schools and voluntary sector groups to select two candidates each in internal elections; this has resulted in representation from 18 schools and groups across the city. These new Youth Councillors attended an extensive induction at the end of 2016, and are enjoying their new roles.

This is our annual report which covers our key achievements for the past year, as well as looking forward to and considering our aims for the following year.

### *Representation:*

The City of Wolverhampton Youth Council is proud to have representatives from eighteen schools and voluntary sector groups across the city:

- Aldersley High School
- Coppice High School
- Wolverhampton Girls' High School
- Wolverhampton Grammar School
- Heath Park High School
- Kings' School Wolverhampton
- Moseley Park School
- The Royal School
- Smestow School
- South Wolverhampton Bilston Academy
- St Edmund's School
- St Matthias School
- St Peter's School
- B-Safe Team
- Children in Care Council
- The WAY Youth Zone
- Regener8 Youth Club

We have meet with Julien Kramer to identify how we can engage some of the schools that have no representatives on the Youth Council. We have become part of the WAY/YOW networking group to encourage greater engagement with the voluntary youth sector in the city. In future, we aim to encourage membership from Wolverhampton North East Schools, an area where our representation is currently not as effective.

### *Internal Achievements*

- Youth Council continued to engage in the scrutiny process– attending every meeting for the Children and Young People Scrutiny Panel and contributing to the Scrutiny Away Day.
- Youth Councillors were involved with the children’s commissioner’s ‘Takeover Day’; where members had the opportunity to be involved in a range of experiences with decision makers from the City Council; including presenting to the councils leadership team, consulting on the Westside development, shadowing workers at the magistrates’ court and meeting with Councillor Steve Evans.
- Youth Council continued our new approach to the Youth Elections, resulting in representatives from thirteen secondary schools, four voluntary sector groups and The Way Youth Zone. The Mayor declared the results at a celebration announcement in the council chamber. This representation enables substantial engagement with secondary schools in the city.
- An induction programme was delivered for new Youth Councillors consisting of two workshops and a Christmas social to allow young people to develop crucial skills for their roles and get to know each other.
- Youth Council took a considerable role in the School Nurses consultation– feeding back the strengths, weaknesses and potential improvements of the current school nursing system.
- The Youth Council has continued to engage with other groups by attending their meetings and meeting their members. These groups include The Way Youth Zone, the B-Safe team and the Children in Care Council. We have developed our relationship and contributed to the work of HeadStart, ensuring that the work we have done nationally has been feed into the work locally.
- The B-Safe Team, Children in Care Council and Youth Council attended a joint residential in August at Condover Hall and held a conference to feedback on areas of work and discuss issues.
- We have been attending the Community Cohesion Forum to ensure young people’s voices are being listened to at this important meeting for community and faith groups in the city.
- Youth Council produced and presented a video at the city’s Children’s Trust Board about young people’s experiences and work that the Youth Council has planned for the future.
- We have developed a relationship with the Clinical Commissioning Group (CCG) and have been working with the Children’s Commissioner Officer; as part of this involvement we have inputted into the CAHMS strategy.
- We worked with Bite the Ballot to encourage young people’s electoral participation, which this year included the EU Referendum.
- We have been involved in the interview and recruitment process of key council positions.

- The Youth Council has developed a page on the council's website and has begun to design its own website to make it easy for young people to find information and see on-going work.
- The Youth Council has discussed and fed-back to decision makers on many key areas of concern to young people; including substance misuse, work experience, improving PSHCE lessons, tackling obesity and mental health.

*External Achievements:*

- Youth Council launched its' annual Make Your Mark ballot and managed to collect 5,614 ballots from young people from 17 schools and youth groups, allowing them to take part in the UK's largest annual ballot.
- Our two Youth MPs attended the annual youth takeover in the House of Commons chamber and both Darram Kooner and Sarjan Hira were invited to speak in the debate.
- MYPs attended regional meetings with Youth Councils from the West Midlands and continued to engage with British Youth Council's scheme of work.
- Members of Youth Council met with all three Wolverhampton MPs to discuss the issue of racism and religious discrimination and began to plan a lesson plan for schools on the issue.
- Youth Council elected two Youth Police and Crime Commissioners who have begun work on a campaign to improve public transport and a campaign regarding child sexual exploitation and pornography. Members of the Youth Council attended the annual police event for Youth Councils across the West Midlands.
- The city's MYPs worked on the mental health campaign with UK Youth Parliament. They researched all the mental health services available for young people in Wolverhampton for a national report to be sent to the government.

*This Year's Aims:*

- Hold Youth Elections in schools and voluntary groups during UK Parliament Week and carry out an induction for these new members.
- Encourage representation from Wolverhampton North East, an area where our representation is lacking.
- Engage further with city councillors and widen the scale of work the group performs.
- Support the nationwide Youth Parliament Votes at 16 Campaign through our work as a group.
- Collect as many Make Your Mark ballots as possible to amplify our national voice.
- Continue to consult with young people and present their views at scrutiny meetings, and develop engagement with Councillors by inviting more to our meetings.

- Continue to develop links with the council and other organisations for young people, such as The Way and Children in Care Council.
- Support Wolverhampton HeadStart and develop closer links with HeadStart and B-Safe.
- Engage with the newest national Youth Parliament campaign, 'on Votes at 16 where we have been asked to encourage Wolverhampton Council to formally support Votes at 16
- Update our manifesto to reflect new and relevant issues.
- Launch the new Youth Council website, with Facebook & Twitter pages being looked into.
- Continue to engage with as many schools as possible, developing effective feedback with school councils, following exemplar practice from group members.
- To continue to be a member of Youth Organisations Wolverhampton (YOW) and promote any opportunities we have to YOW members.

*APPENDIX- Schedule of Meetings:*

**Youth Council 2017  
Schedule of Meetings**

1. 9<sup>th</sup> January 2017  
Andy Jervis to discuss Councils Waste Strategy and Environmental Issues  
Emma Curran Youth PCC- Wolverhampton Safety Partnership 2017-2019 plan
2. 30<sup>th</sup> January 2017  
Education- Julian Kramer to meet the Youth Council and to discuss Education vision for 2030  
Youth Parliament Campaign- Votes at 16 debate.
3. 13<sup>th</sup> Feb 2017  
Cllr Councillor Bhupinder Gakhal to discuss the Apprenticeship Scrutiny Review Prep for Scrutiny Board Meeting
4. 13<sup>th</sup> March 2017- YC business only  
Scrutiny Board- 14<sup>th</sup> March 2017
5. 3<sup>rd</sup> April 2017  
UKYP Elections – Elect two Youth MPs from Youth Council
6. 24<sup>th</sup> April 2017-  
Transforming Libraries Service Update tbc  
Guest Speaker tbc

7. 8<sup>th</sup> May 2017  
Guest Speaker tbc
8. 12<sup>th</sup> June 2017
  - Healthy Child Programme Update tbc
  - Update on HeadStart programme tbc
  - CAHMS Update tbc
9. 10<sup>th</sup> July 2017
10. August residential tbc
11. 11<sup>th</sup> September 2017-
  - Youth Council, AGM
  - Make Your Mark
12. 9<sup>th</sup> October
  - Invite Julien Kramer to meeting (Director of Education) tbc
13. 6<sup>th</sup> November- Prep for Declaration Event  
  
Youth Council Induction in November/Early December.
14. December-  
Youth Police Crime and Commissioner Event and Meal  
Xmas Social

#### **KEY DATES for 2017**

- August- Launch of Make Your Mark Ballot
- September- Voting for Make Your Mark Ballot in Schools and Launch of Elections for Youth Council.

- 9-15 October 2017 – European Local Democracy Week
- 13 – 19 November 2017 Parliament Week
- 10<sup>th</sup> November- Youth Parliament House of Commons Debate (tbc)
- 15<sup>th</sup> November- Announcement of new Youth Council November tbc subject to Council diary.
- 17<sup>th</sup> November Take Over Day tbc

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# Scrutiny Board

14 March 2017

<b>Report title</b>	WV Active Update	
<b>Cabinet member with lead responsibility</b>	Councillor Steve Evans City Environment	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Corporate Services	
<b>Accountable employee(s)</b>	Lisa Taylor Tel Email	Head of Service Improvement 01902 552742 Lisa.Taylor@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	N/A	

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

The Scrutiny Board is recommended to:

None.

**Recommendations for noting:**

The Scrutiny Board is asked to note:

1. The progress made following the rebrand from Leisure services to WV Active in January 2015 and the plans to continue the transformation of the service.

## 1.0 Purpose

1.1 The purpose of the report is to provide a progress update following the launch of WV Active in January 2015 and detail the plans to continue transform the service.

## 2.0 Background

2.1 Members have requested an update on the progress made since the launch of WV Active in January 2015 and the presentation attached sets out more details of the transformation of the service and the future plans to continue the transformation of the service.

## 3.0 Financial implications

3.1 This report has no financial implications however, budget reductions and income generations targets totalling £708,000 relating to WV Active, exist in the approved Medium Term Financial Strategy. The profile of which can be seen in the table below.

2017/18	2018/19	2019/20	Total
£000	£000	£000	£000
504	104	100	708

[TT/02032017/O]

## 4.0 Legal implications

4.1 There are no legal implications arising from this report.

[Legal Code: TS/02032017/G]

## 5.0 Equalities implications

5.1 There are no equality implications arising from this report.

5.2 Any changes to policies and procedures within WV Active will undergo an equalities analysis screen and full analysis if appropriate.

## 6.0 Environmental implications

6.1 There are no environmental implications arising from this report.

## 7.0 Human resources implications

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

## 8.0 Corporate landlord implications

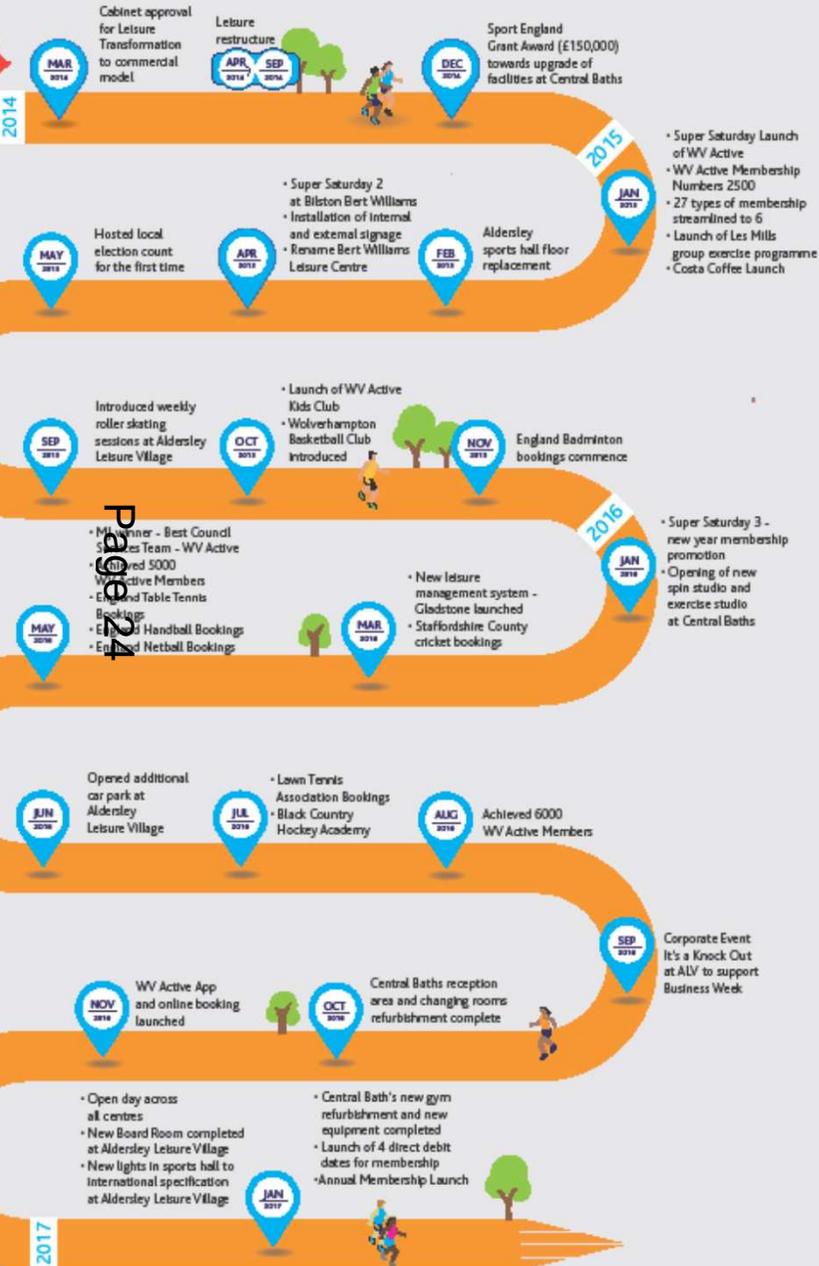
8.1 There are no corporate landlord implications arising from this report.

