

# Scrutiny Board

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

### 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

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

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

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

### DISCUSSION ITEMS

- 5            **Scrutiny Arrangements in relation to the Combined Authority** (Pages 7 - 50)  
[The Chair of the Combined Authority Overview and Scrutiny Committee will be in attendance.]

### PRE-DECISION SCRUTINY ITEMS

- 6            **Outcome of the Local Government Association Corporate Peer Review** (Pages 51 - 84)  
[To consider a report in relation to the recent LGA Corporate Peer Review and to consider the recommendations and action plan arising from it.]

## 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 Steve Evans

Cabinet Member for City Environment

### Employees

Julia Cleary  
Lisa Taylor  
Anna Zollino-Biscotti

Systems and Scrutiny Manager  
Operations Managers  
Senior Information Governance Officer

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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 Cllr Patten, Keith Ireland and Kevin O'Keefe.
  
- 2        **Declarations of interest**  
There were no declarations of interest.
  
- 3        **Minutes of the previous meeting**  
Resolved:  
          That the minutes of the meeting be approved as a correct record and signed by the Chair.
  
- 4        **Matters arising**  
There were no matters arising.

5 **City of Wolverhampton Youth Council Update**

The Chair welcomed representatives of the Youth Council to the meeting. The members of the Youth Council introduced their annual report.

The City of Wolverhampton Youth Council was an organisation run by young people for young people. The Youth Council aimed to represent the views of young people, challenge negative stereotypes and promote diversity.

The Youth Council worked with other organisations in Wolverhampton, helped to develop campaigns and acted as a platform for young people to express their views to decision makers.

The last 12 months had been a period of change for the Youth Council. The City Council had continued to support the work it did alongside internal changes.

There had been successful elections in 2015 and the Youth Council had followed the same style of recruitment in 2016, allowing schools and voluntary sector groups to select two candidates each in internal elections which had resulted in representation from 18 schools and groups across the city. These new Youth Councillors had attended an extensive induction at the end of 2016, and were enjoying their new roles.

The Chair of the Youth Council asked the Panel Members what they thought about giving the vote to 16 and 17 year olds; the Panel was generally in favour of this.

The Panel queried why the Youth Council was struggling to recruit members in the north east of the City and whether there was anything that the Council could do to help. Members of the Youth Council stated that in most cases they were able to recruit new members due to personal collections so any links that Councillors had with schools or staff or students would be most welcome.

The Panel also queried what feedback had been received from CAMHS. The Panel agreed that they would invite Fred Gravestock from CAMHS to the meeting the next time that an update was received from the Youth Council.

Resolved: That the next time the Youth Council attend a meeting of the Scrutiny Board, Fred Gravestock from CAMHS also be invited to attend.

6 **WV Active Update**

The Panel received an update and presentation from Lisa Taylor, Head of Service Improvement regarding 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. The Chair welcomed Mrs Taylor and Cllr Evans to the meeting.

Cllr Evans highlighted the fact that WV Active was more than just a service in that it was constantly having to compete with many private firms and was customer led. Cllr Evans praised the journey that the Service had been on so far and stated that there had been vast improvements over the three main sites which currently had over 7000 members (this figure had doubled over the last 12 months).

The Panel agreed that the progress looked impressive and acknowledged that the sector was highly competitive. The question was raised as to how fast the Council

could continue to attract new members to keep the Council in the position it had now reached. There was concern amongst the members as to whether it would be possible to keep increasing membership and developing the service at the level needed to remain competitive.

Mrs Taylor stated that a benchmarking exercise was being carried out every three months and that there was continuous monitoring of competitors to ensure that the Council was still performing at or above the required level. Mrs Taylor stated that her team had visited national facilities and accepted that the Council could not compete with everyone but that there were not many who could match the offer provided by the Council. Mrs Taylor stated that the hope was to win over the hearts and minds of customers and that the service was currently reviewing its resources with the aim of putting more emphasis on business development,

Cllr Evans agreed and stated that it was about much more than just membership and that the facility with the largest membership (Bert Williams in Bilston) was not the biggest earner and that Aldersley was due to the facilities it was able to offer. Cllr Evans stated that the Council was also looking to attract the youth in the City with events such as roller discos. Cllr Evans was confident that the Service was on the right path to become self-sufficient and was starting to move in to a position where it could be making a profit in the future.

There were however still some concerns amongst members regarding the ability of the Council to compete with areas such as personal trainers. Mrs Taylor reiterated that there were currently over 7000 members which equated to around £1 million and that there were galas, national events and corporate booking fees on top of this.

Cllr Evans praised the work that had been done by Mrs Taylor and her team and encouraged members to download and have a look at the WV Active APP.

The question was raised as to whether the service was looking at deals with hotels and it was confirmed that this was being considered along with investigations into using outdoor spaces more for events such as bootcamps.

The Panel queried whether financial forecasts had been done and it was confirmed that they had and that the Service needed to make around £500,000 to break even and then approximately £100,000 a year after that could be profit.

Members queried whether there were any WV Active facilities in the north east and it was confirmed that at the moment there were not but that there was a DC Leisure facility. The Panel requested that Officers investigate if there were any ways in which WV Active could operate in the north east and that options such as franchising were considered.

Resolved: That officers investigate the possibility of providing WV Active facilities in the north east of the City.

7

#### **Information Governance Performance Report - Quarter Three 2016/17**

The Panel considered a report in relation to the performance of Information Governance for quarter three (October – December 2016).

It was stated that the figures had remained quite static and that there was still a very high response rate with 18 incidents having been reported, 17 of which were disclosed in error. Officers confirmed that a piece of work was being carried out regarding this. It was also confirmed that 72% of new starters had completed their training (an improvements on previous figures).

The question was raised as to whether as to whether the Council had started to prepare for the General Data Protection Regulation (GDPR) which was due to come into force in May 2018. Officers stated that preparation was underway and training was scheduled along with reports to SEB keeping the executive updated on progress. A GDPR overview plan was in place and work was now starting to bring this down to a more operational level.

The Panel queried whether it was possible to have a report that provided information such as benchmarking against other authorities and where the incidents were occurring. Officers stated that yes a different type of report could be brought back to a future meeting including comparison with other local authorities, high risk areas and what actions were being put in place to mitigate against the recognised risks.

Resolved: That the report be received.

8 **Work programme/Forward Plan/Risk Register**

The Panel considered the work plan, the risk register and the forward plan.

Resolved: That the documents be received and noted

9 **Quarter 3 Corporate, Social Care and Public Health Complaints Report**

Resolved: That the report be noted and received.

# WMCA Overview and Scrutiny

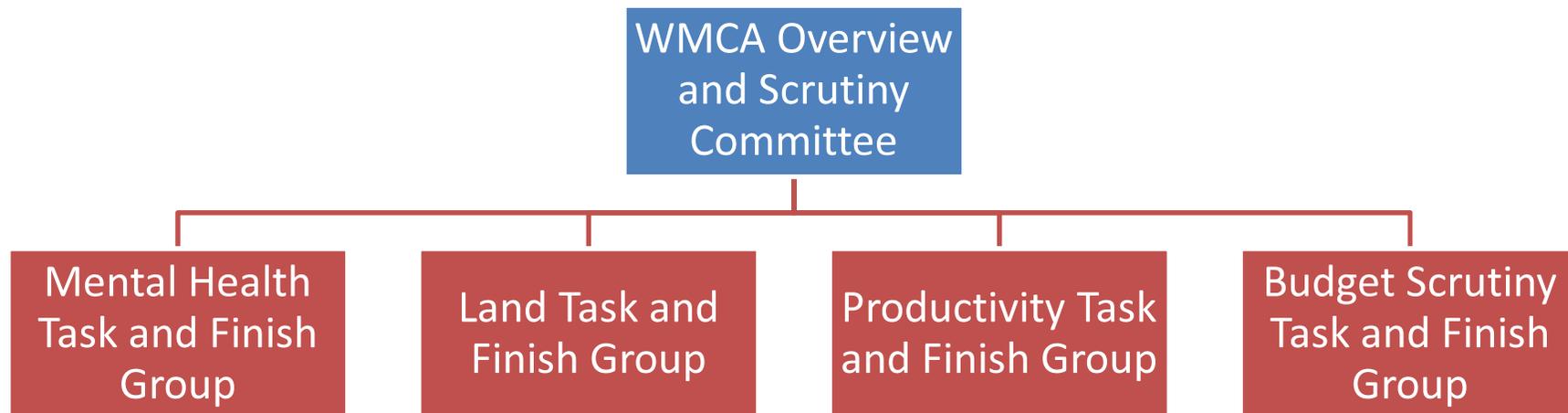
Councillor Peter Hughes - Chair



# The journey so far....

- Established in June 2016
- Met four times in 2016/17
- Workshop held in November 2016 with Leaders and Chief Executives to establish workprogramme.

# Working arrangements....



# Parliamentary Order 2017...Implications

- Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 - goes live on 8<sup>th</sup> May;
- 2/3 quorum requirement;
- Chair from different political party than the mayor;
- Constituent members have to be majority – proposed adoption of PCP model (considered by CA on 7 April).

# Membership - Constituents

Party	LA Individual Appointments (7)	Places for confirmation at a meeting of the West Midlands Joint Committee (5)	Total
Labour (8)	<u>6 Places</u> Birmingham (1) Coventry (1) Dudley (1) Sandwell (1) Walsall (1) Wolverhampton (1)	<u>2 Places</u> Birmingham (1) Coventry CC /Solihull MBC (1) to be nominated on an annual rotation basis.	8
Conservative (4)	<u>1 Place</u> Solihull MBC (1)	<u>3 Places</u> Birmingham (1) Black Country Councils (2) to be nominated via the West Midlands Combined Authority.	4
<b>Total</b>	7	5	12

# Membership – non-cons

Shropshire Non-Constituent Local Authorities [Shropshire, Telford]	1 Seat
Staffordshire Non-Constituent Local Authorities [Cannock, Tamworth]	1 Seat
Warwickshire Non-Constituent Local Authorities [Nuneaton & Bedworth, North Warwickshire, Rugby, Stratford-on-Avon, Warwickshire CC]	1 Seat
Worcestershire Non-Constituent Local Authorities [Redditch]	1 Seat

Plus...

Three representatives from Local Enterprise Partnerships, one seat for each of the LEP's within the Combined Authority area:  
the Black Country,  
Coventry and Warwickshire,  
Greater Birmingham and Solihull.

# CA & LA Scrutiny

Centre for Public Scrutiny



# CA & LA Scrutiny

- How can we work effectively together?
- Principles for discussion.

# Principles of CA & LA Scrutiny

1. The basis of scrutiny will be co-operation and partnership with a mutual understanding of the following aims:
  - To improve the visibility of overview and scrutiny regionally;
  - To work together on shared interests and to share intellectual and practical resources and experiences where appropriate.
2. The WMCA and constituent and non-constituent councils will work together to maximise the exchange of information and views, to minimise bureaucracy and make best use of the time of members and officers of other bodies or agencies and will lead by example.
3. The WMCA Overview and Scrutiny Committee will focus on issues with a regional reach, and will have regard to any reviews or work being undertaken at a more local level.
4. The scrutiny process will be open and transparent.
5. Different approaches to scrutiny reviews and investigations may be taken. When undertaking scrutiny reviews and investigations WMCA Scrutiny will seek to act as inclusively as possible and will take evidence from a wide range of opinions.

# Ways of Working

1. Each Local Authority will nominate a lead member and lead officer the WMCA can contact in relation to calls for evidence, this information will be updated following annual council each Municipal Year. In addition, contact will be maintained with the West Midlands Regional Scrutiny Network to ensure a co-ordinated approach to activity.
2. Each Local Authority's representative on the WMCA Overview and Scrutiny Committee will act as that Council's Scrutiny Link. The Authority Scrutiny Link will be responsible for reporting back to their own Council on the scrutiny work carried out by the WMCA Overview and Scrutiny Committee and will also be responsible for reporting back to the WMCA any issues identified locally by their own Council which may warrant scrutiny at a sub-regional level.
3. Nominations to the WMCA Overview and Scrutiny Committee, and the way in which this role will be performed, will be determined by each Council. Local Authorities will hold their representatives on the WMCA Overview and Scrutiny Committee to account to ensure that they are acting in the best interests of the local authority area they represent.
4. Members of the WMCA Overview and Scrutiny Committee will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Local Authorities, or elsewhere, and will not duplicate the work of existing bodies or agencies.
5. Subject to prior notice being given to them, the Constituent and Non-Constituent Councils will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.

Agenda Item No.