**9.0 Schedule of background papers**

9.1 None

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WV Active  
Scrutiny Board  
14 March 2017



- January 2015 WV Active launched with 2500 members
- March 2016 New leisure management system
- May 2016 MJ Award Winner – Best Council Services Team
- August 2016 Achieved 6000 members
- November 2016 Online booking and mobile app went live
- January 2017 Launched annual membership, choice of direct debits & Bhangra Blaze

January 2017

## Monthly Membership Breakdown

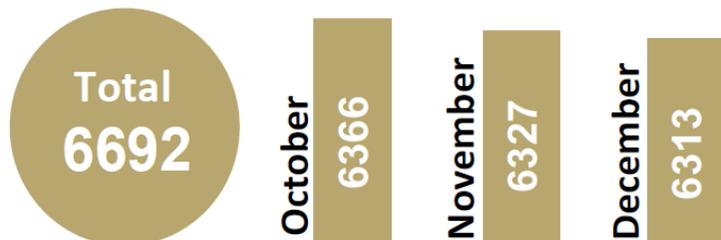
### Platinum Membership



### Gold Membership



### Total Membership Numbers



### New members



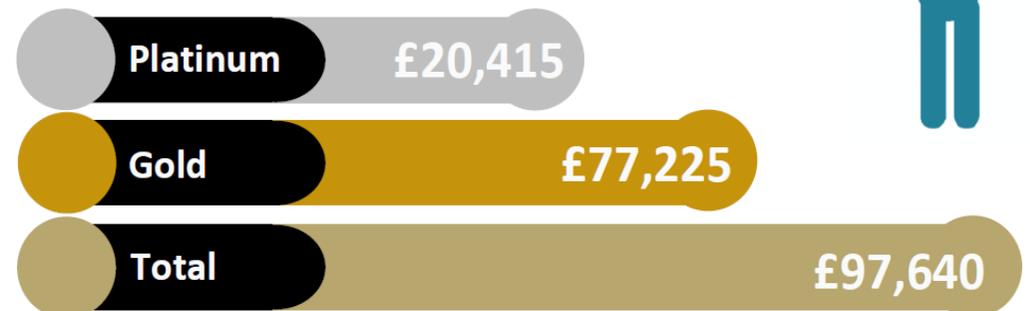
### Cancellations



### Upgrades



### Monthly Income



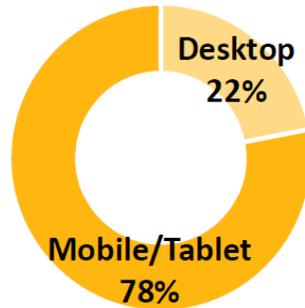
January 2017

## Website Usage

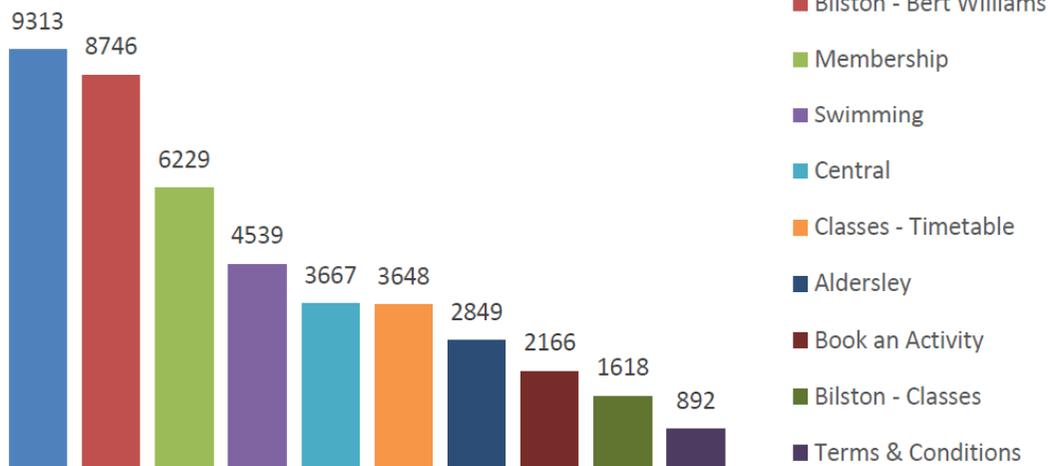
Usage by Unique Visitors



Traffic Source



## Top 10 Most Visited Pages

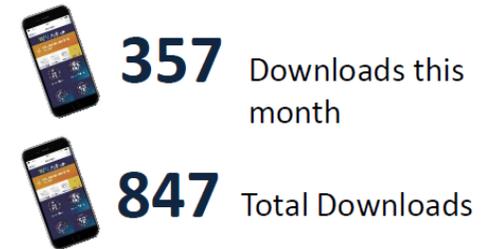


## Social Media

### Facebook



### Mobile Pro App



Launched 16<sup>th</sup> November

### Twitter



### Instagram





# Active Our Transformation Journey



## Corporate Landlord

Feasibility Study

Central Baths reception and changing rooms



## Parking Services

Reviewing parking options across the 3 sites  
Bilston Urban Village



## Customer Services Banking and Finance Communications

Gladstone and system optimisation  
Digital transformation



## Legal Services

Reviewing hire agreements  
advising on terms and conditions for memberships



## Catering and Cleaning Services

Aligning services under one umbrella  
Review current catering offer



## Public Health

Working with Public Health to support campaigns  
Beat the Street 2

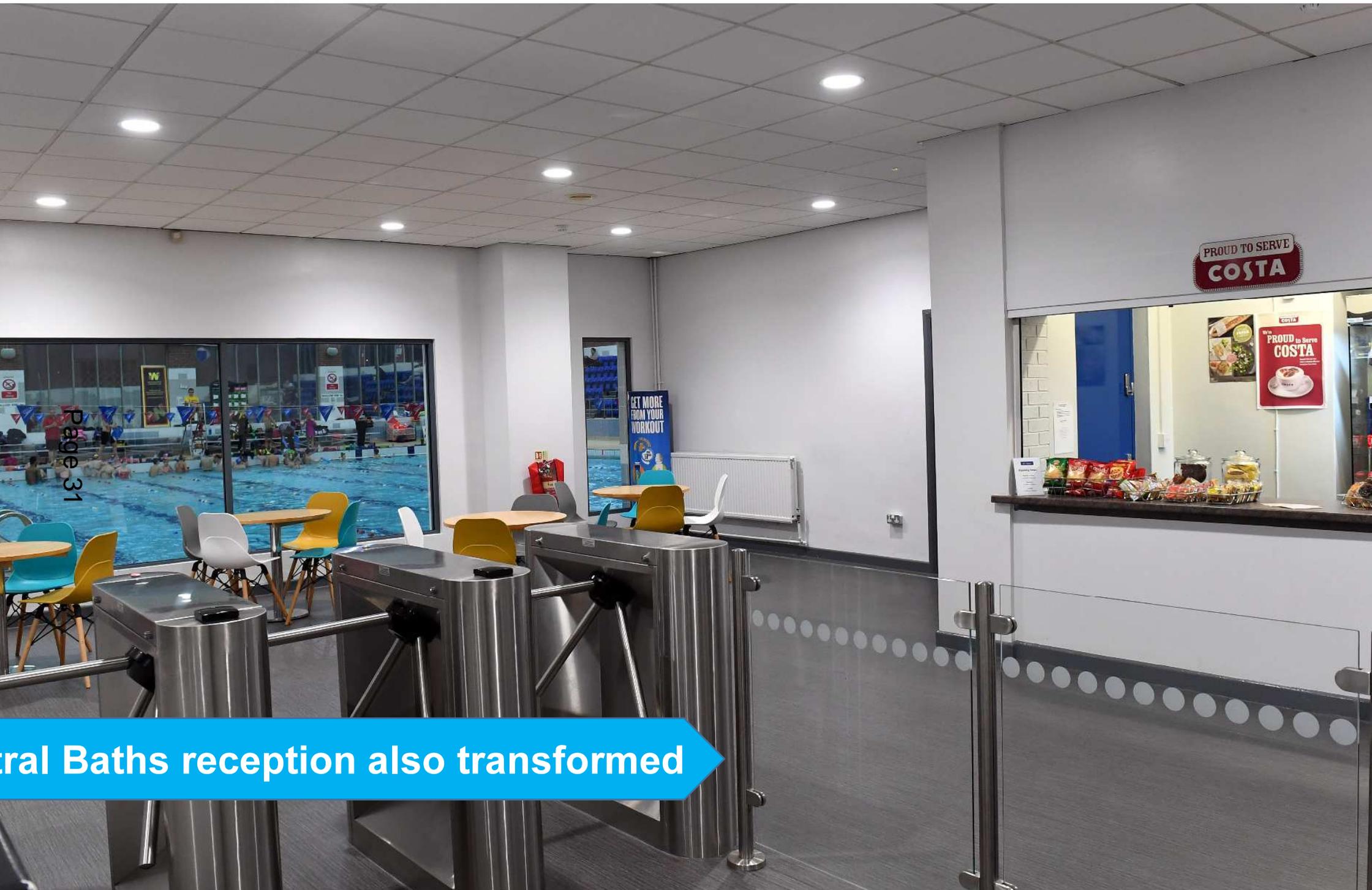
Central Baths Changing Rooms - Before

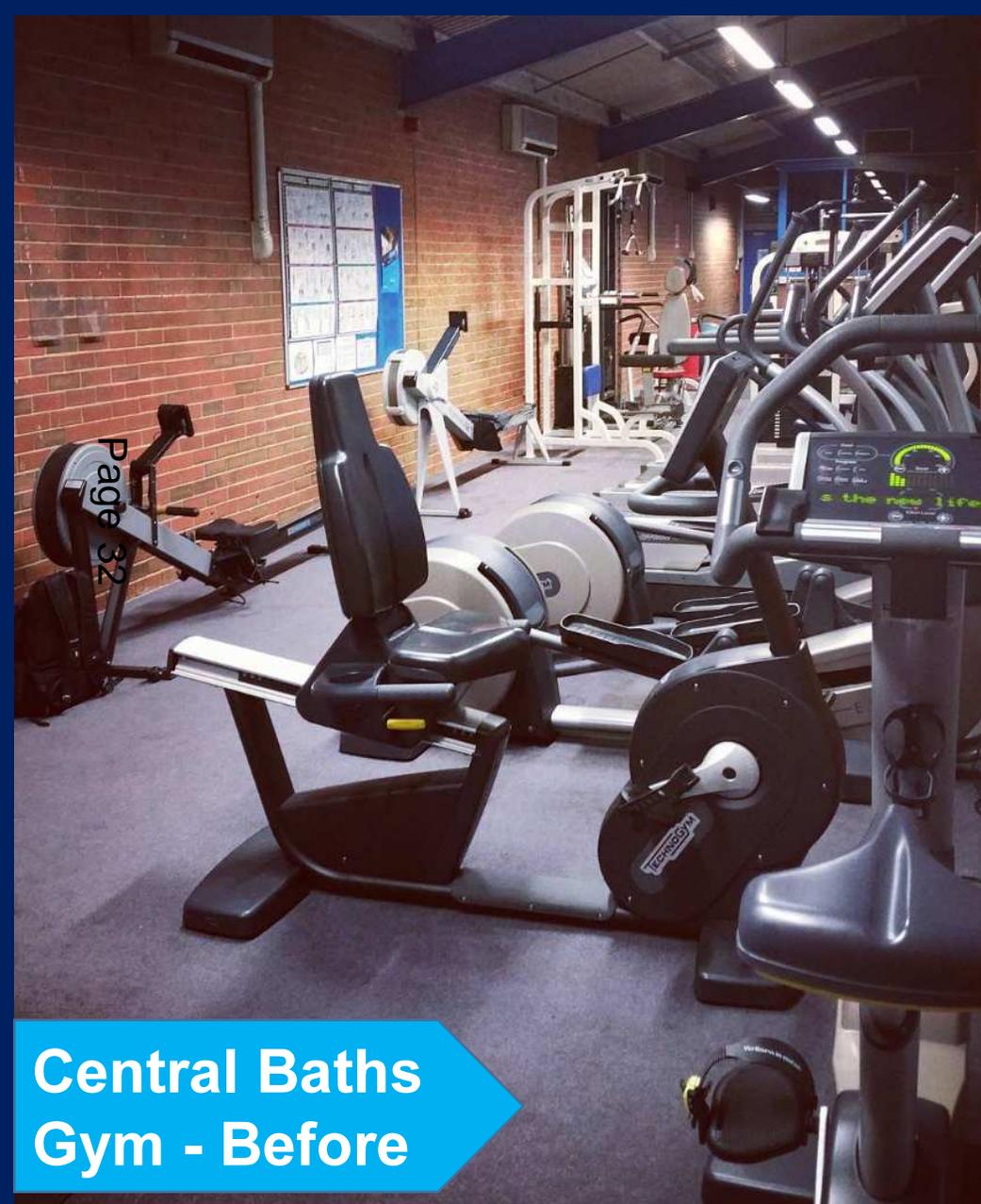


Central Baths Changing Rooms - After

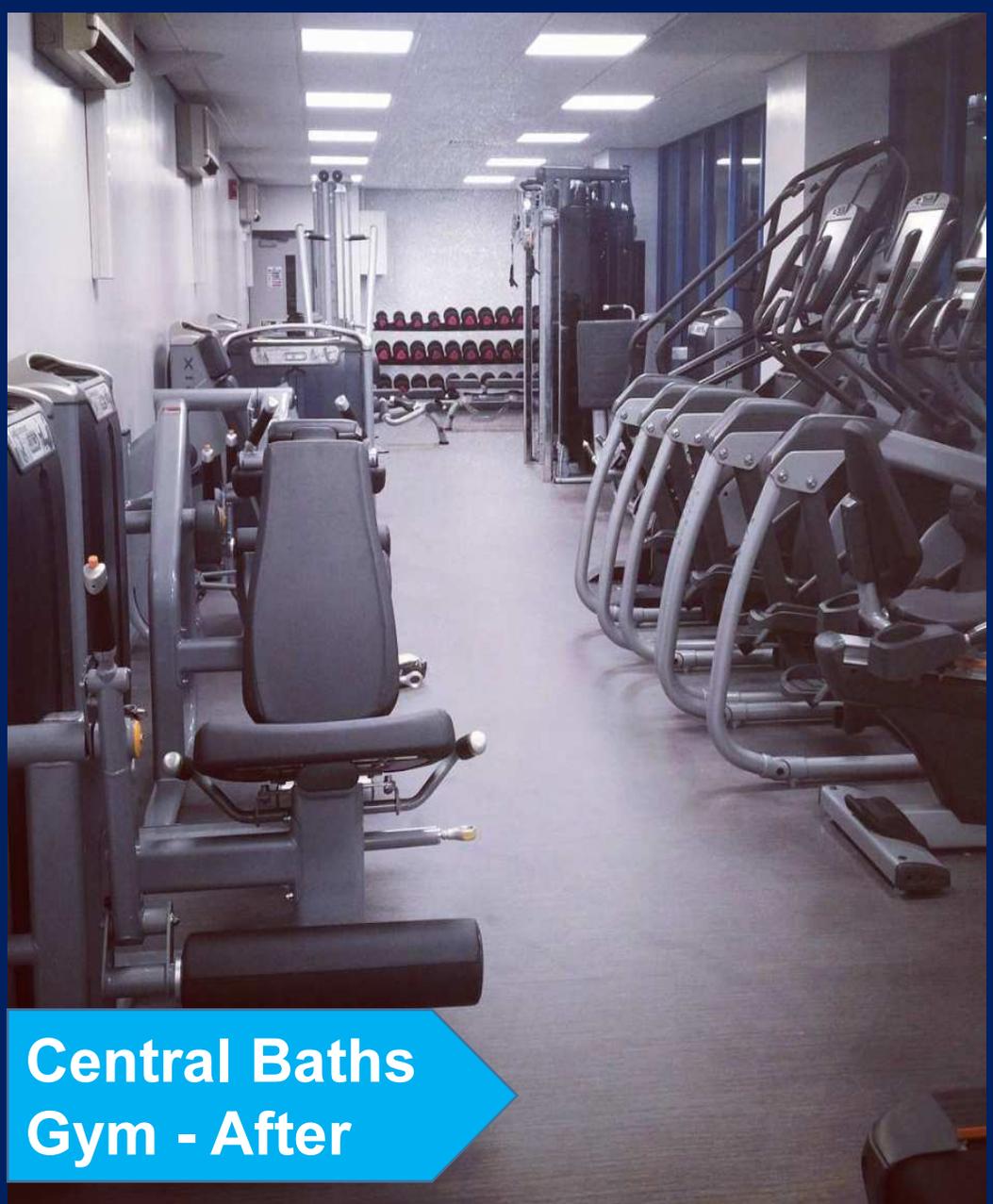


Central Baths reception also transformed





Central Baths Gym - Before



Central Baths Gym - After

# Active Our Transformation Journey Continues



## Catering

Continue review of catering offer



## Facilities

Review gym layout & equipment  
Implement energy efficiency measures



## Marketing

Offers/promotions  
Quarterly Super Saturdays  
Increase Corporate members



## Public Health

Continue working closely with Public Health



## Parking

Review options for parking charges



## Digital Transformation

Self service kiosks  
Digital signage  
Additional door scanners

Questions?