## Combined Authority Board Meeting

<b>Date</b>	7 April 2017
<b>Report title</b>	West Midlands Combined Authority Overview and Scrutiny Committee
<b>Cabinet Member Portfolio Lead</b>	Councillor Bob Sleigh – Chair of the WMCA
<b>Accountable Chief Executive</b>	Jan Britton Email: jan_britton@sandwell.gov.uk Tel: 0121 569 3500
<b>Accountable Employee</b>	Sarah Sprung Email: sarah_sprung@sandwell.gov.uk Tel: 0121 569 3200
<b>Report to be/has been considered by</b>	Met Leaders Programme Board Legal Group

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

### The Combined Authority Board is recommended to:

1. Consider the implications of the Combined Authorities Overview and Scrutiny Committees (Access to Information and Audit Committees) Order 2017;
2. Adopt the membership model as detailed in option 1 of Appendix 2 for the West Midlands Combined Authority Overview and Scrutiny Committee;
3. Note the progress of the Combined Authority Scrutiny Committee.

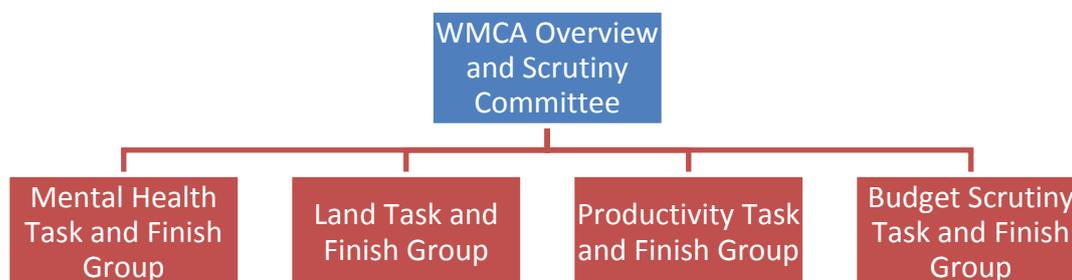
## **1.0 Purpose**

- 1.1 This report is to apprise the Combined Authority Board of progress with the development of the Scrutiny function, and on the implications contained in the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2017 which comes into force on 8 May 2017.

## **2.0 Background**

- 2.1 The Scrutiny Committee of the West Midlands Combined Authority was established by the Shadow Combined Authority Board on 10 June 2016, and ratified following the inception of the WMCA on 29 June 2016, also referred to as the AGM. The Committee met twice in 2016 and, in addition, held a workshop event to which Combined Authority Board Members (the Executive), Scrutiny Committee Members and Chief Executives attended.
- 2.2 At its first meeting on 15 July 2016, the Scrutiny Committee appointed its Chair, Councillor Peter Hughes, considered its terms of reference and other constitutional related items. At this point it was decided that a workshop to bring together the executive and scrutiny was required in order that a work programme could be developed which would allow the Scrutiny Committee to add value to the work of the Combined Authority.
- 2.3 The purpose of the workshop held on 25 November 2016 was:-
- To learn of the key strands of work being undertaken by the West Midlands Combined Authority (WMCA);
  - To hear of areas where the WMCA believed scrutiny's involvement could add value;
  - To consider a way of working by scrutiny members which balanced the need to hold to account with pre-decision scrutiny;
  - To consider an outline work programme for the Joint Scrutiny Committee.
- 2.4 One area which was given consideration at the workshop event was in relation to how the Scrutiny Committee could maintain links with local authority scrutiny across the Combined Authority Area. This matter had been identified as a key issue with other Combined Authority scrutiny arrangements nationally. However, the West Midlands are fortunate to have an established, mature Regional Scrutiny Network consisting of Local Authority Scrutiny Chairs and Scrutiny Managers. Consultation took place with the Network on 13 January 2017, firstly to apprise them of progress in developing the CA scrutiny committee, and secondly to consider their views on how CA scrutiny should engage with local authorities in the area.
- 2.5 The feedback received from the Network was that it could be utilised for 'calls for evidence' as required by the WMCA Scrutiny Committee but that this should not detract from maintaining a dialog with individual constituent and non-constituent councils. Indeed contact was made with scrutiny managers of constituent and non-constituent councils in December 2016 seeking views on engagement. Only three responses were received, two with offers to host meetings. To further cement the relationship between WMCA Scrutiny and Local Authority Scrutiny an engagement session is planned to take place on 4 April 2017 where discussion will take place on ways of working and protocols on responsibilities for holding to account.

- 2.6 A further meeting of the Scrutiny Committee took place on 16 December 2016. The Committee considered a report on the outcomes of the workshop and discussed its work programme and how best to structure its ways of working to deliver against this. It was felt that a key area in which Scrutiny may be able to add value was in relation to the three commissions established by the Combined Authority. The Committee considered that it would 'add value' not by scrutinising the content of commission reports, but by investigating how recommendations from the Commissions may be taken forward and implemented effectively across the Combined Authority area.
- 2.7 Whilst the Scrutiny Committee will retain responsibility for holding WMCA to account, it was decided that (in the first instance) four task and finish groups be established to undertake key strands of work. These Groups reflect the three commissions, plus the requirement to undertake scrutiny of the Combined Authority budget. The structure of the scrutiny function is set out below:-



- 2.8 The Chair of Scrutiny has been working closely with the newly appointed independent Chair of Audit Risk and Assurance to ensure that the two areas work in a complementary, effective way. To further this, the Chair of Audit attended the Scrutiny Workshop on 25 November, 2016 and the Scrutiny Committee Meeting in December. In addition a joint finance training session, for members of both scrutiny and audit, took place on 27 January 2017.
- 2.9 In order for any Scrutiny Committee to be effective it needs dedicated resources both in terms of officer commitment and commitment from its members. Going forward this is paramount to the Committee achieving positive outcomes and applies to the officer support provided to scrutiny, its members and substitute members. Where nominated members are unable to attend there needs to be a culture of sending substitute members to ensure consistent representation of both constituent and non-constituent members. To date the practice of sending substitute members has not been implemented successfully, in order to achieve the quoracy requirements of the Parliamentary Order this will need to be addressed.
- 2.10 On 26 November 2016 a draft order was laid before Parliament, entitled the Combined Authorities (Overview and Scrutiny Committees Access to Information and Audit Committees) Order 2016 [the order] [Update: the Order was ratified on 27 January 2017 and will take effect on 8 May 2017]. The Scrutiny Committee met on 27 January 2017 and

discussed key areas of the Order and their implications for Combined Authority Scrutiny arrangements. A full analysis of the Order is contained in Appendix 1, a summary of significant areas of the Order are summarised as follows:

i) Membership

- The majority of members of the scrutiny committee must be members of a constituent council, all of those members have one vote.
- Where a member is not from a constituent council they don't have a vote automatically, but can be given one by resolution of the combined authority, this provides a mechanism for the scrutiny committee to appoint members from non-constituent councils and/or expert co-optees.
- The spread of the scrutiny committee members from the constituent councils must reflect the overall balance of political parties across the constituent councils, this is the balance of members overall, not just the leadership of the councils.
- Appointments must be accompanied by a public notice.
- Two-thirds of members must be present for a meeting to be quorate.
- There is provision within the Order for WMCA to appoint an independent chair to the Scrutiny Committee.
- It should be noted that whilst the proposals put forward are based upon achieving political balance the Order does state that political balance applies 'as far as reasonably practicable'. This element could be utilised where Leaders feel that membership may need to reflect local circumstances.

In order to achieve a majority of Constituent Council representatives, and achieve political balance, the preferred option of the Chair of the WMCA Overview and Scrutiny Committee is detailed below:-

- i) 12 seats for Constituent Councils
- ii) 3 seats for LEP representatives
- iii) 4 seats for Non-Constituent Councils, 1 place per County area (Warwickshire, Worcestershire, Shropshire and Staffordshire).

Further detail on membership and political balance is provided at Appendix 2.

ii) Chairing

- Where the Chair is an "independent" person (an option open to CAs to include in their governance scheme) it means that they must not be a member or officer now (or in the last five years) of a constituent council, or a parish council which forms part of an area covered by a constituent council, or a close friend or relative of someone with the above characteristics;
- Where the Chair is not an independent person, they must be an appropriate person. This means that they cannot be of the same political party as the Mayor. Where the Mayor is elected as an independent candidate, the scrutiny committee chair must not be of the same party that has the majority of members on the scrutiny committee – or where two or more parties have the same number of members, any of those parties;
- There has to be a public appointment process for the Chair if they are to be an independent person.

The Chair of the Overview and Scrutiny Committee (and their political party) for the next Municipal year can only be determined once the Mayoral election has been concluded.

iii) Member references and work programming

- Similar provisions exist here as apply to individual councils. The CA scrutiny committee must put in place arrangements to ensure that any of its members (and, importantly, any member of the combined authority) can refer an issue to the scrutiny committee for discussion;
- Where the committee decides not to accept such reference it has to provide reasons for its decision.

iv) Relations with the Mayor and combined authority

- The provisions here are broadly similar to those that apply to individual authorities. CA scrutiny committees have the power to make recommendations to the combined authority and Mayor, both the CA Board and Mayor are required to respond within two months;
- In relation to call-in (provided for under Schedule 5A of the 2009 Act) a meeting must be convened by the CA Board or Mayor to reconsider the decision no later than 10 days after the scrutiny committee's recommendation is received.
- Where information is provided to a member of a scrutiny committee, the Mayor or CA Board, the usual provisions around confidential and exempt information will apply. Members of scrutiny committees do however have enhanced information rights, broadly similar to those conferred on councillors by virtue of Regulations laid in 2012. In the case of CA scrutiny committee members, such requests must be complied with by the Mayor or CA Board no later than 10 days after they are received.

Appendix 3 to the report details mechanisms for holding the mayor and the Combined Authority to account.

v) Mayoral and CA decision-making – key decisions

- The provisions around “key decisions” are essentially identical to those applying to individual authorities. A key decision is one involving significant (the term is not defined) expenditure or significant issues covering two or more electoral wards or divisions in the area. As usual, the requirement is that certain details of such decisions be published 28 days in advance, although there are certain urgency provisions that apply.
- The special urgency provisions provide for the 28 days requirement, and normal urgency provisions, to be waived if the scrutiny chair agrees. Where the Chair is not available, the duty falls to the Chair of the CA. Where the CA Chair is also the Mayor, this could involve the Mayor making a judgment on the urgency of one of his/her own decisions. The Centre for Public Scrutiny has sought further clarification on this element of the Order. The Department for Communities and Local Government have advised that they do not envisage that the Mayor will be classed as a “decision-maker” under this part, so the Mayor cannot find themselves in the position of giving approval to their own request for special urgency. Further clarification on the definition of “decision-maker” for the purpose of the Order is awaited.

vi) Scrutiny officer

- As with individual councils, the CA must appoint a “scrutiny officer”, with a duty to promote the function. Such an officer must be an employee of the CA – not any of the constituent councils. The Centre for Public Scrutiny has sought further clarification on this element of the order and has provided the following update as of 15 December,

2016: The Department for Communities and Local Government advised that their reading of this part (Clause 9 of the Order) is that it does not preclude a seconded officer from a constituent council from holding the position of combined authority scrutiny officer.

Sandwell Metropolitan Borough Council has seconded an officer to undertake the role of Statutory Scrutiny Officer for 2.5 day per week for a 12 month period.

2.10 At its meeting on 27 January 2017, the WMCA Scrutiny Committee considered the implications of the Order and provides the following comments that the Board may wish to take into consideration:-

- Membership requires the right balance to ensure that the Committee does not become too large and unwieldy, whilst also ensuring that non-constituent members have a strong voice. The preferred option in terms of political and geographical balance is detailed in Appendix 2, Option 1.
- Protocols between the executive and scrutiny need to be developed to ensure that there is clarity of purpose and accountability.
- Protocols also need to be developed between CA Scrutiny and local authority scrutiny.
- Mechanisms for scrutiny of the CA budget need to be put in place for the 2017/18 Municipal Year.

### **3.0 Wider WMCA Implications**

3.1 The effectiveness of the CA Scrutiny function will contribute to the overall effectiveness of the Combined Authority.

3.2 The CA must ensure that it is compliant with relevant legislation.

3.3 Arrangements for the scrutiny of CA decisions also need to be developed. The WMCA Scrutiny Committee has investigated the process undertaken at the London Assembly. Appendix 3 to this report details how Overview and Scrutiny will achieve this.

### **4.0 Financial implications**

4.1 At present the cost of the officer to support the scrutiny function is being met by Sandwell Metropolitan Borough Council (SMBC). SMBC have agreed to fund this post for a fifteen month period, this period commenced on 1 January 2017.

### **5.0 Legal implications**

5.1 A number of amendments will be required to the WMCA Constitution in light of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017, as detailed in Appendix 1 to this report.

5.2 There are no further legal implications flowing from this report

### **6.0 Schedule of background papers**

- 6.1 House of Commons Library – briefing paper number 06649, 23 November 2016 Combined authorities.  
The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

## **7.0 Appendices**

Appendix 1 – Analysis of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016;  
Appendix 2 – Membership of the West Midlands Combined Authority Overview and Scrutiny Committee;  
Appendix 3 – Holding the Mayor and the Executive to Account.

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<b>Section of the Order</b>	<b>Current Provision</b>	<b>Further Action Required</b>
<p><b>3. - (1)</b> The majority of members of a combined authority's overview and scrutiny committee must be members of that combined authority's constituent councils.</p>	<p>Compliant at present.</p>	<p>At present there are 12 members on the Scrutiny Committee, 7 from Constituent Authorities, 3 from Non-Constituent Authorities and 2 from LEP's.</p> <p>Black Country and Coventry and Warwickshire have each nominated a representative to the scrutiny board, the third LEP (Greater Birmingham and Solihull) have yet to nominate a representative.</p> <p>As the number of non-constituent councils increase there is a danger that, should each wish to sit on the Scrutiny Committee, the majority of members would cease to be from constituent councils. Options are discussed within the report and detail is provided in Appendix 2.</p>
<p><b>3. - (2)</b> At least two-thirds of the total number of members of the overview and scrutiny committee must be present at a meeting of the overview and scrutiny committee before business may be transacted.</p>	<p>Requires change in constitution.</p>	<p>Part 2, Section 9. of the WMCA Constitution be amended to read:          "no business is to be transacted at a meeting of any overview and scrutiny committee appointed by the Combined Authority unless two thirds of its members from at least five separate Constituent Authorities (or substitute members acting in place of those members) are present at the meeting.</p>

<b>Section of the Order</b>	<b>Current Provision</b>	<b>Further Action Required</b>
3. - (3) Each member of the overview and scrutiny committee appointed from the constituent councils is to have one vote and no member is to have a casting vote.	Compliant.	No action required.
3. - (4) Members of the overview and scrutiny committee who are appointed other than from the constituent councils shall be non-voting members of the committee but may be given voting rights by resolution of the combined authority.	Part 2, Section 6 of the WMCA Constitution states that each member of the Overview and Scrutiny Committee has one vote.	The decision to allow non-constituent councils the right to vote needs to be by resolution of the Board. The CA constitution is silent on this at the moment and needs to be explicit.
3. - (5) Any questions that are to be decided by the overview and scrutiny committee are to be decided by a simple majority of the members present and voting on that question at a meeting of the overview and scrutiny committee.	Compliant.	No action required.
3. - (6) If a vote is tied on any matter it is deemed not to have been carried.	Compliant.	No action required.
3. - (7) In this article, references to an overview and scrutiny committee include references to a subcommittee of such a committee.	As the Committee has established Select Committees the provisions of this order will also apply to these bodies.	No action required.
4.—(1) The combined authority must— (a) appoint such a number of members of each of the constituent councils to an overview and scrutiny committee, so that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing	Will be reliant on each council confirming nominations in order to be compliant.	Liaise with all councils to advise of deadline for receipt of nominations.  Publish notice online advising of appointments.

Section of the Order	Current Provision	Further Action Required
<p>among members of the constituent councils when taken together; and</p> <p>(b) within the period of 28 days beginning with the day on which an appointment is made to the overview and scrutiny committee, publish a notice that—</p> <p>(i) states that it has made an appointment;</p> <p>(ii) identifies each member of the committee who has been appointed; and</p> <p>(iii) specifies the period for which the members of the committee have been appointed.</p>		
<p><b>4.</b> - (2) The notice mentioned at paragraph (1)(b) must be published—</p> <p>(a) if the combined authority has a website, on its website; or</p> <p>(b) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area.</p>	See above.	See above.
<p><b>5.</b>—(1) — Paragraphs (2) to (4) apply where the chair of an overview and scrutiny committee is to be an independent person in accordance with provision made under paragraph 3 of Schedule 5A to the 2009 Act<b>(b)</b>.</p>		
<p><b>5.</b> - (2) A person is independent if the person—</p> <p>(a) is not a member, co-opted member or officer of the combined authority;</p> <p>(b) is not a member, co-opted member or officer of a constituent council or a parish council for which a constituent council is the principal authority;</p> <p>(c) is not a relative, or close friend, of a person within</p>	Not applicable at present.	The WMCA Board may wish to consider the appointment of an independent chair in future years, if so these provisions would apply.

Section of the Order	Current Provision	Further Action Required
<p>sub-paragraph (a) or (b); and            (d) was not at any time during the 5 years ending with an appointment as chair of the overview and scrutiny committee under arrangements made by the combined authority in accordance with paragraph 3(4)(a) of Schedule 5A to the 2009 Act—</p> <p>(i) a member, co-opted member or officer of the combined authority; or            (ii) a member, co-opted member or officer of a constituent council or a parish council for which a constituent council is the principal authority.</p> <p>(3) A person may not be appointed as independent chair of the overview and scrutiny committee unless—</p> <p>(a) the vacancy for a chair of the overview and scrutiny committee has been advertised in such manner as the combined authority considers is likely to bring it to the attention of the public;            (b) the person has submitted an application to fill the vacancy to the combined authority, and            (c) the person’s appointment has been approved by a majority of the members of the combined authority.</p> <p><b>5.</b> - (4) A person appointed as independent chair of the overview and scrutiny committee does not cease to be independent as a result of being paid any amounts by way of allowances or expenses in connection with performing the duties of the appointment.</p> <p><b>5.</b> - (5) Paragraph (6) applies where the chair of an overview and scrutiny committee is to be an appropriate person in accordance with provision made</p>		

Section of the Order	Current Provision	Further Action Required
under paragraph 3(4)(b) of Schedule 5A to the 2009 Act.		
<p><b>5.</b> - (6) Where the mayor is not a member of a registered political party, a person may not be appointed as chair of the overview and scrutiny committee if that person is –</p> <p>(a) a member of the registered political party which has the most representatives among the members of the constituent councils on the combined authority, or</p> <p>(b) where two or more parties have the same number of representatives, a member of any of those parties.</p>	Not compliant.	<p>Change required to Part 2, Section 7 of the WMCA Constitution. The Chair of the WMCA Scrutiny Committee will not be able to be of the same political party as the elected mayor, following the mayoral election on 4 May 2017.</p> <p>Add to 7.1 “The chair of the committee must come from a different political party from the combined authority mayor (or the combined authority’s majority party, if there is no mayor)”.</p>
<p><b>6.</b>—(1) The combined authority must ensure that it enables—</p> <p>(a) any member of an overview and scrutiny committee to refer to the committee any matter which is relevant to the functions of the committee;</p> <p>(b) any member of a sub-committee of an overview and scrutiny committee to refer to the sub-committee any matter which is relevant to the functions of the sub-committee;</p> <p>(c) any member of the combined authority to refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter; and</p> <p>(d) any member of a constituent council or a non-constituent council(a) of a combined authority to refer to an overview and scrutiny committee any matter</p>	Compliant.	<p>Suggest further work take place with constituent and non-constituent councils to publicise the work of WMCA Scrutiny Committee, in order to engage Council’s in the scrutiny process.</p> <p>Existing work with the West Midlands Regional Scrutiny Network provides a good foundation for this work in ensuring messages are delivered at a local level and that there is opportunity for council’s to feed information up.</p> <p>Session carried out with the Regional Scrutiny Network on 13 January, 2017.</p>

Section of the Order	Current Provision	Further Action Required
which is relevant to the functions of the committee and is not an excluded matter.		
<p><b>6.</b> - (2) For the purposes of paragraph (1), a combined authority enables a member mentioned in paragraph (1)(a) to (d) to refer a matter to a committee or sub-committee if it enables that member to ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.</p>	Compliant.	See above.
<p><b>6.</b> - (3) Paragraphs (4) to (7) apply where a matter is referred to an overview and scrutiny committee by a member of a combined authority or a member of a constituent council or a non-constituent council in accordance with arrangements made by the combined authority pursuant to paragraph (1)(c) or (d).</p>	Compliant	Ensure that members are trained on the powers of overview and scrutiny.
<p><b>6.</b> - (4) In considering whether or not to exercise any of the powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to a matter referred to the committee, the committee must have regard to any representations made by the member as to why it would be appropriate for the committee to exercise any of these powers in relation to the matter.</p> <p><b>6.</b> - (5) If the committee decides not to exercise any of its powers under arrangements made in accordance with paragraph 1(2)(a) or (3)(a) of Schedule 5A to the 2009 Act in relation to the matter, it must notify the member of—</p> <p>(a) its decision; and</p> <p>(b) the reasons for it.</p>	Compliant	Ensure that members are trained on the powers of overview and scrutiny.

Section of the Order	Current Provision	Further Action Required
<p><b>6.</b> - (6) The committee must provide the member with a copy of any report or recommendations which it makes under paragraph 1(2)(b) or (3)(b) of Schedule 5A to the 2009 Act in connection with the matter referred to it by the member.</p> <p><b>6.</b> - (7) Paragraph (6) is subject to article 8 (confidential and exempt information).</p>		
<p><b>7.</b>—(1) Where an overview and scrutiny committee or a sub-committee of such a committee makes a report or recommendations the committee may—</p> <p>(a) publish the report or recommendations;</p> <p>(b) by notice in writing require the combined authority or the mayor to—</p> <p>(i) consider the report or recommendations;</p> <p>(ii) respond to the overview and scrutiny committee indicating what (if any) action the combined authority proposes to take;</p> <p>(iii) if the overview and scrutiny committee has published the report or recommendations under paragraph (a), publish the response.</p> <p>(2) A notice given under paragraph (1)(b) must require the combined authority or the mayor to comply with it within two months beginning with the date on which the combined authority or the mayor received the reports or recommendations or (if later) the notice.</p> <p>(3) The combined authority or the mayor must respond to a report or recommendations made by an overview and scrutiny committee, or a sub-committee of such a committee, as result of a</p>	<p>No recommendations have been put forward from scrutiny to the executive as yet.</p>	<p>Develop protocols between scrutiny and the executive to ensure all parties are clear on requirements and expectations in relation to the consideration of recommendations.</p>

Section of the Order	Current Provision	Further Action Required
referral made in accordance with article 6 within two months beginning with the date on which the combined authority or the mayor received the notice.		
<p>(4) Where an overview and scrutiny committee exercises any of its powers under arrangements made in accordance with paragraph 1(2) or 1(3) of Schedule 5A to the 2009 Act in relation to a decision made but not implemented—</p> <p>(a) where recommendations have been made under paragraph 1(4)(b) of Schedule 5A to the 2009 Act, the combined authority or the mayor must hold a meeting to reconsider the decision no later than 10 days after the date on which the recommendations of the overview and scrutiny committee were received by the combined authority; and</p> <p>(b) any direction under arrangements made in accordance with paragraph 1(4)(a) of Schedule 5A to the 2009 Act may have effect for a period not exceeding 14 days from the date on which the direction is issued.</p>	Compliant.	No action required.
<p><b>8.—</b>(1) This article applies in relation to—</p> <p>(a) the publication of any document as a result of a reference made in accordance with article 7 (duty of combined authority and the mayor to respond to overview and scrutiny committee) comprising—</p> <p>(i) a report or recommendations of an overview and scrutiny committee; or</p> <p>(ii) a response of a combined authority or the mayor to any such report or recommendations; and</p>	No recommendations have been put forward from scrutiny to the executive as yet.	Develop protocols between scrutiny and the executive to ensure all parties are clear on requirements and expectations in relation to the consideration of recommendations.

Section of the Order	Current Provision	Further Action Required
<p>(b) the provision of a copy of such a document to a member of a combined authority or to a member of a constituent council or a non-constituent council, by an overview and scrutiny committee or a combined authority or the mayor.</p>		
<p>(2) The overview and scrutiny committee or the combined authority, or the mayor in publishing the document—            (a) must exclude any confidential information; and            (b) may exclude any relevant exempt information.            (3) The overview and scrutiny committee, or the combined authority, or the mayor , in providing a copy of a document to a member of the combined authority or to a member of a constituent council or a non-constituent council, may exclude any confidential information or relevant exempt information.            (4) Where information is excluded under paragraph (2) or (3), the overview and scrutiny committee or the combined authority, or the mayor , in publishing, or providing a copy of, the document—            (a) may replace so much of the document as discloses the information with a summary which does not disclose that information; and            (b) must do so if, in consequence of excluding the information, the document published, or copy provided, would be misleading or not reasonably comprehensible.            (5) If by virtue of paragraph (2), (3) or (4) an overview and scrutiny committee or the combined authority, or the mayor , in publishing or providing a</p>	Compliant.	No action required.