# Scrutiny Board

14 March 2017

<b>Report title</b>	Information Governance Performance Report – Quarter Three 2016/17	
<b>Cabinet member with lead responsibility</b>	Councillor Milkinderpal Jaspal Governance	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O’Keefe, Governance	
<b>Originating service</b>	Democracy	
<b>Accountable employee(s)</b>	Anna Zollino-Biscotti	Information Governance Manager
	Tel	01902 555166
	Email	anna.zollino-biscotti@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Cabinet Performance Management Panel	27 February 2017
	Information Governance Board	23 March 2017

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review and comment on the Quarter Three performance for information governance
2. Identify and feedback any further action that may be necessary.
3. Recommend any issues to be referred to the Information Governance Board for further consideration

## **1.0 Purpose**

- 1.1 To report on the performance of Information Governance for quarter three (October – December 2016).

## **2.0 Background**

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

### **3.0 Progress/Update**

- 3.1 The IG performance figures for quarter three are contained in Appendix A.
- 3.2 276 requests were received for freedom of information /environmental information which is 33 more than those received in quarter two. There was only one freedom of information /environmental information request that exceeded the statutory 20 day timeframe, which equates to a 99 percent response rate.
- 3.3 77 requests were received for data protection which is six less than the numbers received last quarter. All of these requests were responded to within the statutory 40 day timeframe.
- 3.4 The number of information incidents reported for the quarter has increased. 18 incidents were reported this quarter, which is five more than the number reported in quarter two. 17 of the 18 incidents reported (94%) were of the incident type "Disclosed in error", which the Information Governance team have noted is a reoccurring theme each quarter.
- 3.5 There were 152 new starters in quarter three; this is slightly more than the number who joined the council in quarter two. Out of this number, 110 completed the mandatory protecting information module which is an increase of ten percent on the number of new starters who completed the training in the last quarter.

### **4.0 Financial implications**

- 4.1 There are no financial implications associated with the recommendation in this report as Councillors are requested to review the progress made on information governance.
- 4.2 It is worth noting, however, that a failure to effectively manage information governance carries a financial risk. Inaccurate and out of date information can lead to poor decision making and a potential waste of financial resources. In addition to this, poor information governance can actually result in a fine of up to £500,000 from the ICO.  
[GE/27022017/J]

### **5.0 Legal implications**

- 5.1 The Council has a legal duty under the Data Protection Act 1998, Freedom of Information Act 2000 and Environmental Information Regulations 2004 to appropriately manage and protect information assets.
- 5.2 The integration of Public Health into the Council in April 2012 required the Council to provide assurance to the NHS that it had in place suitable information governance policies, procedures and processes.

5.3 The failure to effectively manage information governance could increase risk of exposure to fraud and malicious acts, reputational damage, an inability to recover from major incidents and potential harm to individuals or groups due to inappropriate disclosure of information.

5.4 The Information Commissioner has the legal authority to:

- Fine organisations up to £500,000 per breach of the Data Protection Act or Privacy & Electronic Communication Regulations
- Conduct assessments to check organisations are complying with the Act
- Serve Enforcement Notices and 'stop now' orders where there has been a breach of the Act, requiring organisations to take (or refrain from taking) specified steps in order to ensure they comply with the law
- Prosecute those who commit criminal offences under section 55 of the Act
- Conduct audits to assess whether organisations processing of personal data follows good practice
- Report issues of concern to Parliament.

[RB/28022017/Z]

## **6.0 Equalities implications**

6.1 There are no equality implications arising from this report and its recommendations.

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

## **7.0 Environmental implications**

7.1 There are no environmental implications arising from this report.

## **8.0 Human resources implications**

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

## **9.0 Corporate landlord implications**

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

## **10.0 Schedule of background papers**

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

# Information Governance Summary Quarter Three - 2016/2017

## Freedom of Information (FOI) requests received by Directorate Q3 2016/2017

FOIs by Directorate	October		November		December	
	Total	%	Total	%	Total	%
Corporate	47	100%	34	100%	34	100%
Education	4	100%	2	100%	5	100%
Housing	4	100%	6	100%	11	100%
People	11	100%	26	100%	16	100%
Place	26	96%	26	100%	16	100%
WMPF	2	100%	3	100%	2	100%
BC Transport	0		1	100%	0	
WM Transport	0		0		0	
<b>Overall</b>	<b>94</b>	<b>99%</b>	<b>98</b>	<b>100%</b>	<b>84</b>	<b>100%</b>

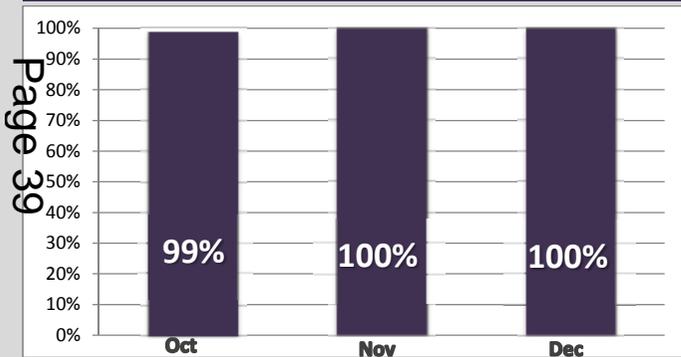
## Training Q3 2016/2017



## Data Protection (DP) requests received by Directorate Q3 - 2016/2017

DPs Directorate	October		November		December	
	Total	%	Total	%	Total	%
Corporate	13	100%	7	100%	20	100%
Education	0		2	100%	0	
Housing	1	100%	0		0	
People	5	100%	3	100%	4	100%
Place	5	100%	7	100%	10	100%
WMPF	0		0		0	
BC Transport	0		0		0	
WM Transport	0		0		0	
<b>Overall</b>	<b>24</b>	<b>100%</b>	<b>19</b>	<b>100%</b>	<b>34</b>	<b>100%</b>

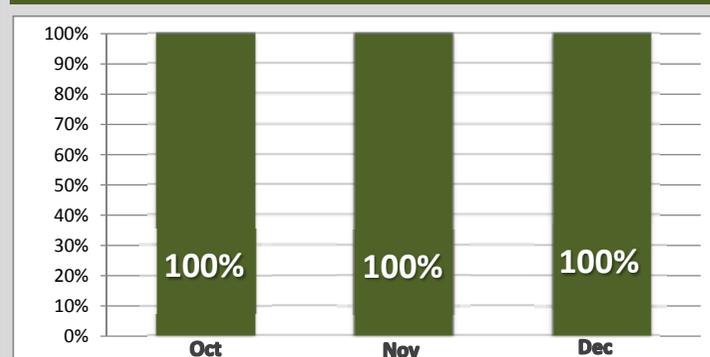
## Freedom of Information (FOI) Response Rates Q3



## Information Incidents Q3



## Data Protection Request (DP) Response Rates Q3



FOI Response Rate



DP Response Rate



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<b>Scrutiny Board</b>	
14.3.17	<ul style="list-style-type: none"> <li>• WV Active The Youth Council – Andrew Scragg</li> <li>• Update on the Youth Council</li> <li>• The Quarterly Performance report for complaints, covering Corporate, Social Care and Public Health complaints and Compliments</li> <li>• Information Governance Performance Report – Quarter Three 2016/17</li> </ul>
25.4.17	<ul style="list-style-type: none"> <li>• Scrutiny Arrangements for the CA and link to Local Scrutiny Panels – Cllr Peter Hughes unable to attend March meeting but can attend April.</li> <li>• Review the corporate consultation process</li> <li>• Monitoring of services previously commissioned</li> <li>• City of Wolverhampton Council Volunteering Offer</li> <li>• To review the tendering of mental health preventative services</li> <li>• Annual update report on petitions</li> </ul>

<b>Adults and Safer City</b>	
28.3.17	<ul style="list-style-type: none"> <li>• Update on the Dementia City.</li> <li>• Connections between specialist services and localised services.</li> <li>• Crime Reduction and Community Safety Annual report</li> <li>•</li> </ul>

<b>Children, young people and families</b>	
29.3.17	<ul style="list-style-type: none"> <li>• Emotional resilience and preventing self-harm</li> <li>• Pupil Referral Units – Alex Jones, Assistant Director, School Standards</li> <li>• SEND – Paul Senior, Interim Head of Special Needs.</li> </ul>

<b>Confident Capable Council</b>	
15.3.17	<ul style="list-style-type: none"> <li>• LGA Finance Peer Review Update – Claire Nye</li> <li>• City of Wolverhampton Council employees equalities monitoring data - Arif Sain</li> <li>• School admission appeal fees – Julia Cleary</li> </ul>

<b>Health Scrutiny</b>	
27.4.17	<ul style="list-style-type: none"> <li>• Dental Care and Oral Health Needs and inequalities</li> <li>• Cleaning at the new hospital – Infection rates –Royal Wolverhampton NHS Trust</li> <li>• Understanding issues arising from the use and control of New Psychoactive Substances (NPSs)</li> <li>• Access to GP Surgeries/A&amp;E/Urgent Care</li> <li>• Towards an Active City Strategy</li> </ul>

<b>Stronger City Economy</b>	
21.3.17	<ul style="list-style-type: none"> <li>• Library Transformation - Pre-decision scrutiny – Charlotte Johns</li> <li>• Smart City agenda – Pre-decision scrutiny Keren Jones               <ul style="list-style-type: none"> <li>• Smart data</li> <li>• Smart sharing</li> <li>• Smart services</li> <li>• Smart development</li> <li>• Smart people</li> </ul> </li> <li>• Developing a new Strategic Economic Plan – Keren Jones</li> <li>• Skills and Employment – information item (peer review)</li> </ul>
<b>Vibrant and Sustainable City</b>	
23.3.17	<b>Housing Theme</b> <ul style="list-style-type: none"> <li>• Update on Housing Company</li> </ul>

2017/18 – dates to confirmed

1. WV Active - Reduce Leisure subsidy - The panel to receive a report detailing progress against the membership target for Aldersley Leisure Centre.
2. Active Management of Car Park Usage The panel agreed to receive a report impact of the proposals, if implemented as stated, at a future meeting of the panel.
3. Facilities Management - Tim Pritchard, Head of Corporate Landlord, to bring forward detailed proposals about the proposals for generating efficiency savings and increasing income as a result of changes to facilities management activities.
4. Wrley and Essington Canal report
5. Cultural and Creative Sector Benchmarking - Stronger City Economy
6. Marketing – Consistency across the Council, Individual ward identities fitting in with the Council as a whole and how this is marketed.
7. GEN-Y City Update – Stronger City Economy
8. Invite to PCC to update members on plans for year ahead – (Adults and Safer June)
9. Disability and mental health – promoting independence (Adults and Safer - June)
10. Transformation of the emergency duty team – (Adults and Safer)
11. Developing staff skills (C3)
12. Maximising opportunities through social media (C3)
13. Report on progress of the Parental Ambassadors Programme – July 2017 (C3)
14. Suicide Strategy
15. CAMHS Transformation Partnership Board presentation
16. Update on progress regarding Governance Review report Royal Wolverhampton NHS Trust
17. Rent with confidence - update
18. Housing Services Review
19. The Head of Democratic Services to present a draft of the Elections and Electoral Registration Public Engagement Strategy at the scheduled meeting on 4 July 2017.

**Scrutiny Cross Cutting Reviews:**

(October 16 – March 17, initially four meetings per review)

1. The City's apprenticeship offer
2. Adult mental health commissioning
3. Review of skills base in the authority

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CITY OF  
WOLVERHAMPTON  
COUNCIL

# **Forward Plan of Key Decisions**

**Published: 28 February 2017**

[www.wolverhampton.gov.uk](http://www.wolverhampton.gov.uk)

## The Forward Plan

### What is the forward plan?

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

### What is a key decision?

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

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

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

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

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

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

Councillors or members of the public wishing to:

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

should contact the Democratic Support team:

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

Telephone: 01902 555048

E-mail: [democratic.support@wolverhampton.gov.uk](mailto:democratic.support@wolverhampton.gov.uk)

## The Cabinet

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



Cllr Peter Bilson  
**City Assets**

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Cllr Claire Darke  
**Education**

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Finchfield  
Wolverhampton  
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Cllr Roger Lawrence  
**Leader of the Council**

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01902 555001



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Cllr Paul Sweet  
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01902 562275

## Forthcoming key decisions

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Connected Places Strategy and Delivery Plan</b> The Connected Places Strategy and Delivery Plan articulates the vision, objectives and priorities for investment in the delivery of a high quality public realm throughout the city centre. Cabinet are requested to approve the document as an overarching strategy to inform the design and required outputs of all Connected Places projects as they come forward.</p>	St Peter's	Cabinet 22 Mar 2017	Open	Councillor John C Reynolds Cabinet Member for City Economy	Ruth Taylor Development and Regeneration Surveyor/Officer
<p><b>Crime and Reduction Community Safety strategy 2017/20</b> To endorse the city's three year community safety and harm prevention strategy and proposals for implementation</p>	All Wards	Cabinet 22 Mar 2017	Open	Councillor Paul Sweet Cabinet Member for Public Health and Wellbeing	Karen Samuels Head of Community Safety Tel: 01902 551341
<p><b>East Park Gateway</b> To approve the development of a regeneration strategy for East Park Gateway.</p>	East Park	Cabinet 22 Mar 2017	Open	Councillor John C Reynolds Cabinet Member for City Economy	Kevin Moore Regeneration Manager Tel: 01902 555570
<p><b>Improving outcomes within the early years</b> In November 2016 Cabinet received a report informing it of the progress</p>	All Wards	Cabinet 22 Mar 2017	Open	Councillor Val Gibson Cabinet Member for Children and	Andrew Wolverson Head of Service, Early

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p>made toward developing an Early Years Strategy aimed at improving outcomes for children and families from conception to age five.</p> <p>Cabinet approved the stakeholder consultation process that took place on the draft strategy, and agreed to receive a further report outlining how consultation had shaped and influenced the strategy and the City's definition of school readiness.</p>				Young People	Intervention Tel: 01902 551272
<p><b>Regional Adoption Agency</b> To approve a proposed delivery model for a Regional Adoption Agency; and to approve the financial commitment of the Local Authority to the project</p>	All Wards	Cabinet 22 Mar 2017	Open	Councillor Val Gibson Cabinet Member for Children and Young People	Emma Bennett Service Director - Children and Young People Tel: 01902 551449
<p><b>Review of Discretionary Housing Payment Policy</b> Revision and update of policy to incorporate Department for Work and Pensions guidance and welfare reform changes.</p>	All Wards	Cabinet 22 Mar 2017	Open	Councillor Andrew Johnson Cabinet Member for Resources	Sue Martin Head of Revenue and Benefits Tel: 01902 554772
<p><b>The Vision for Education 2030</b> The City of Wolverhampton Council's vision is to create an education system for all of our children and young people that:</p> <ul style="list-style-type: none"> <li>• Promotes the very highest standards.</li> <li>• Raises their attainment and</li> </ul>	All Wards	Cabinet 22 Mar 2017	Open	Councillor Claire Darke Cabinet Member for Education	Alexandra Jones Assistant Director - School Standards

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p>closes the gap.</p> <ul style="list-style-type: none"> <li>Inspires them to reach their full potential.</li> <li>Delivers a city of learning.*</li> <li>Ensures a bright future in a fast changing, progressive city</li> </ul>					
<p><b>Debt Strategy</b> To approve adoption of a collection and debt strategy.</p>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Open	Councillor Andrew Johnson Cabinet Member for Resources	Sue Martin Head of Revenue and Benefits Tel: 01902 554772
<p><b>Domiciliary Care Provider - fee increase 2017/18</b> Proposal around the increase to domiciliary care provider's fees, considering the national increase to national minimum wage and cost of living increase.</p>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Open	Councillor Sandra Samuels OBE Cabinet Member for Adults	Paul Smith Head of Commissioning - Older People
<p><b>Residential Care Homes - fee increase 2017/18</b> Proposal around the increase to residential care home fees taking into account the national increase to national minimum wage and cost of living increase.</p>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Open	Councillor Sandra Samuels OBE Cabinet Member for Adults	Kathy Roper Head of Young Adults Commissioning Tel: 01902 550975
<p><b>West Midlands Growth Company</b> To seek approval to:</p> <ul style="list-style-type: none"> <li>Become a shareholder of the West Midlands Combined Authority (WMCA) Growth</li> </ul>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Fully Exempt Information relating to the financial or business affairs of any particular	Councillor John C Reynolds Cabinet Member for City Economy	Tim Johnson Strategic Director - Place Tel: 01902 555400

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p>Company through the WMCA</p> <ul style="list-style-type: none"> <li>• Become an investor in the West Midlands Growth Company</li> <li>• Procure support and services from the WMCA Growth Company</li> <li>• The related arrangements relating to existing City of Wolverhampton Council employees and budgets</li> </ul>			person (including the authority holding that information)		
<p><b>Schools Capital Programme 2017/18</b></p> <p>Approve the detailed list of projects for inclusion within the schools capital programme based on the allocation received from the Education Funding Agency. To include the priority schemes based on condition data held for schools.</p>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Fully Exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Councillor Andrew Johnson, Cabinet Member for Resources, Councillor Claire Darke	Marc Webb Service Manager – Capital and Assets Tel: 01902 551368
<p><b>Community Centre Recharges</b></p> <p>To acknowledge the need to revisit the basis on which service charges are applied to Community Associations (CA's) occupying CWC (City of Wolverhampton Council) community centres (not related to Community Asset Transfer).</p>	All Wards	Cabinet (Resources) Panel 28 Mar 2017	Fully Exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Councillor Peter Bilson Cabinet Member for City Housing and Assets	Chris East Head of Service - Facilities

Title of key decision:	Wards affected:	Decision to be taken by and date:	Public or private:	Lead Cabinet Member:	Employee to contact:
<p><b>Bilston Centre regeneration</b> To approve the sale of residential development land at the Urban Village</p>	Bilston East; Bilston North; Ettingshall	Cabinet (Resources) Panel 25 Apr 2017	Fully Exempt	Councillor John C Reynolds Cabinet Member for City Economy	Kevin Moore Regeneration Manager Tel: 01902 555570
<p><b>Financial support to carers offering legal permanency to children</b> To approve proposed changes in allowances for permanent carers for children and young people</p>	All Wards	Cabinet 26 Apr 2017	Open	Councillor Val Gibson Cabinet Member for Children and Young People	Emma Bennett Service Director - Children and Young People Tel: 01902 551449
<p><b>Housing Services Review</b> To seek approval to a new service model for the delivery of housing services between the City of Wolverhampton Council and Wolverhampton Homes.</p>	All Wards	Cabinet 26 Apr 2017	Fully Exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information)	Councillor Peter Bilson Cabinet Member for City Housing and Assets	Christopher Hale Head of Housing Tel: 01902 551796
<p><b>Wolverhampton City-Wide Financial Strategy</b> The aim is to develop a city-wide Financial Strategy which underpins Vision 2030 and existing economic plans. The first phase will establish the total income and spend in the city and the second phase will develop a city-wide Financial Strategy to underpin existing city-wide plans.</p>	All Wards	Cabinet 26 Apr 2017	Open	Councillor Andrew Johnson Cabinet Member for Resources	Mark Taylor Director of Finance Tel: 01902 556609

[NOT PROTECTIVELY MARKED]

<b>Title of key decision:</b>	<b>Wards affected:</b>	<b>Decision to be taken by and date:</b>	<b>Public or private:</b>	<b>Lead Cabinet Member:</b>	<b>Employee to contact:</b>
<b>Black Country Core Strategy review</b> To approve publication of scoping, issues and options documents for consultation	All Wards	Cabinet 7 Jun 2017	Open	Councillor John C Reynolds Cabinet Member for City Economy	Michele Ross Senior Planning Officer Tel: 01902 554038
<b>Wryley and Essington Canal Local Nature Reserve</b> To designate the Wryley and Essington Canal Local Nature Reserve (Wolverhampton part) and approve an associated legal agreement	Heath Town; Wednesfield North; Wednesfield South	Cabinet 7 Jun 2017	Open	Councillor Peter Bilson Cabinet Member for City Housing and Assets	Michele Ross Senior Planning Officer Tel: 01902 554038



# Appendix A – Strategic Risk Register @ February 2017



**Stronger  
Economy**



**Stronger  
Communities**



**Stronger  
Organisation**

Red 22

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

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

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

Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment																																											
4 01/14	<p><b>Medium Term Financial Strategy</b></p> <p>If the Council does not manage the risks associated with the successful delivery of its medium term financial strategy including the continual review of the assumptions and projections of the strategy, the effective management of the key MTFS programmes and projects then this may exhaust reserves, result in the potential loss of democratic control and the inability of the Council to deliver essential services and discharge its statutory duties.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Andrew Johnson</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1							1	2	3	4	5		Impact					12 Amber		12 Amber	8* Amber On-going	<p>The MTFS 2016/17 to 2019/20 was presented to full Council in March 2016. The report detailed the following matters:</p> <ul style="list-style-type: none"> <li>A balanced budget for 2016/17 which did not necessitate the use of contingency reserves.</li> <li>Savings of £54.6 million which need to be identified for the three-year period from 2017/18 to 2019/20 to address the projected budget deficit.</li> </ul> <p>On 19 October 2016 Cabinet approved that:</p> <ul style="list-style-type: none"> <li>Budget reduction and income generation proposals amounting to £13.5 million in 2017/18 proceed to the formal consultation and scrutiny stages of the budget process.</li> <li>That Financial Transaction and Base Budget Revisions totalling a net reduction of £10.0 million in 2017/18 be incorporated into the 2017/18 draft budget.</li> </ul> <p>Cabinet also approved a number of changes to items in the MTFS. As a result of the recommendations approved by Cabinet the Council is projected to be able to set a balanced budget for 2017/18.</p> <p>Following the Local Government Finance Settlement and completion of detailed budget work, a final budget report was presented to Cabinet on 22 February 2017 it is noted that:</p> <ul style="list-style-type: none"> <li>The budget is in balance for 2017/18 without the use of general reserves.</li> <li>Further savings of £14.8 million will need to be identified for 2018/19 and another £5.6 million for 2019/20.</li> </ul> <p>The Revenue Budget Monitoring 2016/17 report to Cabinet on 6 December 2016 noted that the projected outturn for the General Fund for 2016/17 is on target to achieve a net balanced position. This reflects the delivery of in year budget reduction and income generation targets.</p>
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7 01/14	<p><b>Safeguarding</b></p> <p>If the Council's safeguarding procedures and quality assurance processes are not consistently and effectively implemented then it will fail to safeguard children and vulnerable adults and lead to reputational damage.</p> <p>Risk owner: Linda Sanders Cabinet Member: Cllr Val Gibson and Cllr Sandra Samuels</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5		Impact					10 Amber		10 Amber	5 Amber Following the Ofsted inspection	<p>This risk continues to be overseen by the children's and adult's local safeguarding boards. Since last reported, the following is noted:</p> <ul style="list-style-type: none"> <li>An interim safeguarding board manager was recruited at the start of January 2017 and alongside the current Safeguarding Manager for Adults is responsible for delivering the joint board infrastructure. Both safeguarding boards formally agreed to the establishment of a joint Board Manager role in December 2016. Subject to job evaluation this post will be advertised at the end February 2017, there has been some delay due to the Ofsted inspection.</li> <li>The Deprivation of Liberty Safeguards (DoLs) team has been strengthened and an agreement is in place to commission an external organisation to eliminate the outstanding assessments. According to figures obtained from the regional DoLs forum Wolverhampton's outstanding assessments continue to be the second lowest of nine West Midland regional authorities.</li> <li>The Children's Safeguarding Board continues to oversee the work of the MASH, this area of work will now be included within the safeguarding board's performance dashboard. Regular MASH updates are shared with the safeguarding board by the chair of the Strategic Mash Board.</li> <li>Face to face CSE training is on-going and is starting to produce positive outcomes as the identification of CSE victims continues to rise. A problem profile has now been completed and this will be approved by the SEMT Committee on 7 February 2017.</li> <li>The service continues to drive forward the embedding of the children care home provider's forum and lead on the championing Children Affected by Parental Imprisonment (CAPI) agenda. As a result of serious case review findings and social work activity a multi-agency intergenerational abuse group has been formed to ensure Wolverhampton can demonstrate a preventative approach to these difficult situations.</li> </ul> <p>This risk will be reviewed again following the completion of the current Ofsted inspection.</p>
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Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment
10 01/14	<p><b>Economic Inclusion</b></p> <p>If the Council and its partners do not work effectively together to promote and enable growth then the risk of economic exclusion will materialise and demand for Council services will continue to increase.</p> <p>Risk owner: Tim Johnson (Keren Jones)</p> <p>Cabinet Member: Cllr John Reynolds</p>	12 Amber	N/A	N/A Transferred to risk 22	N/A	This risk has been reviewed and combined with risk 2 to create risk 22 – Skills for Work and Economic Inclusion.