Section of the Order	Current Provision	Further Action Required
<p>copy of a report or recommendations—            (a) excludes information; or            (b) replaces part of the report or the recommendations with a summary, it is nevertheless to be taken to have published the report or recommendations.            (6) In this article—            “confidential information” has the meaning given by section 100A(3) of the Local Government Act 1972(a) (admission to meetings of principal councils);            “exempt information” has the meaning given by section 100I of that Act(b); and            “relevant exempt information” means—            (a) in relation to a report or recommendations of an overview and scrutiny committee, exempt information of a description specified in a resolution of the overview and scrutiny committee under section 100A(4) of the Local Government Act 1972 which applied to the proceedings, or part of the proceedings, at any meeting of the overview and scrutiny committee at which the report was, or recommendations were, considered; and            (b) in relation to a response of the authority or of the mayor, exempt information of a description specified in such a resolution of the authority which applied to the proceedings, or part of the proceedings, at any meeting of the authority at which the report or response was, or recommendations were, considered.            (7) In this article, references to an overview and scrutiny committee include references to a</p>		

Section of the Order	Current Provision	Further Action Required
subcommittee of such a committee.		
<p><b>9.</b>—(1) A combined authority must designate one of its officers as the scrutiny officer of the overview and scrutiny committee to discharge the functions in paragraph (2).</p> <p>(2) Those functions are—</p> <p>(a) to promote the role of the overview and scrutiny committee;</p> <p>(b) to provide support and guidance to the overview and scrutiny committee and its members;</p> <p>(c) to provide support and guidance to members of the combined authority and to the mayor in relation to the functions of the overview and scrutiny committee.</p> <p>(3) A combined authority may not designate as the scrutiny officer any officer of a constituent council of the combined authority.</p> <p>(4) In this article, references to an overview and scrutiny committee include references to a subcommittee of such a committee.</p>	Compliant.	DCLG have indicated that a seconded officer from a constituent authority would meet requirements.
<p><b>10.</b>—(1) Subject to paragraph (3), a member of an overview and scrutiny committee or a subcommittee of such a committee is entitled to a copy of any document which—</p> <p>(a) is in the possession or under the control of the combined authority or the mayor ; and</p> <p>(b) contains material relating to—</p> <p>(i) any business that has been transacted at a meeting of a decision-making body of that authority; or</p> <p>(ii) any decision that has been made by an individual</p>	Compliant.	No action required.

Section of the Order	Current Provision	Further Action Required
<p>member of that combined authority.</p> <p>(2) Subject to paragraph (3), where a member of an overview and scrutiny committee or a subcommittee of such a committee requests a document which falls within paragraph (1), the combined authority or the mayor must provide that document as soon as reasonably practicable and in any case no later than 10 clear days after the combined authority receives the request.</p>		
<p>(3) No member of an overview and scrutiny committee is entitled to a copy—</p> <p>(a) of any such document or part of a document as contains exempt or confidential information unless that information is relevant to—</p> <p>(i) an action or decision that that member is reviewing or scrutinising; or</p> <p>(ii) any review contained in any programme of work of such a committee or subcommittee of such a committee; or</p> <p>(b) of a document or part of a document containing advice provided by a political adviser (a).</p> <p>(4) Where the combined authority or the mayor determines that a member of an overview and scrutiny committee is not entitled to a copy of a document or part of any such document for a reason set out in paragraph (3), it must provide the overview and scrutiny committee with a written statement setting out its reasons for that decision.</p> <p>(5) In this article, references to an overview and scrutiny committee include references to a</p>	Compliant.	No action required.

Section of the Order	Current Provision	Further Action Required
subcommittee of such a committee.		
<b>PART 3 – Key Decisions</b>		
<p><b>11. —(1) In this Order—</b>  (a) a “key decision” means a decision of a decision maker, which in the view of the overview and scrutiny committee for a combined authority is likely—</p> <ul style="list-style-type: none"> <li>(i) to result in the combined authority or the mayor incurring significant expenditure, or the making of significant savings, having regard to the combined authority’s budget for the service or function to which the decision relates; or</li> <li>(ii) to be significant in terms of its effects on person s living or working in an area comprising two or more wards or electoral divisions in the area of the combined authority;</li> </ul> <p>(b) “decision maker” includes a mayor or a person exercising functions pursuant to arrangements under section 107D(3)(a) or (b) of the 2009 Act.</p>	Forward plan for CA in place.	Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.
<p>(2) Where a decision maker intends to make a key decision, that decision must not be made until a notice has been published which states—</p> <ul style="list-style-type: none"> <li>(a) that a key decision is to be made in relation to the discharge of functions which are the responsibility of the combined authority;</li> <li>(b) the matter in respect of which the decision is to</li> </ul>	Forward plan for CA in place.	Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.

Section of the Order	Current Provision	Further Action Required
<p>be made;</p> <p>(c) the decision maker's name, and title if any;</p> <p>(d) the date on which, or the period within which, the decision is to be made;</p> <p>(e) a list of the documents submitted to the decision maker for consideration in relation to the matter in respect of which the key decision is to be made;</p> <p>(f) the address from which, subject to any prohibition or restriction on their disclosure under article 8(2), copies of, or extracts from, any document listed is available;</p> <p>(g) that other documents relevant to those matters may be submitted to the decision maker;</p> <p>(h) the procedure for requesting details of those documents (if any) as they become available.</p>		
<p>(3) At least 28 clear days before a key decision is made, the notice referred to in paragraph (2) must be—</p> <p>(a) published—</p> <p>(i) if the combined authority has a website, on its web site; or</p> <p>(ii) otherwise, in such manner as it thinks is likely to bring the notice to the attention of persons who live in its area;</p> <p>(b) made available for inspection by the public at the offices of the combined authority.</p> <p>(4) Where, in relation to any matter—</p>	<p>Forward plan for CA in place, published on the CA website.</p>	<p>Update required to the constitution in order to set out mechanisms to ensure compliance and communication/training for officers to ensure requirements of the Order are met.</p>

Section of the Order	Current Provision	Further Action Required
<p>(a) the public may be excluded under section 100A of the Local Government Act 1972 from the meeting at which the matter is to be discussed; or</p> <p>(b) documents relating to the decision need not, because of article 8 (confidential information), be disclosed to the public, the notice referred to in paragraph (2) must contain particulars of the matter but may not contain any confidential information or exempt information or particulars of the advice of a political adviser.</p> <p>(5) In paragraph (4), “confidential information” and “exempt information” have the meanings given by article 8(6).</p>		
<p>General exception 12.</p> <p>—(1) Subject to article 13, where the publication of the intention to make a key decision under article 11 is impracticable, that decision may only be made—</p> <p>(a) where the proper officer has informed the chair of the relevant overview and scrutiny committee or, if there is no such person, each member of the relevant overview and scrutiny committee by notice in writing, of the matter about which the decision is to be made;</p> <p>(b) where the proper officer has made available to the public at the offices of the combined authority</p>	<p>Matters of urgency are detailed in the CA’s constitution, however at present this does not comply with the Orders requirements.</p>	<p>Constitution requires amendment to comply with requirement.</p>

Section of the Order	Current Provision	Further Action Required
<p>for inspection by the public and published on the combined authority's website, if it has one, a copy of the notice given pursuant to sub-paragraph (a); (c) after 5 clear days have elapsed following the day on which the proper officer made available the copy of the notice referred to in sub -paragraph (b).</p> <p>(2)Where paragraph (1)(a) or (b) applies to any matter, article 11 need not be complied with in relation to that matter.</p> <p>(3)As soon as reasonably practicable after the proper officer has complied with paragraph (1), he or she must—</p> <p>(a)make available to the public at the offices of the combined authority a notice setting out the reasons why compliance with article 11 is impracticable; and</p> <p>(b) publish that notice on the combined authority's web site, if it has one.</p>		
<p>Cases of special urgency</p> <p>13.—(1) Where the date by which a key decision must be made makes compliance with article 12 impracticable, the decision may only be made where the decision maker has obtained agreement from—</p> <p>(a)the chair of the relevant overview and scrutiny committee; or</p>	<p>Matters of urgency are detailed in the CA's constitution, however at present this does not comply with the Orders requirements.</p>	<p>Constitution requires amendment to comply with requirement.</p>

Section of the Order	Current Provision	Further Action Required
<p>(b)if there is no such person, or if the chair of the relevant overview and scrutiny committee is unable to act, the chair of the combined authority; or</p> <p>(c) where there is no chair of either the relevant over view and scrutiny committee or of the combined authority, the vice-chair of the combined authority, that the making of the decision is urgent and cannot reasonably be deferred.</p> <p>(2)As soon as reasonably practicable after the decision maker has obtained agreement under paragraph (1) that the making of the decision is urgent and cannot reasonably be deferred, the decision maker must—</p> <p>(a)make available to the public at the offices of the combined authority a notice setting out the reasons why the meeting is urgent and cannot reasonably be deferred; and</p> <p>(b) publish that notice on the combined authority’s web site, if it has one.</p>		

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**West Midlands Combined Authority Overview and Scrutiny Committee Membership (based upon political proportionality of relevant authorities as at 1 April 2017)**

**Option 1 – Based upon the membership structure of the Police and Crime Panel**

1. The Committee consists of a total of 19 members, 12 from Constituent Councils and 7 from LEP's and Non- Constituent Councils.

**Constituent Councils**

2. The Committee consists of 12 elected members from Constituent Councils, appointed on an annual basis by the Authorities as follows:
  - (a) One Member appointed by each of the following Councils:
    - Birmingham City Council
    - Coventry City Council
    - Dudley Metropolitan Borough Council
    - Sandwell Metropolitan Borough Council
    - Solihull Metropolitan Borough Council
    - Walsall Metropolitan Borough Council
    - Wolverhampton City Council
  - (b) Two further Members to be nominated by Birmingham City Council and appointed by the West Midlands Combined Authority.
  - (c) Two further Members to be jointly nominated by Dudley MBC, Sandwell MBC, Walsall MBC and Wolverhampton City Council (via the Association of Black Country Authorities) and appointed by the West Midlands Combined Authority.
  - (d) One further Member to be jointly nominated by Coventry City Council and Solihull Metropolitan Borough Council and appointed by the West Midlands Combined Authority.
3. Appointments must be made with a view to ensuring the balanced appointment objective as required under Part 2, Section 3 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016, in that it represents all parts of the Combined Authority area and the political make-up of the local authorities (when taken together).
4. Taking into account the West Midlands 2016 local election results the following political balance will apply to the Committee:
  - Labour 8
  - Conservative 4

5. Each constituent council is responsible for making its own individual appointment each with a named substitute. Appointments to the remaining 5 elected member places (and named substitutes) will be considered by the Combined Authority in line with the table shown below.

**Scenario 1:**

<b>Party</b>	<b>LA Individual Appointments (7)</b>	<b>Places for confirmation at a meeting of the West Midlands Joint Committee (5)</b>	<b>Total</b>
Labour (8)	<u>6 Places</u> Birmingham (1) Coventry (1) Dudley (1) Sandwell (1) Walsall (1) Wolverhampton (1)	<u>2 Places</u> Birmingham (1) Coventry CC /Solihull MBC (1) to be nominated on an annual rotation basis.	<b>8</b>
Conservative (4)	<u>1 Place</u> Solihull MBC (1)	<u>3 Places</u> Birmingham (1) Black Country Councils (2) to be nominated via the West Midlands Combined Authority.	<b>4</b>
<b>Total</b>	<b>7</b>	<b>5</b>	<b>12</b>

**Scenario 2:**

<b>Party</b>	<b>LA Individual Appointments (7)</b>	<b>Places for confirmation at a meeting of the West Midlands Joint Committee (5)</b>	<b>Total</b>
Labour (8)	<u>6 Places</u> Birmingham (1) Coventry (1) Dudley (1) Sandwell (1) Walsall (1) Wolverhampton (1)	<u>2 Places</u> Birmingham (1) Black Country Councils (1) to be nominated via the West Midlands Combined Authority to be nominated on an annual rotation basis.	<b>8</b>
Conservative (4)	<u>1 Place</u> Solihull MBC (1)	<u>3 Places</u> Birmingham (1)	<b>4</b>

		Coventry CC /Solihull MBC (1)	
		Black Country Councils (1) to be nominated via the West Midlands Combined Authority.	
<b>Total</b>	<b>7</b>	<b>5</b>	<b>12</b>

### Non-Constituent Authorities

6. The Committee consists of four elected members from non-constituent councils, to ensure a geographical spread of representation the following applies:

Shropshire Non-Constituent Local Authorities [Shropshire, Telford]	1 Seat
Staffordshire Non-Constituent Local Authorities [Cannock, Tamworth]	1 Seat
Warwickshire Non-Constituent Local Authorities [Nuneaton & Bedworth, North Warwickshire, Rugby, Stratford-on-Avon, Warwickshire CC]	1 Seat
Worcestershire Non-Constituent Local Authorities [Redditch]	1 Seat

7. In addition, the appointment of non-constituent representation must as far as reasonably practicable, not change the overall political balance of the committee as outlined in point 4 above.
8. The Committee consists of three representatives from Local Enterprise Partnerships, one seat for each of the LEP's within the Combined Authority area:
- i. the Black Country,
  - ii. Coventry and Warwickshire,
  - iii. Greater Birmingham and Solihull

### Option 2

1. The Committee consists of a total of 13 members, made up of the following:-
- i. 7 seats for constituent Council's (1 per authority);
  - ii. 5 seats for non-constituent council's;
  - iii. 1 seat for LEP representation.

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## **West Midlands Combined Authority Overview & Scrutiny Committee**

### **Holding the Mayor and the Combined Authority to Account**

- The West Midlands Combined Authority Overview and Scrutiny Committee [the Committee] holds the Mayor and the Combined Authority to account by publicly examining policies and programmes through committee meetings, plenary sessions, site visits and investigations.
- The Committee may require that an officer or member of the Combined Authority attend meetings to answer questions, including the Mayor or Deputy Mayor.
- The Combined Authority and the Mayor should formally respond to the Committees motions and formal recommendations within two months.
- The Committee will hold formal public question sessions with the Mayor a minimum of two times a year at Mayor's Question Time, one session of which will focus on the Mayor's budget and will be scheduled at an appropriate time to allow the Committee to suggest budget amendments, should it consider this necessary.
- As well as examining the Mayor's actions and decisions, the Committee act as champions for residents of the West Midlands by investigating issues that are important to the area - from improving the economy to how to tackle mental health in the region.

### **Call-in**

The Committee has the power of call-in to call in decisions of the Mayor and Combined Authority which have been made but not implemented. This applies to all decisions, not just "key decisions". (Section 1(2)(a), Schedule 5A, Local Democracy, Economic Development and Construction Act 2009, as inserted by the Cities and Local Government Devolution Act 2016).

A stop can be placed on the implementation of the decision once it is under scrutiny.

Section 4(1), Schedule 5A, Local Democracy, Economic Development and Construction Act 2009, as inserted by the Cities and Local Government Devolution Act 2016.

Key decisions must be publicised. This includes publicity 28 days prior to when they are expected to be made, although urgency provisions do exist which allow the timescale to be shortened –with the agreement of the chair of the Overview & Scrutiny Committee.

This will help the Overview & Scrutiny Committee to understand when particularly important decisions may be coming to be made, and to plan to influence them beforehand.

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## **Principles of Scrutiny between WMCA Overview and Scrutiny Committee and Local Authority Scrutiny**

Overview and Scrutiny has a key role in ensuring that the Combined Authority operates in a way which is open and transparent, both from the public's perspective and from the perspective of local authorities and other key stakeholders. To be effective in its operation Combined Authority Scrutiny must work collaboratively with local authority scrutiny arrangements to ensure that the best possible outcomes are achieved for every resident in the area.

1. The basis of scrutiny will be co-operation and partnership with a mutual understanding of the following aims:
  - To improve the visibility of overview and scrutiny regionally;
  - To work together on shared interests and to share intellectual and practical resources and experiences where appropriate.
2. The WMCA and constituent and non-constituent councils will work together to maximise the exchange of information and views, to minimise bureaucracy and make best use of the time of members and officers of other bodies or agencies and will lead by example.
3. The WMCA Overview and Scrutiny Committee will focus on issues with a regional reach, and will have regard to any reviews or work being undertaken at a more local level.
4. The scrutiny process will be open and transparent.
5. Different approaches to scrutiny reviews and investigations may be taken. When undertaking scrutiny reviews and investigations WMCA Scrutiny will seek to act as inclusively as possible and will take evidence from a wide range of opinions.

### **Ways of Working**

1. Each Local Authority will nominate a lead member and lead officer the WMCA can contact in relation to calls for evidence, this information will be updated following annual council each Municipal Year. In addition, contact will be maintained with the West Midlands Regional Scrutiny Network to ensure a co-ordinated approach to activity.
2. Each Local Authority's representative on the WMCA Overview and Scrutiny Committee will act as that Council's Scrutiny Link. The Authority Scrutiny Link will be responsible for reporting back to their own Council on the scrutiny work carried out by the WMCA Overview and Scrutiny Committee and will also be responsible for reporting back to the WMCA any issues identified locally by their own Council which may warrant scrutiny at a sub-regional level.
3. Nominations to the WMCA Overview and Scrutiny Committee, and the way in which this role will be performed, will be determined by each Council. Local Authorities will hold their representatives on the WMCA Overview and Scrutiny Committee to account to ensure that they are acting in the best interests of the local authority area they represent.

4. Members of the WMCA Overview and Scrutiny Committee will, when considering reviews, determine whether the issue is more appropriately dealt with by one of the Local Authorities, or elsewhere, and will not duplicate the work of existing bodies or agencies.
5. Subject to prior notice being given to them, the Constituent and Non-Constituent Councils will respond positively to requests for information, or for the attendance of a member or officer at any meetings set up under these arrangements.

# Scrutiny Board

25 April 2017

<b>Report title</b>	Outcome of the Local Government Association Corporate Peer Review	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Leader of the Council	
<b>Wards affected</b>	N/A	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Managing Director's Office	
<b>Accountable employee(s)</b>	Matt Vins Tel Email	Project Manager 01902 556916 Matthew.vins@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	People Leadership Team Place Leadership Team Strategic Executive Board Executive Team Cabinet	20 March 2017 20 March 2017 28 March 2017 3 April 2017 26 April 2017

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## Recommendation(s) for action or decision:

Scrutiny Board is recommended to:

1. Comment on the Local Government Association's (LGA) Corporate Peer Review final report.
2. Comment on the draft action plan arising from the recommendations within the LGA Corporate Peer Review final report.

## Recommendations for noting:

Scrutiny Board is asked to note:

1. This report will also be considered by Cabinet on 26 April 2017.

## **1.0 Purpose**

- 1.1 The purpose of this report is to inform Scrutiny Board of the outcome of the recent LGA Corporate Peer Review and to consider the recommendations and action plan arising from it.

## **2.0 Background**

- 2.1 Councils are increasingly looking for good practice, support and challenge to help them improve services for users while maintaining a balanced budget. As part of the process of ensuring the City of Wolverhampton Council is providing the best service, the LGA was invited to carry out a Corporate Peer Review which took place 30 January – 2 February 2017.

- 2.2 A Corporate Peer Review allows external colleagues from across Local Government to assess the Council on a number of key points. These are as follows:

- Understanding of the local place and priorities – does the Council use this to set a clear vision
- Leadership of Place – does the Council, through members and officers and relationships with external stakeholders have an effective leadership of place
- Finance – does the Council have a financial plan to ensure long term viability that is being implemented
- Leadership and governance – is there effective political and managerial leadership, supported by good governance and decision making arrangements, that can respond to key challenges and enable transformation
- Capacity – is organisational capacity aligned to priorities and how does the Council influence and leverage external capacity

- 2.3 As part of the process the Peer Team spoke to more than 130 people, including a range of Council employees together with Councillors and external stakeholders and business partners. They gathered information and views from more than 40 meetings and additional research, reading and site visits, collectively spending more than 260 hours to determine their findings.

- 2.4 The final report is now complete and is attached as Appendix A.

## **3.0 Outcome of the Corporate Peer Review**

- 3.1 The overall conclusion of the Peer Team was that:

‘The City of Wolverhampton Council has been on an impressive journey of improvement. Since the last LGA Corporate Peer Challenge in 2014 it has recovered from a precarious financial position, made a rapid transformation into a ‘Confident, Capable Council’, and set out a clear vision and agenda for the future. The progress is recognised and respected by a range of stakeholders, including staff and partners, and has helped significantly enhance the Council’s reputation. The extent and pace of transformation is notable and has rightly been recognised by external reviews and awards – including the

MJ Council of the Year Runner Up in 2016. The Council is now in a strong position to respond with confidence to both current and future challenges facing the City.'

- 3.2 **Understanding of the local place and priority setting:** The report praises the achievements made by the Council since the 2014 Corporate Peer Challenge and highlights how the Corporate Plan supports the long term Vision for the City by focusing the Council's priorities and using technology to support evidence-based decision making. There is particular praise for the achievements in transforming LAC, partnership working with schools which has seen 95% rated Good or Outstanding and for enabling investment and regeneration in the City. It summarises that the Council has focused on improving its own reputation and ability to deliver in order to bring about wider change across the City.
- 3.3 **Leadership of Place:** The report highlights CWCs role as a respected 'leader of place' both within the City, and on a regional level, and makes particular reference to the role of the Leader and Managing Director in the West Midlands Combined Authority (WMCA). It also praises the Council's partnerships across the City of Wolverhampton, notably in achieving improved educational performance and for 'place-shaping' by driving investment and growth in the City Centre.
- 3.4 **Organisational leadership and governance:** The report highlights the strong corporate core of the Council with particular reference to the strength of management at SEB and the depth of understanding of the Council's priorities across the organisation. It praises the improved Councillor/employee relationships since the 2014 review and evidences that these messages have been clearly communicated across the organisation. The additional reporting tools for management such as Qlikview were also seen as vital in monitoring performance across the organisation and the consistent Project Management approach and Business Reviews had created strong internal challenge which enhanced performance.
- 3.5 **Financial planning and viability:** The report widely praises the turnaround of the financial situation of the Council and references the Finance Peer Review (June 2016) which stated, 'it is clear there has been a period of significant and rapid improvement that has helped to put the Council on a better financial footing'. It highlights that the Council has a good grip on the future financial situation and is exploring income generation and commercialisation whilst consulting and engaging with residents. It mentions that Yoo Recruit and WV Active has seen a more commercial approach taken to service delivery and that further opportunities to commercialise services should be regularly reviewed.
- 3.6 **Capacity to deliver:** The report identified a 'One Council' ethos where cross departmental working and professional support from the corporate core was seen as the norm. It highlights the positivity and optimism amongst employees, particularly in the face of substantial challenges to budgets and staffing levels. It emphasises the commitment to creating a flexible, diverse workforce, and references the apprentice and graduate schemes as examples of planning for the future but suggests this work is accelerated to ensure that workforce planning meets the future requirements of the organisation.

#### **4.0 Recommendations of the Corporate Peer Review**

4.1 The overarching comment from the Peer Team was that CWC, after achieving a strong platform following significant transformation of the organisation, now needed to shift its narrative to how it is going to deliver the long-term ambitions set out in Vision 2030. The subsequent recommendations tie into this theme, and focus on how CWC can leverage additional capacity through further engagement with partners and citizens across the City. The recommendations are noted below with further detail contained in the report (Appendix A):

1. Use the strong platform of a being a 'Confident, Capable Council' to unlock the next phase of your journey
2. Consider how you further utilise the 'Wolves Workforce'
3. Strengthen the connection between city leadership and community leadership at a neighbourhood level
4. Develop a stronger and more consistent communication on the social value outcomes and impact for Wulfrunians
5. Continue the focus on strengthening corporate governance further – including the investment in performance management and scrutiny
6. Accelerate the pace and ambition on digital transformation to support the delivery of the City Vision aspirations of digital inclusion and 'smart city'
7. Further develop the interrelationship between the financial strategy, future operating model and vision
8. Continue to ensure that opportunities for commercialism and shared services are constantly considered

#### **5.0 Financial implications**

5.1 The LGA Corporate Peer Review identified that the Council has made major progress in achieving financial stability. Recommendations arising from the review will enable the Council to further improve upon its financial strategy and its communication of the strategy to residents and stakeholders. [MH/24032017/S]

#### **6.0 Legal implications**

6.1 There are no direct legal implications arising from report. [TS/16032017/Y]

#### **7.0 Equalities implications**

7.1 There are no direct equalities implications arising from report.

#### **8.0 Environmental implications**

8.1 There are no direct environmental implications arising from report.

#### **9.0 Human resources implications**

9.1 There are no direct human resources implications arising from report.

## **10.0 Corporate landlord implications**

10.1 There are no direct corporate landlord implications arising from report.

## **11.0 Schedule of background papers**

- 11.1 22 November 2016 – Overview of the LGA Corporate Peer Review (SEB)
- 29 November 2016 – LGA Corporate Peer Review (SEB)
- 10 January 2017 – LGA Corporate Peer Review (SEB)
- 17 January 2017 – LGA Corporate Peer Review (SEB)
- 23 January 2017 – Arrangements for LGA Corporate Peer Review (Leaders meeting)
- 2 February 2017 – Feedback presentation from the Peer Team
- 7 February 2017 – LGA Corporate Peer Review (SEB)
- 28 February 2017 – Final Feedback Report LGA Corporate Peer Review (SEB)

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# Corporate Peer Challenge **City of Wolverhampton Council**

30<sup>th</sup> January – 2<sup>nd</sup> February 2017

## **Feedback Report**

## 1. Executive Summary

The City of Wolverhampton Council has been on an impressive journey of improvement. Since the last LGA Corporate Peer Challenge in 2014 it has recovered from a precarious financial position, made a rapid transformation into a 'Confident, Capable Council', and set out a clear vision and agenda for the future. The progress is recognised and respected by a range of stakeholders, including staff and partners, and has helped significantly enhance the Council's reputation. The extent and pace of transformation is notable and has rightly been recognised by external reviews and awards – including the MJ Council of the Year Runner Up in 2016. The Council is now in a strong position to respond with confidence to both current and future challenges facing the City.