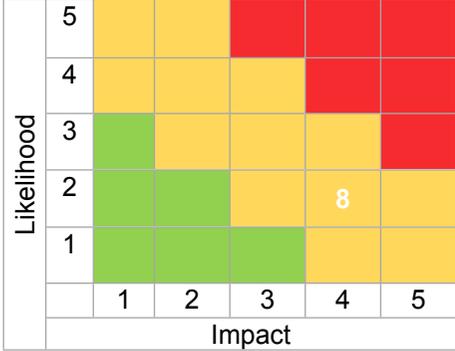
Risk ref	Risk title and description	Previous score (Dec 2016)	Direction of travel	Current score (Feb 2017)	Target score and date	Comment																																													
21 11/16	<p><b>Transforming Adult Social Care (TASC) programme</b></p> <p>If the Council does not have robust management and governance arrangements in place for the Transforming Adult Social Care Programme then it may be unable to effectively manage demand and deliver the targets of the significant savings challenge the service needs to make as part of the MTFS.</p> <p>Risk owner: Linda Sanders (David Watts)</p> <p>Cabinet Member: Cllr Sandra Samuels OBE</p> <table border="1" data-bbox="219 826 672 1181"> <tr> <td rowspan="5">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td>12</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3			12			2						1								1	2	3	4	5			Impact					12 Amber		12 Amber	8 Amber On-going	<p>A programme governance structure exists and is supported by project resources which are in place until the end of the current MTFS period (31 March 2019). Programme highlights have included:</p> <ul style="list-style-type: none"> <li>The successful and safe closures of 3 of the Cities in-house residential care sites resulting in the achievement of £2.3m of savings identified in the MTFS for 2016/17.</li> <li>The join up of the Council's CareLink and Telecare Team to realise a new, more efficient Wolverhampton Telecare Service – which has resulted in a significant increase in take up from residents in the City. This benefit has the potential to lead to longer term cost avoidance as a result of delayed and/or reduced levels of admission to residential/nursing accommodation.</li> <li>Projected delivery of savings for 2016/17 and 2017/18 in line with the Promoting Independence business case – with development and wider rollout of improved local social work approaches also underway.</li> <li>An increase in the use of the home based re-ablement service through more efficient use of the service and reduced lengths of stay.</li> <li>The pilot implementation of a new shared Health/Social Care data system which will enable the organisation to identify trends and pathways through from Health issues to care and support needs – providing improved evidence to inform evidence based commissioning and care planning decisions alongside more intelligent risk stratification.</li> <li>The redesign of the Adult Disability and Mental Health transformation projects into a single 'supporting life choices' initiative'. Key objectives will be to develop improved ways of working, to provide more person centred support outcomes for adults with disabilities, and to deliver more cost effective solutions.</li> <li>Working alongside iMPower to identify key methods of reducing demand in the service – focusing on Improving Hospital Pathways, and the development of a strong, prevention focused community offer.</li> </ul>
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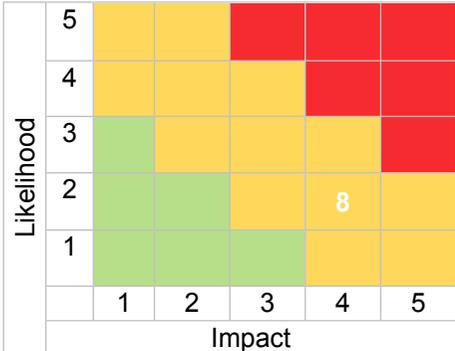
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22 01/17	<p><b>Skills for Work and Economic Inclusion</b></p> <p>If the city residents do not have the appropriate skills that employers require and the Council does not work effectively with its partners to promote and enable growth, high rates of unemployment and economic inclusion will result in increased demand for Council Services.</p> <p>Risk owner: Tim Johnson (Keren Jones) Cabinet Member: Cllr John Reynolds</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td colspan="7">Impact</td> </tr> </table>	Likelihood	5						4						3					15	2						1							1	2	3	4	5	Impact							N/A	N/A	15 Red	10 Amber	<p>The actions outlined below are all key components of the Skills and Employment Action Plan, the majority of which is due to be completed by 31 March 2017.</p> <ul style="list-style-type: none"> <li>• Work Box has been developed as an information, advice and guidance tool. The Digital Transformation Programme is currently developing the interactive Work Box site. The site will be launched to the public when the interactivity is available during June 2017. In the interim, further content around market sectors is being developed alongside on-going consultation with various stakeholders.</li> <li>• Over 2000 people attended the last Jobs fair on 9 September 2016 at the Molineux. 1500 jobs were available on the day. Royal Mail offered 400 interviews and we estimate that as a result of the jobs fair, 400 local people gained employment.</li> <li>• Cabinet have approved the allocation of resources to a joint Council/DWP project 'Wolves@Work'. The project will provide, work coaches to broker Wolverhampton residents into jobs and employer work coaches who will work with employers to identify work placement, apprenticeship and job opportunities, whilst also supporting the employer and job seeker to sustain employment and progress. Both CWC and employer work coaches are currently being recruited. The wolves@work employer launch was held on 25 January 2017, 29 businesses attended, 20 have signed the 'Wolves@Work pledge and another five are currently being followed up.</li> <li>• The ESF and YEI funded Impact project has engaged with 632 young people not in Employment Education and Training (NEET), 412 have received customised support and 78 have moved into employment, education or training. The project is currently ahead of profile.</li> <li>• The One City Skills conference on 30 November 2016 was very successful. As a result of the event, 15 organisations signed up to be part of the Work Box when it is launched. 100% of delegates responded to say they were satisfied with the event. Conference outcomes will help to shape future developments in the city.</li> </ul>
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23 01/17	<p><b>Cyber Security</b></p> <p>Failure to maintain a high level of cyber security (technology, processes and awareness) throughout the Council may result in cyber-attacks and theft or loss of confidential data leading to financial penalties, reputational damage and a loss in public confidence.</p> <p>Risk owner: Andy Hoare Cabinet Member: Cllr Milkinderpal Jaspal</p> <table border="1"> <tr> <td rowspan="6" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td>10</td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2					10	1							1	2	3	4	5		Impact					N/A	N/A	10 Amber	10 Amber On-going	<p>The level of this risk will vary throughout the course of a year, due mainly to external factors, which may potentially heighten the types and intensity of attacks, the impact those attacks have had on other organisations and the publicity regarding those attacks. It is envisaged that the impact of a cyber-security failure is always going to be '5' and that the likelihood will vary dependant on the factors described above.</p> <p>Maintaining robust, secure and up-to-date technology defences is the first line of defence against cyber-attacks. Regular maintenance of the cyber security technical defences is required to address identified vulnerabilities. Regular independent testing of the cyber security technical defences provides assurance that the defences are appropriate and identifies vulnerabilities that need to be addressed.</p> <p>Information Security and Cyber-Security policies identify the good practices that need to be adopted by the Council. These, along with other HR policies, are regularly reviewed and updated to ensure they are keeping pace and addressing potential threat opportunities.</p> <p>Employee awareness of potential threats and good working practices, through mandatory and associated training continue to enhance the understanding of cyber security and good working practices, helping to minimise the opportunities. Exercises such as the trial use of Metacompliance's MetaPhish software which targeted 200 employees are undertaken in order to identify areas where additional training may be required.</p>
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24 01/17	<p><b>Maximising Benefits from West Midlands Combined Authority</b></p> <p>If the Council does not put in place effective co-ordination arrangements to utilise the opportunities available from being part of West Midlands Combined Authority (WMCA) it will be unable to maximise the benefits and opportunities available to it.</p> <p>Risk owner: Keith Ireland Cabinet Member: Cllr Roger Lawrence</p> <table border="1"> <tr> <td rowspan="6" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>4</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>3</td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>2</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow; text-align: center;">6</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td>1</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2			6			1							1	2	3	4	5		Impact					N/A	N/A	6 Amber	3 Green On-going	<p>The risk score reflects the measures currently in place to manage this risk which include;</p> <ul style="list-style-type: none"> <li>Monitoring of the objectives set out in the WMCA Strategic Economic Plan (SEP), via the WMCA SEP Board, the WMCA Board and the Black Country Local Enterprise Partnership (LEP), all of which includes representation from both Council members and officers.</li> <li>The WMCA Assurance Framework that sets out how WMCA will monitor and scrutinise the achievement of its objectives and management of risk. As well as detailing the processes that will be put in place to ensure an adequate response if risks or performance are measured as unacceptable.</li> <li>Appointment of a Business Support Manager based at the Council, who will support the Managing Director in his role of WMCA Monitoring Officer and ensure that key information is reported to relevant officers and Members based at the Council.</li> <li>Representation at both member and officer level on key WMCA Boards and Committee's including the WMCA Board, the SEP Board, Audit Risk and Assurance Committee and Overview and Scrutiny Committee.</li> <li>The on-going development of effective working relationships between key Council and WMCA Officers across all directorates.</li> <li>On-going work to improve communication regarding WMCA and its activities across the Council at all levels.</li> </ul>
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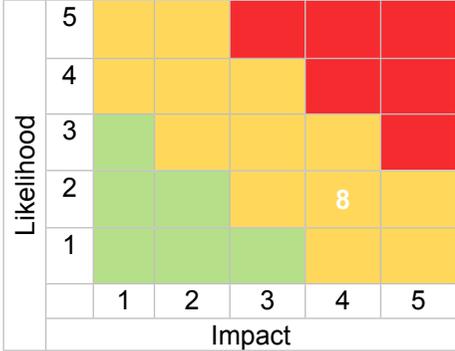
- The following are/were the medium and low (assessed at less than 10) strategic risks that the Council faces in delivering its corporate priorities.

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

Risk ref	Risk title and description	Previous score (Nov 2016)	Direction of travel	Current score (Feb 2016)	Target score and date
3 01/14	<p><b>Information Governance (IG)</b></p> <p>If the Council does not put in place appropriate policies, procedures and technologies to ensure:</p> <ul style="list-style-type: none"> <li>that the handling and protection of its data is undertaken in a secure manner and consistent with the provision of the Data Protection Act 1998;</li> <li>compliance with the Freedom of Information Act and Environmental Information Regulations</li> </ul> <p>then it may be subject to regulatory action, financial penalties, reputational damage and the loss of confidential information.</p> <p>Risk owner: Kevin O' Keefe Cabinet Member: Cllr Milkinderpal Jaspal</p> 	8 Amber		8 Amber	4* Amber On-going

Risk ref	Risk title and description	Previous score (Nov 2016)	Direction of travel	Current score (Feb 2016)	Target score and date																																													
8 01/14	<p><b>Business Continuity Management (BCM)</b>                      Failure to develop, exercise and review plans and capabilities that seek to maintain the continuity of critical functions in the event of an emergency that disrupts the delivery of Council services.</p> <p>Risk owner: Linda Sanders (Ros Jervis)                      Cabinet Member: Cllr Paul Sweet</p> <table border="1" data-bbox="250 491 705 842"> <tr> <td rowspan="5" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>4</td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>3</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FF0000;"></td> </tr> <tr> <td>2</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700; text-align: center;">8</td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td>1</td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #90EE90;"></td> <td style="background-color: #FFD700;"></td> <td style="background-color: #FFD700;"></td> </tr> <tr> <td></td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="6" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2				8		1								1	2	3	4	5		Impact						8 Amber		8 Amber	8* Amber
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9 01/14	<p><b>City Centre Regeneration</b></p> <p>If the city centre regeneration programme is not effectively managed in terms of project timings, costs and scope, then it will be unable to maximise opportunities including:</p> <ul style="list-style-type: none"> <li>• the attraction of private sector investment</li> <li>• the creation of space to accommodate new businesses and economic growth</li> <li>• the enhancement and creation of visitor attractions</li> <li>• the creation of well paid employment</li> <li>• retention of skilled workers</li> <li>• the creation of residential opportunities</li> <li>• a functioning city centre offer that serves the residents of the City</li> <li>• increased prosperity and</li> <li>• a reduced demand on Council services</li> </ul> <p>Risk owner: Tim Johnson Cabinet Member: Cllr John Reynolds</p> <table border="1" data-bbox="250 790 705 1141"> <tr> <td></td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> <td></td> <td>8</td> <td></td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Likelihood</td> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td></td> <td colspan="5">Impact</td> </tr> </table>		5							4							3							2			8				1						Likelihood		1	2	3	4	5			Impact					8 Amber		8 Amber	8* Amber
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Risk ref	Risk title and description	Previous score (Nov 2016)	Direction of travel	Current score (Feb 2016)	Target score and date
14** 01/14	<p><b>School Improvement</b></p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Julien Kramer Cabinet Member: Cllr Claire Darke</p> 	5 Amber		8 Amber	5* Amber

Risk ref	Risk title and description	Previous score (Nov 2016)	Direction of travel	Current score (Feb 2016)	Target score and date																																											
15 01/14	<p><b>Emergency Planning</b></p> <p>Failure to develop, exercise and review plans and capabilities for preventing, reducing, controlling or mitigating the effects of emergencies in both the response and recovery phases of major a incident.</p> <p>Risk owner: Linda Sanders (Ros Jervis) Cabinet Member: Cllr Roger Lawrence and Cllr Paul Sweet</p> <table border="1"> <tr> <td rowspan="6" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</td> <td>5</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>4</td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>3</td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: red;"></td> </tr> <tr> <td>2</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> <td style="background-color: yellow;"></td> </tr> <tr> <td>1</td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: lightgreen;"></td> <td style="background-color: yellow; text-align: center;">4</td> <td style="background-color: yellow;"></td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5" style="text-align: center;">Impact</td> </tr> </table>	Likelihood	5						4						3						2						1				4			1	2	3	4	5		Impact					4 Amber		4 Amber	4* Amber
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\* The target assessment for these risks remains constant as they are risks which are likely to remain at their current level over the medium term and as such these risks may not have target dates.

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

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

Risk ref	Risk title and description	Comment																																											
14 01/14	<p><b>School Improvement</b></p> <p>If the Council does not provide effective support, challenge and appropriate intervention to raise standards in schools and school governance, then the Council and these schools are at risk of underperforming, receiving inadequate Ofsted judgements and a potential loss of control and influence.</p> <p>Risk owner: Julien Kramer Cabinet Member: Cllr Claire Darke</p> <table border="1"> <tr> <td rowspan="6">Likelihood</td> <td>5</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>4</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>2</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td></td> <td></td> <td></td> <td></td> <td>5</td> </tr> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td></td> <td colspan="5">Impact</td> </tr> </table>	Likelihood	5						4						3						2						1					5		1	2	3	4	5		Impact					<p>The risk continues to be managed by the Assistant Director (School Standards). Since last reported, the following is noted:</p> <ul style="list-style-type: none"> <li>• The Wolverhampton School Improvement Strategy was reviewed during September 2016. The Strategy continues to have a positive impact on improvements and Ofsted outcomes. As of January 2017, 85% of the City’s schools were measured at good or outstanding. This is a significant improvement on 65% two years ago.</li> <li>• For maintained schools the School Standards Service continues to categorise schools and provide targeted levels of challenge and intervention dependent upon each school’s category. The programme continues to receive positive feedback, with the impact clearly visible within schools.</li> <li>• The School Standards Service continues to work very closely with the DfE and the Regional Schools Commissioner to monitor standards of education in academies. An annual desktop data analysis is completed in respect of all academies. Where the local authority has concerns about an academies performance it will raise them initially with the school and offer appropriate support. If the offer of support is not accepted, or if the School Standards Service deems it necessary concerns are raised directly with the Secretary of State via the Regional Schools Commissioner.</li> <li>• At end of key-stage 2 in 2016 the City achieved 53% of its pupils attaining the expected level of development for their age in all three subjects (reading, writing and maths), this is in line with the national figure. Wolverhampton’s national position is 79th out of 152 Local Authorities the same position as in 2015. We are joint 1st against our statistical neighbours (Sandwell, Coventry, Nottingham, Walsall, Derby, Birmingham, Peterborough, Southampton, Sheffield and Stoke-on-Trent) and 2nd in the West Midlands region.</li> <li>• A new secondary school accountability system was implemented in 2016. Accountability measures for schools from 2016 are: Attainment 8, Progress 8, Attainment in English and Maths (A*- C), and English Baccalaureate (EBacc) entry and achievement.</li> <li>• Attainment 8 - measures the average achievement of pupils in up to 8 qualifications, 47% of pupils achieved the attainment 8 (A8) standard compared to 48% nationally. Wolverhampton’s national position is 127th out of 152 Local Authorities. We are 5th against our statistical neighbours and 6th in the region.</li> <li>• Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4, Progress 8 is a relative measure; therefore, the national average Progress 8 score for mainstream schools is zero. Average progress for Wolverhampton pupils between Key Stage 2 and Key Stage 4 was -0.14 Wolverhampton’s national position is 114th out of 152 Local Authorities. We are 7th against our statistical neighbours and 4th in the region.</li> <li>• Attainment in Basics Measure measures percentage of pupils achieving A*-C in both English and maths. 58% of pupils achieved an A* - C grade GCSE in both English and maths compared to 59% nationally. Wolverhampton’s national position is 124th out of 152 Local Authorities. We are 4th against our statistical neighbours and 4th in the region.</li> </ul>
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Risk ref	Risk title and description	Comment
		<ul style="list-style-type: none"> <li>• 52% of pupils achieved 5 or more A* - C grade GCSE's including English and maths compared to 53% nationally. Wolverhampton's national position is 123rd out of 152 Local Authorities up on the 2015 position which was 127th (up 4 places nationally). We are joint 4th against our statistical neighbours and 4th in the region.</li> <li>• The EBacc was first introduced into the performance tables in 2009/10. It measures how many pupils get an A*-C or above in core academic subjects at key stage 4. The EBacc is made up of English, maths, science, a language, and history or geography. It should be noted that many of the schools in Wolverhampton do not teach a compliant EBacc curriculum as this does not meet the needs of local young people in the main. 15% of pupils achieved the English Baccalaureate measure compared to 23% nationally. Wolverhampton's national position is 143rd out of 152 Local Authorities. We are joint 6th against our statistical neighbours and 6th in the region.</li> </ul>

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# Scrutiny Board

Agenda Item No: 9  
14 March 2017

<b>Report title</b>	Quarter 3 Corporate, Social Care and Public Health Complaints Report	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Customer Services	
<b>Accountable employee(s)</b>	Steve Rice	Customer Engagement Manager Tel 01902 553203 Email <a href="mailto:Steve.rice@wolverhampton.gov.uk">Steve.rice@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	Corporate Leadership Team	20 February 2017
	People Leadership Team	20 February 2017
	Place Leadership Team	20 February 2017
	Strategic Executive Board	28 February 2017

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## Recommendation(s) for action or decision:

The Scrutiny Board is recommended to:

1. Review complaints management and performance for the period 1 October 2016 to 31 December 2016

## Recommendations for noting:

The Scrutiny Board is asked to note:

1. Part A of the report relates to statutory complaints activity for Adult Social Care, Children and Young People Social Care and Public Health, Part B relates to all other complaints activity governed by the corporate complaints procedure.