The Council has become a credible and respected 'leader of place'. It is seen as a key player that is influencing the debate and decision-making across both the Black Country and wider sub-region, including the West Midlands Combined Authority (WMCA). There is widespread recognition for the role of the Leader and Managing Director in driving the development of the Authority during its formative stages, and their current roles as lead member for transport and Monitoring Officer. The Council is also providing clear leadership through its direct investment and actions to support the physical regeneration of the City.

As an organisation, the Council clearly benefits from strong leadership - both political and managerial – that is recognised by a range of stakeholders. Supported by good internal communications, the leadership is driving a culture of professional discipline and a sustained focus on improvement across the organisation. There is a commitment to strengthen and develop corporate governance further to ensure decision making is informed by high quality performance information and business intelligence, and benefits from timely scrutiny and challenge. There is a clear 'digital by design' ethos and a wider transformation programme that is helping to improve services, cut bureaucracy and reduce cost.

There is a genuine 'One Council' ethos where cross departmental working and professional support from a strong corporate centre is the norm. Despite the scale and rapid pace of change over the past couple of years, and the inevitable uncertainty that can bring, people clearly enjoy working for the Council and feel involved and engaged. There is a genuine commitment and investment in talent development. Officers are positive, proud and enthusiastic advocates for both the organisation and city. There is a sense of optimism, ambition and excitement about the future. This is a real strength for the organisation.

Given the risks and challenges the Council was facing, there has understandably been a focus during the past couple of years on decisive and deliberate interventions to improve services and stimulate investment in the City. The emphasis has justifiably been on regenerating the city centre (as a catalyst for wider growth), transforming children's services (to tackle rising demand) and improving education (to raise standards and expectations), while at the same time maintaining a focus on stronger financial management and organisational efficiency. The sustained concentration on recovery and stabilisation has paid off. It has created a strong platform from which to consider the next phase of evolution. This is a pivotal point in the journey.

The narrative now needs to shift from where the Council has come from to *how* it is going to deliver the longer-term ambitions set out in the City Vision and respond to new and emerging challenges. The Council's future approach is likely to need to focus more on collaboration, co-operation and co-production to design and deliver solutions. This may require further consideration of how the Council can more effectively leverage and utilise the capacity of partners and citizens, the relationships with whom may need to evolve further to enable this. A stronger and more consistent communication on the social value outcomes and impact for Wulfrunians will be needed – so there is a clear understanding of the interconnectivity between vision, financial strategy and the future operating model. That will also help strengthen the connection between the city leadership role of the council and the community leadership role of councillors.

## 2. Key recommendations

There are some observations and suggestions within the main section of the report that will inform further improvement and development. In addition, many of the conversations onsite provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the Council. They are focussed on supporting the continued development of the Council, having acknowledged the significant and impressive progress and achievements since the last Corporate Peer Challenge in 2014:

- 1) **Use the strong platform of a being a 'Confident, Capable Council' to unlock the next phase of your journey.** Shift the narrative from where the Council has come from and focus on *how* it will deliver the future vision and outcomes set out in the City Vision. The Council should be confident about considering its future purpose and the associated operating model and approaches required, which are likely to be different to what exists now.
- 2) **Consider how you further utilise the 'Wolves Workforce'.** The recent focus has understandably been on improving what the Council does. There now needs to be more consideration of how the capacity of the City - including citizens, the voluntary and community sector, public sector partners, and other stakeholders - can be better harnessed to deliver shared outcomes through more collaboration, co-operation and co-production. Leadership style, relationships and partnering approaches may need to evolve further to enable this.
- 3) **Strengthen the connection between city leadership and community leadership at a neighbourhood level.** Consider how the councillor role needs to change as the context of the place evolves. Councillors will need to play different roles in their communities, and be able to demonstrate a clear 'golden thread' of benefits at WMCA, city and neighbourhood level.
- 4) **Develop a stronger and more consistent communication on the social value outcomes and impact for Wulfrunians,** particularly in terms of the regeneration and inward investment. Citizens need to appreciate the benefits to them of the physical improvements being made to the City. Consider whether enough is being done to convey impacts and benefits for citizens and communities (people) as well as the city (place).

- 5) **Continue the focus on strengthening corporate governance further – including the investment in performance management and scrutiny.** You rightly see strong corporate governance as being critical to a high-performing council with the means to proactively identify issues and take remedial action. Consider how governance and decision-making can continue to be developed and strengthened as the organisation’s operating model evolves.
- 6) **Accelerate the pace and ambition on digital transformation to support the delivery of the City Vision aspirations of digital inclusion and ‘smart city’** in addition to using new technology and ‘digital by design’ ethos to reduce bureaucracy and cost across the organisation. Use digital as a proactive tool to drive change internally and externally. By its very nature the ‘digital transformation agenda’ is a dynamic agenda that needs to run at pace to be successful.
- 7) **Further develop the interrelationship between the financial strategy, future operating model and vision.** This should include a clearer strategic narrative about investment in regeneration, commercialisation, new ways of working and reducing demand on services as being the ways in which the organisation will deliver its priorities while remaining financially viable and sustainable.
- 8) **Continue to ensure that opportunities for commercialism and shared services are constantly considered** as part of future operating and service delivery models across the City Council, its partners and wider spheres of influence.

### 3. Summary of the Peer Challenge approach

#### The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the Council’s requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the Council. The peers who delivered the peer challenge at the City of Wolverhampton Council were:

- Dr Carolyn Wilkins OBE – Chief Executive, Oldham Council
- Councillor Clyde Loakes (Lab) – Deputy Leader, London Borough of Waltham Forest
- Councillor Alan Jarrett (Cons) - Leader, Medway Council
- Ian Leivesley - Strategic Director Enterprise, Community & Resources, Halton Borough Council
- Colin Maclean – Chief Executive, Community Links Bromley
- Patricia McMahon – Adviser (Local Government Support), Local Government Association (LGA)
- Paul Clarke – Programme Manager (Peer Challenge), Local Government Association (LGA)

## Scope and focus

The peer team considered the following five questions which form the core components of all Corporate Peer Challenges. These are the areas we believe are critical to council performance and improvement:

1. Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

## The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. The City of Wolverhampton Council had a Corporate Peer Challenge in December 2014 and a Finance Peer Review in June 2016. Where relevant to do so, findings from those previous peer challenges have been referenced in this report.

The peer team prepared for this peer challenge by reviewing an extensive range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent four days onsite at the Council, during which they:

- Spoke to more than 130 people including a range of council staff together with councillors and external partners and stakeholders.

- Gathered information and views from more than 40 meetings and additional research, reading and site visits.
- Collectively spent more than 260 hours to determine their findings – the equivalent of one person spending more than 7 weeks at the City of Wolverhampton.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (30<sup>th</sup> January – 2<sup>nd</sup> February 2017). In presenting feedback to the Council, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the Council is already aware of, is addressing, or is a work in progress.

## 4. Feedback

### **Understanding of the local place and priority setting: Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?**

The Council has a good understanding of the local context, a good grip on the current challenges, and has set out long term aspirations for the City. These are informed by an increasingly sophisticated range of data and analysis including GIS, heat-maps and use of insight information. This demonstrates the desire and determination to adopt a more intelligence-led approach to priority-setting, policy development and decision-making. The priorities set out in the Corporate Plan 2016-19 focussing on driving economic growth and building stronger communities make sense. The Plan articulates a range of outcomes residents and businesses can expect to see and experience by 2019/20. A longer term vision for the City is articulated in the Our Vision: Our City (Vision 2030) document, which was commissioned by the Council in consultation with the City Board.

Since the Corporate Peer Challenge in 2014, the Council has made some decisive, deliberate and direct interventions to respond to known challenges and deliver against its priorities. The emphasis has been on regenerating the city centre (as a catalyst for wider growth), transforming children’s services (to tackle rising demand and cost pressures) and challenging school performance (to raise standards and expectations). As a result there has been notable improvements and developments. A focus on earlier intervention and prevention has helped significantly reduce the number of Looked after Children (from 810 in 2013 to 635 in 2016). Direct intervention through Interim Executive Boards (IEBs) and a stronger partnership with schools has helped increase the numbers of ‘good’ or ‘outstanding’ schools (now 85%). The creation of development ready sites and direct investment has enabled regeneration and inward investment into the City.

The Council recognises the importance of an improved reputation of both Council and City to enable continued delivery against plans and the realisation of ambitions. It has a stated priority to create a council that is ready and able to deliver change, and has worked hard on making this a reality. A sustained focus on strengthening financial management and the continued transformation of the Council into a more professional and commercial

organisation has helped increase trust, confidence and credibility across a range of stakeholders. They now see a more confident and capable council, with a growing track record of delivery.

The Peer Challenge in 2014 suggested community empowerment and co-production might need to be more prominent features of how the Council operates in the future. While recognising the raft of community consultation and engagement the Council has undertaken since then we think that, to an extent, this observation still stands. There is likely to be a need for the Council to consider how its future approach can better harness the capacity of all partnerships and relationships – starting with citizens - to jointly own and deliver a clear set of shared outcomes. This is about creating more of a ‘shared endeavour’ ethos so people can understand their role and contributions. Currently, the Corporate Plan and City Vision articulate what the Council will do, but there is little in either about expectations on citizens and what they can do for themselves to increase independence and decrease demand and reliance on the Council. Nor was it clear ‘how’ and ‘who’ from the City Board and wider partnerships would be leading on different aspects of the ‘City Vision’.

There is a need for a stronger and more consistent communication on the social value outcomes and impact for ‘Wulfrunians’ – particularly in terms of the physical regeneration and inward investment. Citizens need to appreciate the benefits to them of the physical improvements being made to the City. The previous Corporate Peer Challenge questioned whether there was enough integration and linkage between the ‘People’ (social) and ‘Place’ (economic) focussed plans. There is still a need, we think, to consider whether enough is being done to convey impacts and benefits for citizens and communities as well as the city.

**Leadership of Place: Does the Council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?**

The Council has been influential in driving leadership of place across the West Midlands and is considered to be a major player in the region. There is widespread recognition for the role of the Leader and Managing Director in driving the development of the West Midlands Combined Authority (WMCA) during its formative stages. Both have key current roles as regional lead member for transport and Monitoring Officer respectively. There is a good understanding of the importance of the City within the Black Country sub-region and the Council’s participation and contribution in the Association of Black Country Authorities and Local Enterprise Partnership (LEP) is recognised and well-regarded.

Within the City there are clearly well-established partnerships and relationships with a range of organisations, agencies and businesses. Key private, public and voluntary sector partners – including the University, NHS Trust, Voluntary Sector Council, College, Police and business reps - come together as a City Board to consider and oversee plans to increase jobs and employment, improve educational outcomes, tackle health inequalities and reduce child poverty. There is a strengthened partnership with schools that is helping to drive up educational attainment at various levels including Key Stage 1, Key Stage 2 and GCSE.

The Council knows it has an important role in 'place-shaping', and has demonstrated clear leadership to drive investment and growth in the city. It has delivered this through direct investment, which has acted as a catalyst for bringing forward regeneration opportunities. Creating investment ready sites, providing a responsive planning system, pro-active marketing, and the offer of appropriate incentives have helped to bring about key developments and new jobs - including the i10 office development, continued development of the i54 enterprise zone, and the re-location of businesses such as Wiggle to the City. Looking ahead, the Council has a clear intent to improve the city centre offer, and enhance the City's train and tram links to Birmingham and the Black Country to exploit Wolverhampton's USP of connectivity.

The Council recognises that key to driving further growth is collaboration with the private, public and voluntary sectors. Under the umbrella of the City Board it has established a business-led Economic Growth Board and an employer-led Skills and Employment Board – both of which have programmes of work based on collective delivery. The Council has also set up the Wolverhampton Business Champions and is currently working with partners to explore the notion of a city budget and strategic economic plan for the city. The Council will want to consider how this collaborative approach can be applied across other service areas, and how relationships and leadership styles should evolve to enable more shared ownership of delivery, building on the buy-in to the city vision. It may also want to consider whether it has a potential future role to lead on public service reform – possibly across the wider footprint of the Black Country or WMCA area – to bring about more radical co-design.

We questioned whether there is sufficient connection between city leadership role of the council and the community leadership role provided by councillors at a more local neighbourhood level. The role of councillors is changing. Council leaders and cabinet members are increasingly focused beyond council boundaries, looking at conurbations and sub-regions. At the same time there is scope to devolve responsibilities to local communities, and reset the relationship with, and expectations of, citizens. Ward councillors will not only need to play different roles in their communities, but be able to illustrate a clear 'golden thread' and articulate the benefits at WMCA, City and neighbourhood level.

**Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?**

The Council clearly benefits from strong organisational leadership, both political and managerial. This is based on good member/officer relationships. While the personal involvement and drive of the Managing Director and Leader were cited frequently as being instrumental to the Council's transformation, there is also a strength in depth with an accomplished and experienced strategic management team (SEB) and cabinet members who have a strong understanding of their portfolios. The Corporate Peer Challenge in 2014 suggested a need for more informal and iterative engagement between the political and managerial leadership and this is now happening.

The mechanisms for internal communication are ensuring staff feel informed, involved and engaged. Ideas and suggestions are regularly sought from staff through initiatives such as 100:100. The 2016 employee survey suggests nearly 80% of employees feel well-informed (up significantly from the 2014 score). We heard about a range of channels that are helping to convey a consistent message about the financial challenge and direction of travel. The 'City People' intranet, Core Brief, and regular briefings from the Managing Director were all mentioned positively.

The Council recognises the importance of good corporate governance as a cornerstone of a high-performing organisation. It is clearly committed to this and continues to invest to strengthen it further. There have been recent developments to improve the quality of, and access to, performance management information. The new 'Qlikview' system looks impressive and is providing managers access real-time information about service performance and financial management on a self-serve basis. It is a notable development. We know there are already plans to develop the performance management approach further, with an increased focus on outcomes and impact, and more use of business intelligence and predictive analysis.

Councillor-led scrutiny and challenge are seen as important elements of the overall governance culture of the organisation. There is regular monitoring of the revenue budget by Cabinet, and involvement of Scrutiny Panels in examining savings proposals. The Audit and Risk Committee appears to be working well and is focussing more on strategic risks. A recent review of the Overview and Scrutiny function will see an increase in the levels of support to the Scrutiny Board and Panels to enable more scrutiny reviews each year. A refocussing of the work programme will enable more emphasis on strategic issues and increased engagement from cabinet members. Performance measures are also being introduced to enable the impact of the function to be better monitored, understood and communicated.

The Council continues to invite regular external challenge to reality check plans and proposals, and test progress - as demonstrated by a number of external peer reviews commissioned during the past couple of years (e.g. Libraries Peer Challenge, a regional Adult Social Care Peer Challenge and LGA Finance Peer Review in 2016). It is also committed to engaging and consulting residents and stakeholders – for example the annual budget consultation – as a means of receiving challenge and comments on savings and income generation proposals.

There are well-developed business review practices and processes that are helping to support the C3 Transformation Programme to deliver improvement and efficiencies. This includes a robust and comprehensive corporate project management approach and support from a corporate team and central resource (e.g. Business Review Share point site) which provides discipline, structure and consistency. This is a good illustration of the strong corporate council, and culture of professional discipline and continuous improvement the leadership has worked hard to install across the Council. It has been an essential part of the approach that has seen the Council recover from the key risks and challenges it was facing only a couple of years ago.

The leadership's focus and energy has rightly been on recovery and stabilisation. This has enabled an impressive turnaround. It is not surprising the underlying purpose and

role of the Council and its operating model have not fundamentally changed during that time. The previous Corporate Peer Challenge suggested there would be a need to develop the understanding about the future purpose of the organisation. Now that much of the recovery work is done, or is being progressed, it may be timely to consider this further. It is likely the Council will need to adopt a different role and approach in order to successfully realise the longer term vision during a period of ongoing austerity.

**Financial planning and viability: Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?**

There is no doubt the financial situation has been stabilised over the past two years. The recent Finance Peer Review (June 2016) stated, 'it is clear there has been a period of significant and rapid improvement that has helped to put the Council on a better financial footing'. We concur with that assessment. It has been an impressive turnaround. However, the scale of the challenge remains significant. The current projected budget gap of £54.6 million by 2019/20 is approximately 25% of the current base budget. A report to Cabinet in October 2016 describes the extent of the financial challenge as being 'the most significant that the Council has ever faced.'

The Council does, though, appear to have a good grip and continues to respond with confidence, whilst not being complacent. Since the Peer Review, work has progressed to identify the proposals which will deliver the current projected budget deficit for 2017/18 of £23.5 million. Budget reduction and/or income generation amounting to £13.5 million have been consulted on. These (and other base budget revisions and savings of £10.0million) were due to be considered as part of the draft 2017/18 budget by Cabinet. The consultation has involved engagement with a range of stakeholders including business community, voluntary sector, youth council, Over 50s forum, trade unions and local communities.

The work continues to address the £30.4 million budget deficit currently forecast for 2018/19 and 2019/20. Commercialism and income generation are considered key facets of this. Fees and charges are reviewed annually. Beyond this the Council is clearly willing to embrace commercial approaches to generate revenue streams, with the i10 office and retail block, Yoo recruitment agency, and WV Active being examples of this. A wholly owned housing company is a more recent example, albeit at an early stage in its evolution, with its commercial function and potential not yet fully established. The Council should keep reviewing and defining what it means by 'commercial' and 'income generating' opportunities. Both should be more than simply reducing internal subsidies. It has recently commissioned external consultancy support (Grant Thornton) to help identify other potential options for further exploration and consideration. The Council should continue to look at what other places are doing on this and ensure energy is not wasted on developing ideas that will never secure political buy in to deliver.

The Finance Peer Review was undertaken in June 2016. As such, many of the positive observations provided remain current – including strengthened in-year financial and budget management, and a well-respected corporate finance team supported by strong leadership. The current approach, attitude and assumptions regarding the overachieving and/or early delivery of budget reductions is still a potential issue. They may make it

difficult to understand the true cost of providing services. In terms of the level of reserves available (which the Peer Review suggested might provide opportunities to support change and transformation, in the form of 'invest to save'), we know you have done work on this, including the review of specific reserves through a Scrutiny Working Group.

The Peer Review suggested the Council take stock and reflect on its overall financial strategy. This should include a clearer strategic narrative about investment to enable economic growth, commercialisation, new ways of working and reducing demand on services as being the ways in which the organisation will deliver its priorities while remaining financially viable and sustainable. The strategy needs to focus more on the future operating model and strengthen the connection between some of the facets of that, including:

- A strategic approach to investment that better connects the outcomes of physical regeneration to the revenue budget (i.e. impact on revenue base of the growth in the council tax base, increased business rates income, and costs of borrowing) and the social value return on the investment.
- New models of service delivery and partnership approach - identifying where in the system cost and benefits are realised so solutions are co-designed and outcomes are achieved in a cost effective way and help to reduce demand.
- Changing the profile of demand now and in the future and reducing demand and reliance on services (e.g. adult social care) through changing thresholds, early intervention, prevention activity and building community capacity and resilience.
- A continued and relentless focus on Value for Money (VfM) through procurement and commissioning (e.g. ensuring that whole life costs of care packages are part of the upfront consideration).
- Opportunities for commercialism and shared services such as investing to create sustainable revenue streams, trading companies, property management and reviewing fees/charges are constantly considered.

**Capacity to deliver: Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?**

We experienced a genuine 'One Council' ethos where cross departmental working, and professional support from a strong corporate centre, is seen as the norm. People clearly enjoy working for the Council and feel involved, empowered and valued. There is a sense of optimism, ambition and excitement about the future. It feels like a good and upbeat place to work. This is impressive - and even more so when you consider the scale and rapid pace of change (the workforce has decreased in size by 29% since 2012). The staff we met were positive, proud to work for the Council and enthusiastic advocates for both the organisation and city. This is an incredible asset for the organisation.

The Council is obviously committed to creating a skilled, flexible workforce who have a 'can-do' culture and demonstrate the organisation's core behaviours (PRIDE). There is a clear commitment to diversity (approximately 22% of the workforce is from an ethnic minority background) and providing opportunities for younger people. The investment in an apprenticeship scheme is notable – with some 121 planned opportunities in the next two years. In addition, the Council participates in the National Graduate Development Programme, and has supported more than a dozen graduates in the last three years – many of whom have secured positions within the workforce after the completion of their placements.

This is an impressive commitment to developing talent and creating a workforce profile that reflects the wider population of the city. There is now a need to further develop and accelerate the work underway to support workforce planning and development ensuring it is informed by, and aligned with, the future requirements of the organisation. The planned leadership development programme, core skills programme for managers and e-learning hub are all positive developments but are still a work in progress and at a relatively early stage. As it progresses its thinking further the Council may wish to draw on the research and learning from the recent work (by LGA, SOLACE, PPMA and University of Birmingham) on defining the 21st century public servant (and 21<sup>st</sup> century councillor).

While developing the Council's workforce is obviously critical, so too is the need to consider how the capacity, knowledge and expertise of the wider 'Wolves Workforce' can be better harnessed and leveraged. There is a willingness of partners, including the voluntary and community sector to do more in terms of contributing to the realisation of the outcomes articulated in the Corporate Plan and City Vision. Visitors, businesses and citizens all potentially have a role too. Councillors have an important role in harnessing community capacity and it is important the development of their roles is seen as part of the ongoing transformation of the organisation.

The Council recognises the potential to further evolve its approach to outcome-based commissioning to better harness the capacity and expertise of delivery partners (current and potential), to enable more innovation and co-creation. Earlier engagement about the problem or challenge, rather than fully formed specifications may need to become a more common feature. There may also be scope to increase 'commercial leverage' to deliver benefits beyond the bottom line of cost and VfM – such as social value and contribution to wider strategic priorities and outcomes. We know you are already beginning to embed this into approaches – e.g. the development of a City Charter (which sets out key principles that will underpin the commissioning and procurement activities of key partners in the City) and a requirement to deliver 10% social values from contracts valued £100k and over.

There may also need to be a resetting of expectations as regards pace and partnerships. Relationships with some partners and providers may need to evolve further. There is an obvious willingness from the Council to work with others - it rightly appreciates it won't be able to deliver its vision and priorities without the support, co-operation and capacity of others. It is important that the Council allows sufficient time to nurture new relationships and approaches. Some will take time to develop and mature. Given the pace at which the Council has progressed there is a danger its' expectations may be unrealistic and patience too limited.

There has obviously been some good early progress on the use of new technology and a 'digital by design' ethos that is helping to reduce bureaucracy and cost. The introduction of Agresso to streamline the processes supporting finance, human resources and procurement was frequently cited as a key improvement. We have already mentioned the introduction of Qlikview, and the drive for better insight information. More developments are planned as part of the Digital Transformation Programme to support and enable mobile and agile working, and improve the functionality and transactional capability of the Council website. All of this is undoubtedly helping to improve organisational performance and productivity. But we questioned whether the transformation potential and pace is sufficiently connected to the wider city vision in terms of digital inclusion and the aspiration to be a 'smart city'.

## **5. Next steps**

### **Immediate next steps**

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Helen Murray, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Her contact details are: Email [helen.murray@local.gov.uk](mailto:helen.murray@local.gov.uk) and Tel. 07884 312235

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

### **Follow up visit**

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

### **Next Corporate Peer Challenge**

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before January 2022.

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**LGA Corporate Peer Review  
30 January – 2 February 2017  
Action Plan**

Ref	Recommendation	Detail	Actions	Timescale	Responsibility
1	<b>Use the strong platform of being a 'Confident, Capable Council' to unlock the next phase of your journey.</b>  Managing Director Keith Ireland	Shift the narrative from where the Council has come from and focus on <i>how</i> it will deliver the future vision and outcomes set out in the City Vision. The Council should be confident about considering its future purpose and the associated operating model and approaches required, which are likely to be different to what exists now.	<p>The Corporate Comms Team will lead on the creation of a forward plan road map of key future milestones. This will be highlighted internally and externally with key stakeholders to demonstrate how the Council will deliver the City Vision.</p> <p>The Council to launch a ten year city centre prospectus at MIPIM to include major announcements on i9, Westside and Springfield Brewery.</p> <p>Take out a supplement in the MJ to showcase the transformation of the City of Wolverhampton Council. The Council will also attend the LGA conference in Birmingham to demonstrate its future vision and operating model.</p> <p>Two year programme of events to market the City has been developed by the City Economy and Corporate Communications teams.</p>	<p>May 2017</p> <p>March 2017</p> <p>July 2017</p> <p>April 2017</p>	<p>Corporate Comms Ian Fegan</p> <p>Investment Richard Nicklin</p> <p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Ian Fegan</p>