## **2. Part A – Adult Social Care, Children and Young People Social Care and Public Health Complaints Activity 1 October 2016 to 31 December 2016.**

### **1.0 Background**

- 1.1 Complaints activity concerning Adult, Children and Young People's Services and Public Health are governed by legislative framework and have to be dealt with in accordance with statutory guidance.
- 1.2 For Children's and Family Services, Regulation 14 (1) of The Children Act 1989 Representations Procedure (England) Regulations 2006 places a 10 working day time limit for resolution, most stage one complaints should ideally be concluded within this time limit.
- 1.3 Where the service cannot provide a complete response, it can implement a further ten days' extension (regulation 14(5)). If necessary, the Complaints Manager may also suspend stage one until an advocate has been appointed (regulation 14 (3)). The maximum amount of time that stage one should take is 20 working days. After this deadline, the complainant can request consideration at stage two if they so wish.
- 1.4 Where the complainant feels that they have not received a satisfactory outcome they will be informed that he/she has the right to move on to stage two if they wish.
- 1.5 In Early Help, which is not governed by the legislation of the Children Act 1989, the authority has adopted the legislative guidelines for timescales for response to and closure of complaints across all service areas in order to provide a continuity of service.
- 1.6 Adult Social Care and Health complaints have to be dealt with in accordance with the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009. The Local Authority currently has a joint protocol for the handling of cross boundary complaints.
- 1.7 Public Health Complaints have to be dealt with in accordance with The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012.
- 1.8 Whilst the regulations do not stipulate timescales for resolution to complaints, the People Directorate operate a ten day organisational timescale. This can be extended to 20 working days for more complex cases.
- 1.9 Non statutory People Directorate complaints are dealt with in accordance with the Corporate Complaints Procedure.
- 1.10 Details of the appropriate complaints procedures can be found on the Council internet site.

## 2.0 Complaints Intervention

2.1 The following actions are in operation to monitor satisfactory resolution of complaints in a timely manner:

- Proactive chasing of managers responding to complaints, in accordance with escalation plan in operation
- Mediation between complainants and investigating officers
- Quality assurance checks undertaken of complaint response letters
- Weekly reporting to Service Directors and Heads of Services on the status of complaints, detailing any areas for concern where managers will need to prioritise outstanding complaints and resolution in order to receive a satisfactory prompt outcome for the complainant.

### Customer Feedback Activity. 1 October 2016 to 31 December 2016

#### 3.0 Children and Young People – Complaint Activity

- 3.1 **Informal Complaints:** The complaint regulations provides an opportunity for children / young people to raise issues of concern without those matters being treated as formal complaints as long as they are speedily and effectively addressed. These are referred to as informal complaints; **six** were received during quarter 3 (1 October 2016 to 31 December 2016)
- 3.2 **Formal complaints:** During Quarter 3 (1 October to 31 December 2016) the Council received **26** formal children social care complaints, compared to **18** in the previous quarter, representing an increase of **eight** complaints.
- 3.3 **No** particular service area received a disproportionate number of formal complaints during quarter 1. The **26** complaints we received during this first quarter refers to **13** separate service areas.
- 3.4 **Timescales:** **19** complaints were responded to and concluded during this third quarter. **Ten** complaints were responded to within 10 working days, **four** within 20 working days, and the remaining **five** in just over 21 working days. The average number of days to respond and close all complaints over the term has increased to **14** days compared to **ten** days during the second quarter of the year.
- 3.5 **Complaint Issues:** During Quarter 3 (1 October to 31 December 2016). The main issue of complaint involved quality of service (**15**) and communication (**seven**) and disagree with assessment with (**two**). Complaints in relation to communication relates to advising people of decisions and plans. Complaints in relation to quality of service tend to refer to a view that there has been a lack of help or support and changes of social workers.
- 3.6 **Complaint Outcomes:** Of the **19** complaints closed this quarter; **no** complaints were upheld; **7** complaints were partially upheld and **12** complaints were not upheld.

- 3.7 **Stage 2 Complaints:** Where the complainant is dissatisfied with the written response at Stage 1 they have the right to request that matters should proceed to Stage 2 (a formal independent complaint investigation). **One** complaint investigated at Stage 2 – Formal complaint investigation has been completed and the complainants have since requested that the complaints that were found to be Not Upheld in the investigation - should proceed to a Stage 3 Complaint Review Panel. This is being arranged for March 2017. This complaint refers to the way in which a child protection investigation was carried out.
- 3.8 **Compliments:** During this third quarter, **25** compliments were received for Children and Young People, compared to **31** in the previous quarter.

#### 4.0 Adult Social Care and Public Health

- 4.1 During Quarter 3 (1 October to 31 December 2016) the Council received **26** formal complaints compared with **19** in the previous quarter, representing an increase of **seven** complaints this quarter. This is reflected in Appendix 2.
- 4.2 In relation to Public Health services there was **one** complaint received in this quarter.
- 4.3 **No** particular service area received a disproportionate number of complaints in this quarter, the **26** complaints received are spread across **14** separate service areas.
- 4.4 **27** complaints were resolved during this quarter. **Five** of these complaints were upheld, **eight** were partially upheld and **14** were not upheld.
- 4.5 **Timescales:** **18** complaints were responded to within the initial ten day timescale. A further **six** complaints were responded to within 20 days with the remaining **three** being responded to just over 21 days. The average number of days to respond and conclude all complaints in this third quarter was a highly creditable **10 days**.
- 4.6 **Compliments:** **48** compliments were received for Adult Social Care in Quarter 3, compared to **47** received for the previous Quarter 2.

#### 5.0 Learning from Complaints

- 5.1 Children and Young People, Adult Social Care and Public Health services are committed to learning from customer feedback and require the completion of a Learning Log / Implementation Plan from each complaint investigated. Where complaints highlight that things have gone wrong, managers are required to identify any remedial and improvement action. This is reflected in Appendix 3.
- 5.2 Feedback from compliments is also considered as it provides a valuable source of information affirming when services make a difference and personal attributes of the worker has added value to the outcome for users and carers.
- 5.3 Feedback is provided to all Heads of Service and Senior Management Teams on a regular basis in order to promote positive learning and to influence service improvement.
- 5.4 Service Directors are provided with a summary of learning from complaints and implementation plans on a quarterly basis, such that they form a regular agenda item for discussion.

- 5.5 Head of Service are provided with completed implementation plans in order to ensure recommendations are implemented.

## Part B – Corporate Complaints Activity

- 6.0** This section provides a summary of the corporate complaints, compliments, Local Government Ombudsman and Housing Ombudsman enquiries received the Council during quarter 1 (1 October to 31 December 2016) Please refer to appendix 5 to 8.
- 6.1 The Customer Feedback team monitors and completes a written record of all enquiries. The team analyses and monitors customer feedback which provides details about the types of complaints that are received by the authority, and highlights suggested customer driven improvements to service provision or delivery to directorates. All corporate complaints, compliments, Housing Ombudsman and Local Government Ombudsman enquiries are considered a form of customer feedback.
- 7.0 Stage One Complaints**
- 7.1 During this third quarter (1 October to 31 December 2016) the Council received **75** stage one complaints compared with **65** in the previous quarter (1 July to 30 September 2016) An increase of **10**.
- 7.2 The details contained in Appendix 6 shows that the number of complaints received this third quarter 2016/17 of **75** complaints compares to **62** complaints received in the same quarter for 2015/16, an increase of **13** complaints.
- 7.3 During Quarter 3 (1 October to 31 December 2016) no one service received a disproportionate amount of complaints. The **75** complaints involve **20** separate service areas.
- 7.4 Environmental Services received the highest number of stage one complaints (**16**), followed by **10** each for Public Protection and Revenues and Benefits. Out of the (**16**) received for Environmental Services only **three** were upheld.
- 7.5 **Complaint Outcomes:** All complaints are assessed as to whether they are upheld (Council at fault) or not upheld (Council not at fault). Of the **75** stage one complaints received during this third quarter, **65** (87%) complaints were not upheld (Council not at fault) and **10** (13%) were upheld (Council at fault).
- 7.6 Of the **10** complaints upheld they refer to Revenues and Benefits (**two**), Waste Management (**two**), Licensing (**one**), Environmental Services (**three**) and Housing (**one**). Public Protection [**one**]
- 7.7 As a result of continuous monitoring with service managers, the issues identified from the upheld (Council at fault) complaints have been addressed. As a remedy to the complaint, an apology is issued to the customer informing them of the improvements that have been made to service delivery as a consequence of their complaint. Appendix 6 shows a summary of stage one complaints received.

- 7.8 **Timescales:** The target response time for responding to stage one complaints is 95% within a timescale of 21 calendar days. Managers who are formally responding to complaints are contacted on a weekly basis through phone or email to confirm deadlines; where delays are unavoidable, the Customer Feedback team ensures that complainants are kept updated. The Customer Feedback Team also provides proactive support to investigating officers to ensure that they meet these target response deadlines.
- 7.9 During Quarter 3 (1 October to 31 December 2016) **all** 100% of stage one complaints were responded to within this target timescale. This is clearly a positive indicator of the emphasis placed by Senior Managers/ Managers to respond to complaints in a timely fashion.
- 7.10 The average response time for responding to each complaint is a highly creditable **10** days this Quarter 3.
- 8.0 Stage 2 complaints in Quarter 3** (1 October to 31 December 2016)
- 8.1 During Quarter 3 (October to December 2016) the Council received **four** stage two corporate complaints; all four complaints were received for City Environment and none of the enquiries were upheld. Two complaints received were for Environmental Services; street cleansing in relation to street cleansing policy and highway operations in relation to removal of a lamp post; both complaints were not upheld; one complaint for WV Active was not upheld and refers to facilities being reduced during refurbishment and one complaint for Bereavement Services was not upheld and refers to officer conduct.
- 9.0 LGO enquiries**
- 9.1 During Quarter 3 (October to December 2016) the Council received **six** LGO enquiries. Corporate Directorate received **(one)**, Place Directorate received **(one)**, People Directorate received **(four)**. Out of the six enquiries received, two cases were upheld.
- 9.2 The Corporate Directorate received one enquiry in relation to Democratic Support failing to follow the correct procedure for school appeals; outcome upheld, maladministration, no injustice. The Council has agreed to the remedy recommended by the LGO and implemented the appropriate action.
- 9.3 The Place Directorate received one enquiry in relation to Highways and Transportation using distracting traffic signage; outcome closed after initial enquiries, no further action.
- 9.4 The People Directorate received four enquiries. One complaint for Older People in relation to failure to provide support to a service user on his return home; outcome upheld maladministration and injustice. The Council has agreed to the remedy recommended by the LGO and implemented the appropriate action. One complaint for Older People in relation anti-social behaviour from a neighbour's care agency; outcome not upheld, no maladministration. One complaint for Older People in relation to the reduction in a carer's personal budget and direct payments; this enquiry is currently under investigation and the Council is awaiting the outcome. One complaint for Children and Young People in relation to events that took place at a children's contact centre; outcome closed after initial enquiries, no further action.

## **10.0 Housing Ombudsman enquiries**

10.1 During Quarter 3 (October to December 2016) the Council received **one** Housing Ombudsman enquiry in relation to Tenants Management Organisation (TMO) declining to arrange a meeting with the complainant to resolve issues; this enquiry is currently under investigation and the Council is awaiting the outcome.

## **11.0 LGO assessment enquiries**

11.1 During quarter 3 (October to December 2016) the Council received **three** assessment enquiries. Corporate Directorate received **two** enquiries and People Directorate received **one**.

11.2 Corporate Directorate received two assessment enquiries for Democratic Support; one in relation to refusal of a school place, the outcome closed after initial enquiries, no further action and one assessment enquiry in relation to an appeal against the refusal of a school place, the outcome proceeded to a full LGO enquiry.

11.3 People Directorate received one assessment enquiry in relation to Older People regarding care of service user whilst in a care home, the outcome of this complaint was premature and progressed to stage 1 of the statutory complaints procedure.

## **12.0 Housing Ombudsman assessment enquiries**

12.1 During Quarter 3 (October to December 2016) the Council received **one** Housing Ombudsman assessment enquiry in relation to end of tenancy agreement and removal of belongings from the property; this enquiry is currently under investigation and the Council is awaiting the outcome.

### **Quarter Three Update:**

## **13.0 LGO/Housing Ombudsman enquiries**

13.1 During Quarter 3 (October to December 2016) the Council received **three** final decisions which were logged during Quarter 2, 2016/17. One complaint for the Housing Ombudsman was in relation to lack of work on pathways; the outcome was no maladministration, case closed. One complaint for Corporate Directorate, corporate landlord in relation to sale of Council land, the outcome was not upheld, no maladministration. One complaint for People Directorate, children's social care in relation to actions of social worker, the outcome was upheld, no further action. The Council has agreed to the remedy recommended by the LGO and implemented the appropriate action.

13.2 During Quarter 3 (October to December 2016) the Council received **one** final decision from the Housing Ombudsman logged during quarter 4, 2015/16. We are currently liaising with Wolverhampton Homes to present findings and agree the necessary actions.

## **14.0 Compliments**

- 14.1 All compliments are recorded by the Customer Feedback Team and reported as part of the team's quarterly monitoring process. This is reflected in Appendix 8. During Quarter 3 (1 October to 31 December 2016) the Council has received **153** compliments from customers, a significant increase of **58** from the previous quarter.

## **15.0 Action Plans**

- 15.1 When a complaint is upheld (Council at fault) and the findings of a subsequent investigation is for a change to policy or service delivery, the Customer Feedback Team produce a service improvement report. Recommendations within these reports are agreed with appropriate Heads of Service and shared with the relevant Service Director, Strategic Director and the Managing Director. Service improvements reports are currently being compiled for all upheld complaints.

## **16.0 Ward Data**

- 16.1 During Quarter 3 (1 October to 31 December 2016) ward complaint data has been collated; monitoring ward data provides an insight into trends, equalities data and numbers in complaints for each ward. This information is detailed at Appendix 7.

## **17.0 Monitoring Information**

- 17.1 All complainants are requested to supply equalities monitoring information but response rates are uneven. In terms of the returns that have been received and analysed there are no concerns with the data analysis; there is no evidence of any groups being disproportionately affected. This is reflected in Appendices 4 and 7.
- 17.2 The Council, being under the Public Sector Equality Duty must, on an on-going basis, consider how its policies are working for the diverse communities a Council serves.

## **18.0 Financial Implications**

- 18.1 There are no financial implications associated with the recommendation in this report.  
[GE/02032017/W]

## **19.0 Legal Implications**

- 19.1 The statutory complaints procedure must comply with various statutes. These include:
- Children and Family Services - The Children Act 1989, Representations Procedure (England) Regulations 2006. The Local Authority functions covered include services provided under Parts III, IV and V of the Children Act 1989
  - Adult Social Care – The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009; which came into force on 1 April 2009.

- Public Health - The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012. (TS/25052016/E)

## **20.0 Equalities Implications**

20.1 There are no equalities implications associated with this report where in relation to its recommendation for noting. There are important equalities implications in terms of the complaints procedure itself and these were analysed for equalities implications when the corporate complaints procedure was reviewed in 2015. An equality impact assessment will be carried out during 2016 in relation to the separate Adult and Children social care complaints procedures.