			<p>Update the Council's Corporate Plan. Work is ongoing to fully embed an outcome based approach to performance which will form the basis for the Council's performance framework and future service delivery.</p> <p>The Council will invest in new ways of delivering public services following the recent senior management restructure which has created the post of Service Director, Public Sector Reform. This will work at a regional level to explore new ways of working to improve service outcomes and efficiencies.</p>	<p>September 2017</p> <p>August 2017</p>	<p>Performance Manager Helena Kucharczyk</p> <p>Managing Director Keith Ireland</p>
2	<p><b>Consider how you further utilise the 'Wolves Workforce'.</b></p> <p>Strategic Executive Board</p>	<p>The recent focus has understandably been on improving what the Council does. There now needs to be more consideration of how the capacity of the City - including citizens, the voluntary and community sector, public sector partners, and other stakeholders - can be better harnessed to deliver shared outcomes through more collaboration, co-operation and co-production. Leadership style,</p>	<p>Review the City of Wolverhampton Council's approach to local consultation and engagement by developing a set of corporate standards and policies that are consistent to deliver this. To embed the responsibility of community engagement within an existing role in the insight and performance team.</p> <p>Build on 2016 "<i>Care and the Local Economy</i>" initiative and implement "<i>Careers Into Care</i>" partnership with City voluntary and community sector,</p>	<p>September 2017</p> <p>March 2018</p>	<p>Corporate Comms Ian Fegan</p> <p>Skills Angela McKeever</p>

		relationships and partnering approaches may need to evolve further to enable this.	<p>care services employers and training providers to make care a career of choice.</p> <p>Build on the recognition of voluntary and community groups through the Queens Award for Voluntary Service and other honours.</p> <p>Explore potential to work more collaboratively with partners through OPE initiative. Review existing assets across the City and understand whether new service delivery models could be created.</p> <p>Review additional ways to encourage volunteering across the City.</p>	<p>Ongoing</p> <p>March 2018</p> <p>December 2017</p>	<p>Business Management Laura Phillips</p> <p>Strategic Projects David Moore</p> <p>Community Involvement Sam Axtell</p>
3	<p><b>Strengthen the connection between city leadership and community leadership at a neighbourhood level.</b></p> <p>Managing Director Keith Ireland</p>	<p>Consider how the councillor role needs to change as the context of the place evolves. Councillors will need to play different roles in their communities, and be able to demonstrate a clear 'golden thread' of benefits at WMCA, city and neighbourhood level.</p>	<p>Grow Elected Member awareness and contribution to development of adult social care community offer, children's services community hubs, public health and well-being place-based initiatives and commissioning.</p> <p>Continue to review the Councillor Development and IT Advisory Group to ensure that Councillors receive the right training to be able to support their communities.</p>	<p>March 2018</p> <p>December 2017</p>	<p>Service Directors – People</p> <p>Democratic Services Julia Cleary</p>

			<p>SEB to lead on understanding the most effective ways of linking communities to their local Councillors and to the Council's Vision.</p> <p>Provide support and training for Councillors in the use of social media and other digital media to be able to engage more effectively with their communities. The Council will use the example of Councillor Phillip Bateman, LGIU Communicator of the Year Award Winner 2016, as an example of best practice.</p>	<p>April 2018</p> <p>July 2017</p>	<p>Managing Director Keith Ireland</p> <p>Corporate Comms Tim Clark</p>
4	<p><b>Develop a stronger and more consistent communication on the social value outcomes and impact for Wulfrunians.</b></p> <p>Corporate Comms Ian Fegan</p>	<p>This is particularly in terms of the regeneration and inward investment. Citizens need to appreciate the benefits to them of the physical improvements being made to the City. Consider whether enough is being done to convey impacts and benefits for citizens and communities (people) as well as the city (place).</p>	<p>Need to review Rep Tracker survey questions to ensure it is more relevant and easy to understand for customers. Be more specific to developments.</p> <p>Add supplementary question to Rep Tracker to see where respondents are hearing about specific regeneration projects.</p> <p>Develop a specific – mainly digital – campaign such as 'Changing City, Changing Lives' or Wolverhampton for Everyone which focuses on VOX pops with local people and the benefits of local developments.</p>	<p>March 2017</p> <p>March 2017</p> <p>September 2017</p>	<p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Shelley Jones</p>

			Develop a content strategy which capitalises on current themes in communications / PR around user generated content, digital first and improved story-telling.	April 2017	Corporate Comms Tim Clark
			Make better use of Google analytics in our evaluation of communication to see search trends for the City of Wolverhampton.	June 2017	Corporate Comms Shelley Jones
			Customer first narrative. Refresh to focus on local people and more around what is being delivered. Be more bullish about Council's involvement in projects to ensure clear connection.	March 2017	Corporate Comms Tim Clark
			Exploit the full benefits of the new customer engagement platform. Improved segmentation supported by digital channels and review content to make it more accessible.	September 2017	Corporate Comms Ian Fegan
			Recognise and support the role of the wider organisation in engaging with local people through consultation.	June 2017	Corporate Comms Ian Fegan
			Promote the opportunities and the benefit for citizens as part of a wider communications strategy for the Smart City agenda	Ongoing	City Economy Keren Jones

			<p>Communicate the wider benefits and how they will be achieved once the refreshed City Strategic Economic Plan is completed.</p> <p>Engage with City people, partners and stakeholders to co-produce <i>“Shaping Futures, Changing Lives”</i> People Services Commissioning Strategy</p> <p>Improve relationship with citizens and providers for better commissioning and market-position analysis through developing web-based communications</p> <p>Extend development of adult social care community offer, children’s services community hubs, public health and well-being place-based initiatives</p>	<p>Ongoing</p> <p>July 2017</p> <p>Dec 2017</p> <p>March 2018</p>	<p>City Economy Keren Jones</p> <p>Commissioning Paul Smith</p> <p>Commissioning Paul Smith</p> <p>Service Directors – People</p>
5	<b>Continue the focus on strengthening corporate governance further – including the investment in</b>	You rightly see strong corporate governance as being critical to a high-performing council with the means to proactively identify issues and take remedial action. Consider how governance and decision-making can continue	<p>Rollout further functionality of modern.gov to improve transparency and monitoring of decisions. Notably:</p> <ul style="list-style-type: none"> <li>Track and evaluate actions and recommendations from Scrutiny Panels</li> </ul>	April 2017	Democratic Services Julia Cleary

	<p><b>performance management and scrutiny.</b></p> <p>Governance Kevin O'Keefe</p>	<p>to be developed and strengthened as the organisation's operating model evolves.</p>	<ul style="list-style-type: none"> <li>• Modern.gov Web Library to host relevant background information for Councillors</li> <li>• Workflow for executive and scrutiny meetings increasing openness and transparency</li> </ul> <p>Re-structure Scrutiny Annual Planning Event and further alignment of agenda setting meetings to result in more relevant workplans for Panels with clearly defined objectives and performance measures.</p> <p>From May 2017 Democratic Services will provide administrative support for Scrutiny Board and Scrutiny Panels to allow Scrutiny Officers to focus on scrutiny functions.</p> <p>A political awareness course is to be developed to ensure employees understand the political structure at the Council and how decisions are made.</p> <p>The Forward Plan template has been revised to ensure a comprehensive forward plan can be prepared which will provide greater transparency on the decisions to be made by the Executive of the Council.</p>	<p>June 2017</p> <p>June 2017</p> <p>May 2017</p> <p>May 2017</p> <p>August 2017</p> <p>March 2017</p>	<p>Democratic Services Julia Cleary</p> <p>Democratic Services Julia Cleary</p> <p>Democratic Services Jas Kaur</p> <p>Democratic Services Jas Kaur</p>
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			<p>Through the Constitution Review Group the Constitution will be refreshed so that it is a logical and ordered document that reflects accurately the practices of the Council, supports the better governance of the Council and incorporates best practice.</p> <p>A record of decisions, for all meetings of the Executive and Council are to be published by the following day of the meeting having taken place to provide greater transparency on the decisions made by the Council in a timely manner.</p>	<p>November 2017</p> <p>March 2017</p>	<p>Democratic Services Jas Kaur</p> <p>Democratic Services Jas Kaur</p>
6	<p><b>Accelerate the pace and ambition on digital transformation to support the delivery of the City Vision aspirations of digital inclusion and 'smart city'.</b></p> <p>City Economy Keren Jones</p>	<p>In addition to using new technology and 'digital by design' ethos to reduce bureaucracy and cost across the organisation. Use digital as a proactive tool to drive change internally and externally. By its very nature the 'digital transformation agenda' is a dynamic agenda that needs to run at pace to be successful.</p>	<p>Agree the framework for a smart City strategy.</p> <p>Develop and deliver a Smart City action plan and project pipeline together with key partners.</p> <p>Run a smart city competition to draw out innovate projects and initiatives. To be sponsored and promoted by the City Board.</p>	<p>March 2017</p> <p>Ongoing</p> <p>Ongoing</p>	<p>City Economy Keren Jones</p> <p>City Economy Keren Jones</p> <p>City Economy Keren Jones</p>

	<p>ICT Andy Hoare</p>		<p>Build on current success and pace in extending use of telecare to transform care service delivery</p> <p>Business continuity - Maintain and update as required new on-line incident management and business continuity planning tools for the Council.</p> <p>Use digital technology to provide a matching service to bring together young people between the ages of 16 to 21 with prospective employers in Wolverhampton based on skills and opportunities.</p> <p>Provide an on-line citizen portal to encourage the public of Wolverhampton to adopt a healthy lifestyle through engagement with Public Health health programmes and facilitating access to Healthy Lifestyle Advisors and programmes.</p> <p>Use of digital technology to rejuvenate Wolverhampton's Library service and also opening up access to the service from locations that don't have a physical library building.</p>	<p>March 2018</p> <p>March 2018</p> <p>October 2017</p> <p>August 2017</p> <p>2017-2018</p>	<p>Adults David Watts</p> <p>Public Health Ros Jervis</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p>
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			<p>Provision of digital self-service kiosks and end points in public buildings, such as the Civic Centre and Libraries, and extending these digital self-service opportunities to non-public buildings such as supermarkets.</p> <p>Use digital signage across the city to signpost people to events, promotion of opportunities, provide interactive maps etc.</p> <p>Use hackathons and community digital engagement events with partners across the city to explore the 'art of the possible' with regards to delivering digital solutions that harness the 'internet of things'.</p> <p>Provide a unified digital access platform for the general public to access and transact Council services with the ambition of providing a unified gateway to access all public services in Wolverhampton, the Black Country and the West Midlands.</p>	<p>August 2017</p> <p>October 2017</p> <p>October 2017</p> <p>2017-2019</p>	<p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p>
7	<b>Further develop the interrelationship between the</b>	This should include a clearer strategic narrative about investment in regeneration, commercialisation, new ways of	Consideration has been given to the narrative used to convey both the medium term and long term strategy. As a result, the Financial Plan has	Ongoing	Strategic Finance Claire Nye

<p><b>financial strategy, future operating model and vision.</b></p> <p>Strategic Finance Mark Taylor</p>	<p>working and reducing demand on services as being the ways in which the organisation will deliver its priorities while remaining financially viable and sustainable.</p>	<p>been revised to better reflect the strategic narrative.</p>	<p>February 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2018</p> <p>March 2018</p>	<p>Strategic Finance Claire Nye</p> <p>Insight and Performance Helena Kucharczyk</p> <p>Strategic Finance Mark Taylor</p> <p>CYP Emma Bennett</p> <p>Adults David Watts</p>
		<p>Strategic narrative around outcomes has been used during budget consultation.</p>		
		<p>Outcome based planning work is now underway and will enable better linkage of resources to Corporate Plan objectives. This will enable us to use the financial strategy to be seen more as an integrated part of how the council delivers its vision and priorities.</p>		
		<p>The Demand Management project work is well underway and will be used to influence future budget setting.</p>		
		<p>Reducing demand - Continued implementation of new Early Intervention model including the development of a targeted specialist support service that is reducing demand and improving attainment for Looked After Children living in Wolverhampton</p>		
<p>Use <i>impower</i> analysis to support continued transformation of adult</p>				

			<p>social care services and public health and well-being services</p> <p>Continue to develop a City Budget which will inform the SEP. This will take into account all public sector income and expenditure across the City.</p>	December 2018	<p>Public Health Ros Jervis</p> <p>Finance Claire Nye</p>
8	<p><b>Continue to ensure that opportunities for commercialism and shared services are constantly considered.</b></p> <p>Commercial Services Andy Moran</p>	<p>This is as part of future operating and service delivery models across the City Council, its partners and wider spheres of influence.</p>	<p>The Council has undertaken a review of the opportunities for income generation and this has identified a number of projects which have recently commenced including:</p> <ul style="list-style-type: none"> <li>• Schools Trading Company</li> <li>• Advertising</li> <li>• Energy white label company</li> </ul> <p>The assessment of commercial opportunities and ideas is being built into the Verto project management system to provide a framework for consistent evaluation, business case and implementation</p> <p>The Council has joined a number of collaborative groups including the LGA Advanced Commercial Group</p> <p>Finalise the Verto business case process</p>	April 2017	<p>Commercial Services Andy Moran</p>

			Develop an overall Commercial Strategy	July 2017	
			Develop a standard governance and administrative model	July 2017	
			Deliver agreed Action Plan to implement “ <i>Shaping Futures, Changing Lives</i> ” People Directorate commissioning strategy	March 2018	Commissioning Paul Smith
			Update Market Position Statements to support better investment decisions and actions within the care sector in the City	March 2018	Commissioning Paul Smith
			Develop “ <i>WV Care and Health Partnership</i> ” to lead investment in new community-based models within an overall accountable care system to drive efficiencies and improved citizen experience through more effective partnerships	March 2018	People Linda Sanders
			Use opportunities agreed as part of Black Country to develop shared service initiatives e.g. Care Services Emergency Duty Team, WMCA mental health plans.	March 2018	People Linda Sanders

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