## **21.0 Environmental Implications**

21.1 There are no environmental implications associated with this report.

## **22.0 Human Resources Implications**

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

## **23.0 Corporate Landlord Implications**

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

## **24.0 Schedule of Background Papers**

24.1 None for consideration

## **Appendices**

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

## Appendix 1 - Quarter 3 (October - December 2016)

### Formal complaints received



Page 82

*This represents an increase compared to Q2*

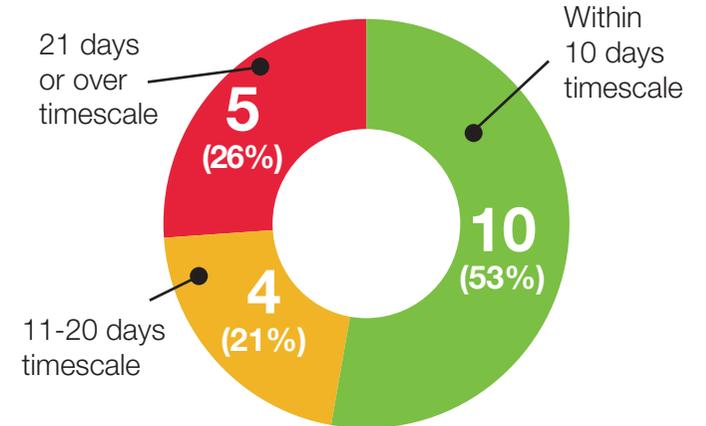


**18**  
(44%)

### Stage 1 complaints comparison for quarter 3



### Response timescales



### Average complaint response time

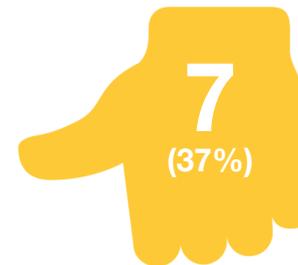


### Complaints where the Council is at fault (upheld)



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

### Complaints where the Council is partially at fault



### Complaints where the Council is not at fault



## Appendix 1 - Quarter 3 (October - December 2016)

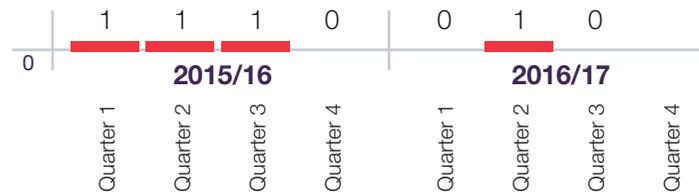
### Stage 1 complaints comparison

Breakdown by quarter



### Stage 2 complaints comparison -

Breakdown by quarter



### Stage 1 complaints received

Breakdown by service area



### Stage 1 complaints received

Breakdown by category



25

Compliments

6

Informal complaints

## Appendix 2 - Quarter 3 (October - December 2016)

### Formal complaints received



Page 84

*This represents an increase compared to Q2*

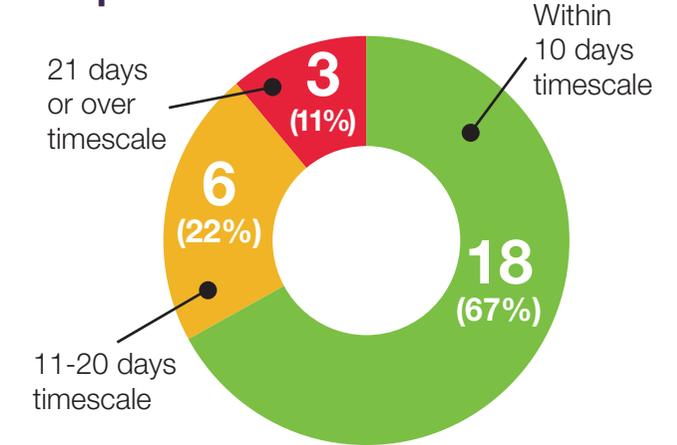


**19**  
(37%)

### Stage 1 complaints comparison for quarter 2



### Response timescales



### Average complaint response time

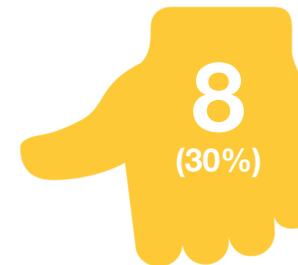


### Complaints where the Council is at fault (upheld)



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

### Complaints where the Council is partially at fault



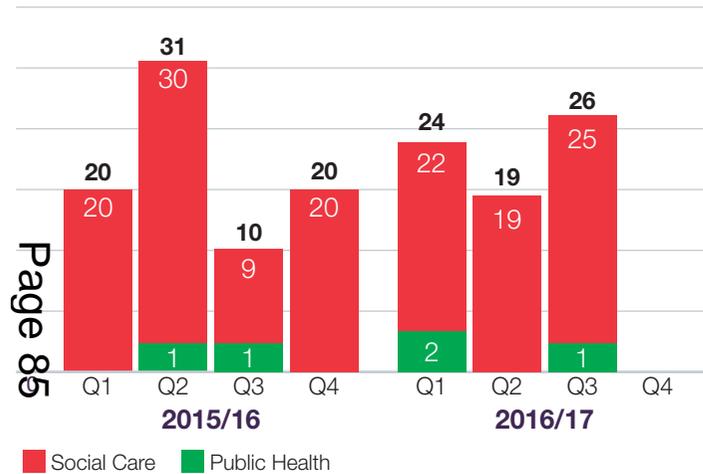
### Complaints where the Council is not at fault



## Appendix 2 - Quarter 3 (October - December 2016)

### Stage 1 complaints comparison

Breakdown by quarter



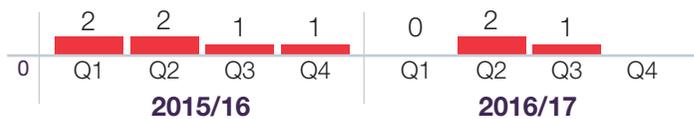
### Stage 1 complaints received

Breakdown by service area



### LGO enquiries or investigations

Breakdown by quarter



### Stage 1 complaints received

Breakdown by category



48

Compliments

12

Informal complaints

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

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

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

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

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

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

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

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

**CYP - Social Work Unit 8** -

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

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

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

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

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

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

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

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

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

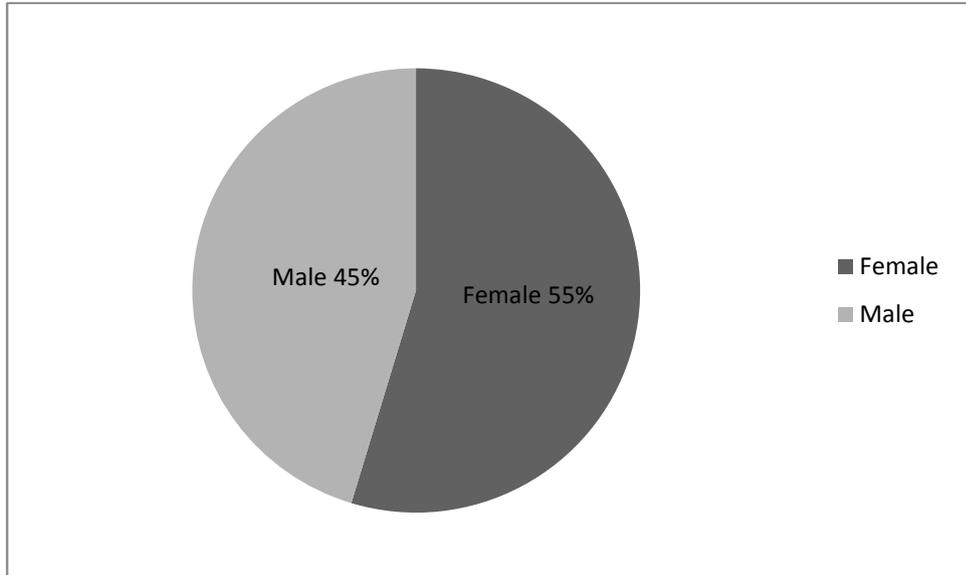
**Learning:** As a result of this complaint, Social Worker has been spoken to about the importance of recording conversations and outcomes with the alerter and any relevant professionals as part of the Safeguarding process.

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

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

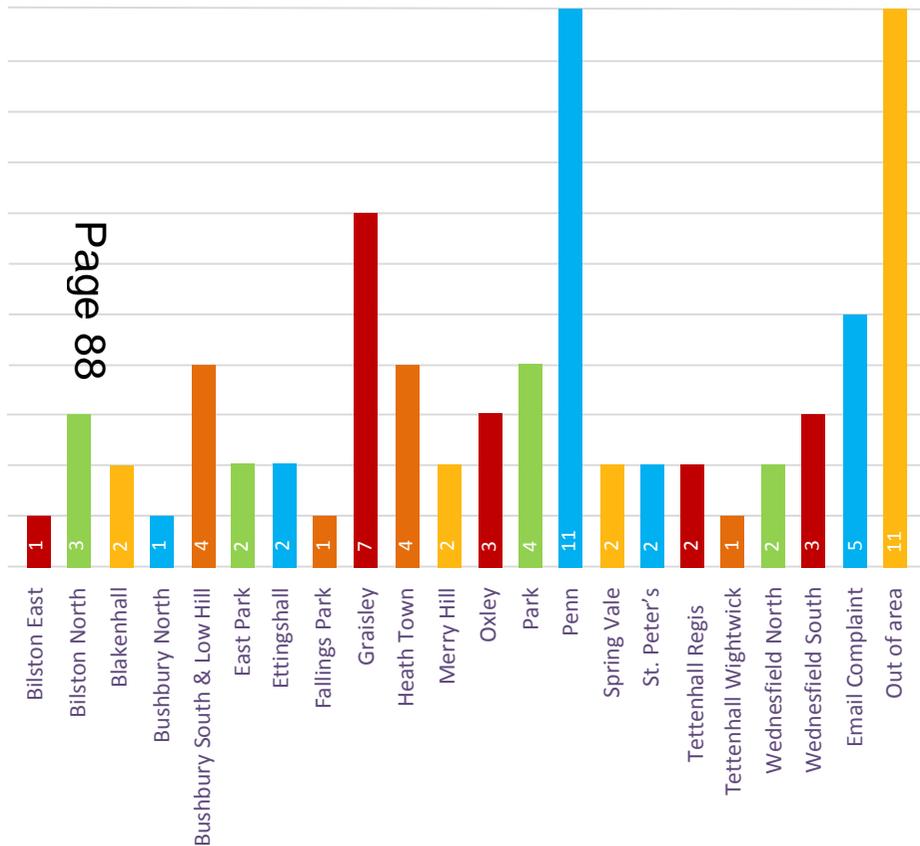
## Appendix 4

### Equalities data for Corporate Stage 1 Complaints – October to December 2016

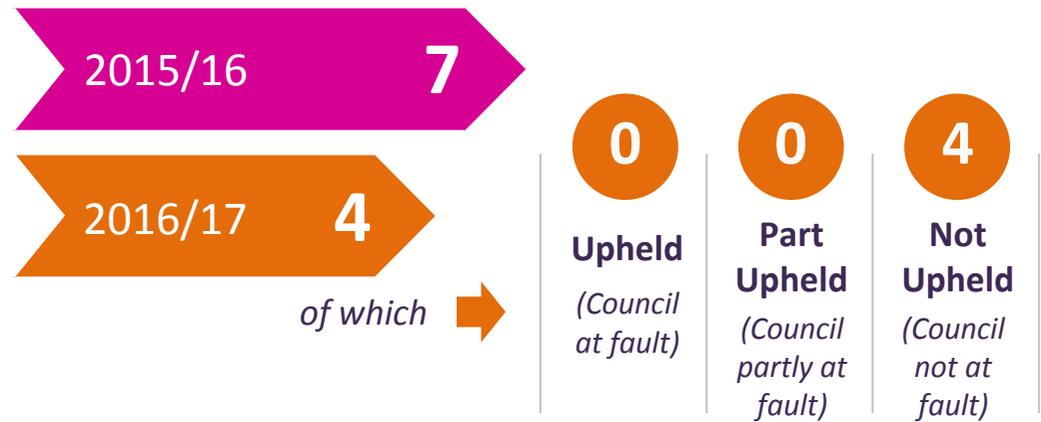


## Appendix 5: Quarter 3 (October – December 2016)

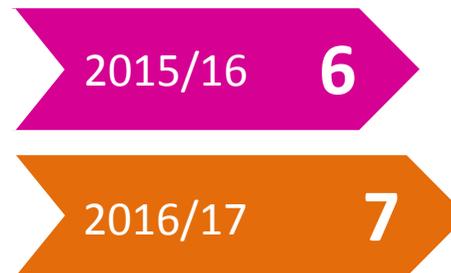
### Complaints Received by Ward



### Stage 2 Complaints Comparison for Quarter 3



### LGO/Housing Ombudsman Enquiries for Quarter 3



Figures increased for 2016/17 Q3 compared to 2015/16 Q3 – Customer Feedback team has also received 4 initial LGO/HO assessment enquiries for Q3.

## Appendix 6: Quarter 3 (October – December 2016)

### Complaints Received



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



Issues have been identified from 10 upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

### Complaints where the Council is not at fault



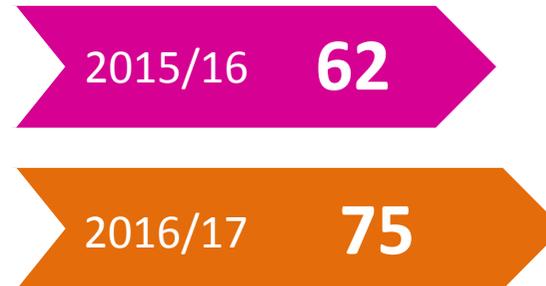
### Response Timescales



### Average Complaint Response Time



### Stage 1 Complaints Comparison for Quarter 3



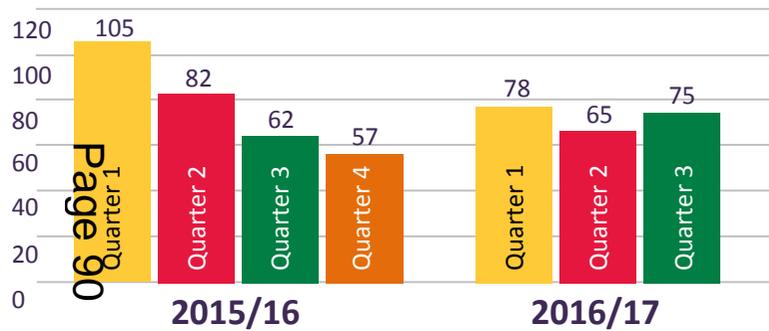
### Complaints Increased by



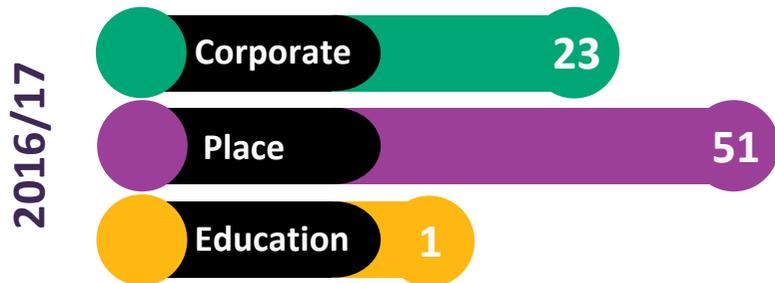
Increase of 13  
complaints compared  
to 2015/16

## Appendix 6: Quarter 3 (October – December 2016)

### Stage 1 Complaints Comparison Breakdown by Quarter

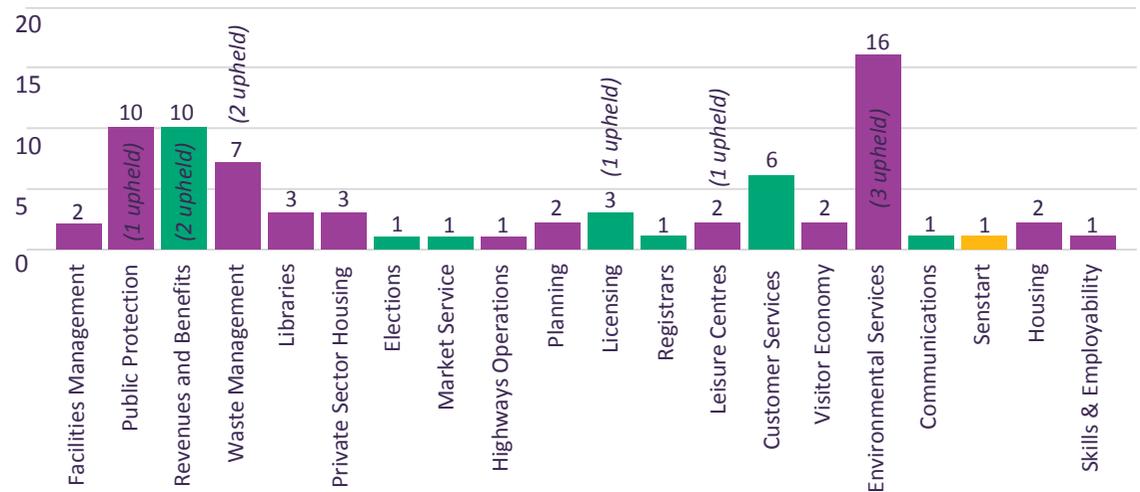


### Stage 1 Complaints Breakdown by Directorate



### Stage 1 Complaints Comparison Breakdown by Service Area

Complaints were not upheld unless otherwise indicated.



Compliments Received



**Appendix 7**  
**Complaint Ward Equalities Data – Stage 1 Corporate Complaints**  
**Quarter 3 – October – December 2016**

<b><u>Key</u></b>
<b>G=Gender</b>
<b>E=Ethnicity</b>
<b>D=Disability</b>
<b>A=Age</b>

<b>Ward</b>	<b>Number of complaints received</b>	<b>Complaint upheld</b>	<b>Equalities Data</b>	<b>Nature of complaint</b>
<b>Bilston East</b>	1	No	G= Male E= Asian D= A=	Complaint regarding officer conduct
<b>Bilston North</b>	1	No	G= Female E= D= A=	Complaint about Dunstall Park bonfire night
	1	No	G=Female E=White/British D=No A=25-44	Complaint regarding brown bin left in the middle of drive numerous times
	1	No	G=Male E= D= A=	Complaint regarding allegations in connection with an officer
<b>Blakenhall</b>	1	No	G=Male E= D= A=	Complaint about lack of update from a department
	1	No	G=Male E= D= A=	Complaint about relocation of market
<b>Bushbury North</b>	1	No	G=Female E= D= A=	Complaint regarding conflicting advice and officer conduct
<b>Bushbury South and Low Hill</b>	1	No	G=Female E= D= A=	Complaint regarding staff conduct

	1	No	G=Female E= D= A=25-44	Complaint regarding staff conduct/process
	1	No	G=Female E= D=Yes A=	Complaint about wheelchair access to disabled toilet on ground floor, Civic Centre
	1	No	G=Male E= D= A=45-PA	Complaint about the way council tax was calculated
<b>East Park</b>	1	No	G=Female E= D= A=25-44	Complaint regarding staff conduct
	1	No	G=Female E=British D= A=45-PA	Complaint regarding re-collection of refuse
<b>Ettingshall</b>	1	No	G=Female E= D= A=	Complaint about member of staff
	1	No	G=Male E=White/British D=No A=25-44	Complaint regarding officer conduct
<b>Fallings Park</b>	1	No	G=Female E=White D=Yes A=PA-74	Complaint about leaf collection operators carrying out their role
<b>Graiseley</b>	1	No	G=Female E=White/British D=Yes A=45-PA	Complaint regarding advice provided regarding ceremonial car park
	1	No	G=Female E= D= A=	Complaint in regards to housing application process
	1	No	G=Female E= D= A=	Complaint about council checking service regarding immigration
	1	No	G=Female E=White D=No A=45-PA	Complaint about lack of sign posting from HB staff

	1	No	G=Female E=Asian D= A=	Complaint about tree pruning programme
	1	No	G=Female E= D= A=	Complaint about collection of leaves
	1	No	G=Male E= D= A=	Complaint regarding booking room at Community Association
<b>Heath Town</b>	1	No	G=Female E=Asian D= A=	Complaint about communication regarding special education needs
	1	No	G=Female E= D=Yes A=75 plus	Complaint regarding lack of information in relation to refuse BH collections
	1	No	G=Male E= D= A=	Complaint regarding policy and procedures regarding electoral services
	1	No	G=Male E= D= A=	Complaint regarding incorrect calculation of council tax
<b>Merry Hill</b>	1	No	G=Male E= D= A=	Complaint regarding services request response from enquiry in connection with allotment
	1	No	G=Male E= D= A=	Complaint about open door at library
<b>Oxley</b>	1	No	G=Female E= D= A=25-44	Complaint about time delays
	1	Yes	G=Female E= D= A=	Complaint about refuse collector
	1	No	G=Female E=White/British D=Yes A=45-PA	Complaint regarding waste collection – contamination and allegation against officer

<b>Park</b>	1	No	G=Male E= D= A=	Complaint regarding parking services officer
	1	No	G=Male E= D= A=	Complaint about lack of action to requests about highways issues
	1	No	G=Male E= D= A=	Complaint about advice provided by officer
	1	Yes	G=Male E=Asian D=No A=25-44	Complaint regarding court order for outstanding council tax payments
<b>Penn</b>	1	Yes	G=Female E= D= A=	Complaint about parking service staff
	1	No	G=Female E=White/British D= A=75 plus	Complaint regarding lack of action/feedback to request
	1	No	G=Female E=Asian D= A=25-44	Complaint regarding the way Council Tax case was handled with new tenant
	1	No	G=Female E= D= A=	Complaint regarding booking at leisure centre
	1	Yes	G=Female E= D= A=	Complaint regarding cancellation of gym induction
	1	No	G=Female E= D= A=	Complaint regarding lack of response to emails

	1	No	G=Male E= D= A=	Complaint regarding timescales for maintenance of hedge
	1	Yes	G=Male E=White/British D= A=25-44	Complaint regarding officer conduct
	1	No	G=Male E= D= A=	Complaint regarding 25% single person living allowance
	1	No	G=Male E=British D= A=45-PA	Complaint about service received
	1	Yes	G=Male E= D= A=	Complaint about grave at cemetery
<b>Spring Vale</b>	1	No	G=Female E= D= A=	Complaint regarding how Officer handled case
	1	Yes	G=Female E=Asian D= A=16-24	Complaint about lack of response to correspondence
<b>St Peter's</b>	1	No	G=Female E= D=Yes A=25-44	Complaint about recycling centre
	1	No	G=Male E=Asian D= A=	Complaint about member of staff
<b>Tettenhall Regis</b>	1	No	G=Female E=White D= A=	Complaint regarding officer conduct
	1	Yes	G=Male E=White/British D=No A=45-PA	Complaint regarding officer blocking drive
<b>Tettenhall Wightwick</b>	1	Yes	G=Female E= D= A=	Complaint regarding officer conduct

<b>Wednesfield North</b>	1	No	G=Female E= D= A=	Complaint regarding information on website
	1	No	G=Female E= D= A=	Complaint regarding housing and benefit suspension
<b>Wednesfield South</b>	1	No	G=Female E= D= A=	Complaint regarding bins across driveways
	1	No	G=Male E= D= A=	Complaint about marketing material for refuse
	1	No	G=Male E= D= A=	Complaint about library changes
<b>Email Complaint</b>	1	No	G=Female E= D= A=	Complaint regarding officer conduct
	1	No	G=Female E= D= A=	Complaint about lack of response to enquiry
	1	No	G=Female E= D= A=	Complaint about incorrect information provided
	1	No	G=Male E= D= A=	Complaint regarding ways in which enquiry was dealt with
	1	No	G=Male E= D= A=	Complaint regarding officer conduct

<b>Outside Area</b>	1	No	G=Male E= D= A=25-44	Complaint about officer conduct
	1	No	G=Female E=White D= A=25-44	Complaint about seating arrangements for wheelchair users at Civic Hall
	1	No	G=Female E= D= A=	Complaint about pest control officer process and procedure
	1	No	G=Male E=White D= A=	Complaint regarding removal of padlock
	1	No	G=Male E= D= A=	Complaint about delays in responding to appeal
	1	No	G=Female E= D= A=	Complaint regarding officer conduct of vehicle driver
	1	Yes	G=Male E= D= A=	Complaint regarding delays in processing application
	1	No	G=Male E=Mixed D= A=25-44	Complaint regarding officer conduct at Crematorium
	1	No	G=Male E= D= A=	Complaint regarding officer conduct

	1	No	G=Male E= D= A=	Complaint regarding delays in processing application
	1	No	G=Male E= D= A=	Complaint regarding service received
<b>Total</b>	<b>75</b>	<b>10</b>		

## Appendix 8

### Corporate Compliments Data – Quarter 3

#### October to December 2016

<b>Place Directorate</b>	
<b>Team</b>	<b>Nature of compliment</b>
<b>Bereavement Services 12</b>	Compliment for Bereavement Services - Excellent service thank you
	Compliment for Bereavement Services - Everything was excellent
	Compliment for Bereavement Services - The service was on time and good
	Compliment for Bereavement Services - There is no room for improvement
	Both Dad and I felt it was carried out as mom wished. Thank you
	Compliment for Bereavement Services - Excellent - it doesn't need improvement everything was beautiful
	Compliment for Bereavement Services - Excellent Service
	Compliment for Bereavement Services - You can't improve the service it was excellent by far very well presented
	Compliment for Bereavement Services - Service excellent, don't see how you could improve the facilities at the crematorium
	Compliment for Bereavement Services - No improvement necessary, beautifully tended gardens and lovely chapel. Kind and helpful staff, it is a credit to our city
	Compliment for Bereavement Services - Beautifully tended gardens and lovely chapel. Kind and helpful staff it's a credit to our city
	Compliment for Bereavement Services - Good Service
<b>Planning 20</b>	Compliment for officer conduct
	Compliment for officer conduct
	Compliment for officer conduct
	Excellent Service - compliment for officer
	Thank you very much for processing this so quickly we really appreciate it - compliment for officer
	Thanks for all of your help we really did appreciate it - compliment for officer
	Compliment for officer - Scheme has evolved swiftly. We

	are grateful of the care we have received
	Many thanks for your prompt and efficient service. - compliment for officer
	Compliment for officer - top notch service again
	Compliment for planning application team; delighted with the result
	Compliment for positive granted decision notice - professional and very helpful
	Compliment for Planning Department; can't fault at all, planning application quick and efficient
	Compliment for Planning Department - proactive approach in achieving the certification
	Compliment for officer – excellent help and professionalism
	Compliment for Planning - pass on sincere thanks for speedy response and resolution to a compliance issue at the property
	Compliment for officer - Appreciate all the help you have given us, thank you very much
	Compliment for officer - Thank you for your kind assistance and help again through the year
	Compliment for officer - for the record that is the fastest turnaround of a decision I have witnessed
	Compliment for officer - Thank you for getting back to us so quickly about received amended plans; we really appreciate it
	Compliment for officer - Thank you for the work you have done with this to make it more acceptable
<b>Housing 15</b>	Compliment for officer
	Compliment for officer; Officer has been incredible and I can't find words how I could ever thank the officer; this has changed my life
	Compliment for Whitehouse staff - Very good support, helpful and considerate and most of all caring with emotional and financial support
	Compliment for Housing Options - I was dealt with professionally and help, advice and good support was shown
	Compliment for hostel staff - two officers very helpful and good to residents

	Compliment for officer
	Compliment for officer - Express my sincere gratitude for help and support, officer is a credit to the service and people she is supporting
	Compliment for officer - The service was brilliant; officer was superb with help and advice. I would recommend service to anyone in our predicament
	Compliment for officer - Wow thank you I never expected to find so much help so readily. Very grateful
	Compliment for officer - Excellent work don't know what I would do without officer, fantastic
<b>Environmental Services 3</b>	Compliment for Reactive Maintenance - Two workers who worked on a pavement great speed and team work - amazing
	Expression of thanks for the grass/hedge cutters alongside house
	Compliment for Civic Centre car parking staff – two officers credit to the Council, very polite and nothing too much trouble
<b>City Development 1</b>	Compliment for officer- It was a really helpful meeting with the officer this afternoon very encouraging to have that kind of approach
<b>Visitor Economy 1</b>	Compliment for Art Gallery and West and Bantock Park - Well done Wolverhampton you have an amazing Art Gallery, West Park and Bantock House
<b>Waste Management 2</b>	Compliment for Waste Management - 2 guys at Anchor Lane site early this morning very helpful
	Compliment for Refuse Team - moved bin wagon to one side and stopped vehicles to allow funeral cortege to pass through
<b>Trading Standards 3</b>	Compliment for Trading Standards Officer for time, patience and advice provided for the case
	Compliment for Trading Standards Officer - thank you for all your support, advice and guidance you are a credit to your employer
	Compliment for officer - Many thanks for the help you went the extra mile to help me
<b>Regulatory Services 1</b>	Compliment for officer in assisting team for undertaking a MOD Catering Assurance policy review
<b>Corporate Directorate</b>	
<b>Customer Services 6</b>	Compliment for officer
	Compliment for officer
	Compliment for customer services; two officers for excellent service in connection with bin collection
	Compliment for two officers - Excellence manner displayed by customer services department

	Compliment for officer - Call answered by officer who was really great I was really pleased with the way she helped me
	Compliment for Customer Services Officer
<b>Customer Feedback 3</b>	Many thanks for prompt attention to my enquiry
	Compliment for officer - Thank you for your support; office has been wonderful
	Thank you for your help in resolving the issue and for swift response
<b>Mayoral 3</b>	Compliment for Mayor and Mayoress - Honoured to receive written letter of thanks
	Compliment for event; incredibly well organised, accommodating and invaluable in making the day a success
	Compliment for Mayoral Team in regards to arrangements of Santa Fun Run
<b>Registrars 1</b>	Compliment for officer in registrars who was patient and took time helping to make sure citizenship form was correct
<b>71</b>	

## Appendix 8

### Compliment Data for October 2016 to December 2016

#### Quarter 3

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



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

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

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

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