

Scrutiny Board

5 September 2017

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

Membership

Chair Cllr Stephen Simkins (Lab)
Vice-chair Cllr Barry Findlay (Con)

Labour

Cllr Ian Angus
Cllr Paula Brookfield
Cllr Jasbir Jaspal
Cllr Rupinderjit Kaur
Cllr Louise Miles
Cllr Peter O'Neill
Cllr Jacqueline Sweetman
Cllr Lynne Moran
Cllr Zee Russell
Cllr Linda Leach

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 Services team:

Contact Julia Cleary
Tel/Email 01902 555046 or julia.cleary@wolverhampton.gov.uk
Address Democratic Services, Civic Centre, 1st floor, St Peter's Square, Wolverhampton WV1 1RL

Copies of other agendas and reports are available from:

Website <http://wolverhampton.moderngov.co.uk/>
Email democratic.services@wolverhampton.gov.uk
Tel 01902 555046

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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 (4 July 2017)** (Pages 3 - 8)
[To approve the minutes of the previous meeting as a correct record.]
- 4 **Matters arising**

PRE-DECISION SCRUTINY ITEMS

DISCUSSION ITEMS

- 5 **Annual Scrutiny Report and Work Plan** (Pages 9 - 26)
[This report will provide an overview of the ongoing developments and improvements that are being made in relation to the scrutiny function and the introduction of new processes and ways of working.]
- 6 **Feedback from the West Midlands Combined Authority**
[Verbal update to be provided by Councillor Stephen Simkins.]
- 7 **Quarter 4 Corporate, Social Care and Public Health Complaints Report** (Pages 27 - 60)
[This report is to update the Board with information regarding the complaints management and performance for the period 1 January to 31 March 2017.]
- 8 **Implementation of the Early Years Strategy** (Pages 61 - 92)
[This report will outline the implementation of the Early Years Strategy and the action plans underpinning progress against the strategy.]

Attendance

Members of the Scrutiny Board

Cllr Stephen Simkins (Chair)
Cllr Paula Brookfield
Cllr Jasbir Jaspal
Cllr Rupinderjit Kaur
Cllr Louise Miles
Cllr Peter O'Neill
Cllr Arun Photay
Cllr Jacqueline Sweetman
Cllr Barry Findlay (Vice-Chair)
Cllr Harbans Bagri
Cllr Tersaim Singh

In Attendance

Councillor Andrew Johnson

Employees

Julia Cleary	Systems and Scrutiny Manager
Earl Piggott-Smith	Scrutiny Officer
Neil White	Scrutiny Officer
Jaswinder Kaur	Democratic Services Manager
Laura Noonan	Project Officer
Martyn Sargeant	Head of Democratic Services
Shaun Walker	Section Leader
David Watts	Service Director - Adults
Helen Winfield	Head of Service-Community Financial Support

Part 1 – items open to the press and public

Item No. *Title*

- 1 Apologies for absence**
Apologies for absence were received from Councillor Zee Russell, Councillor Ian Angus for whom Councillor Harbans Singh Bagri substituted and Councillor Linda Leach for whom Councillor Tersaim Singh.
- 2 Minutes of the previous meeting**
It was confirmed that Councillor Barry Findlay and Councillor Lynne Moran had submitted apologies for the previous meeting.

Resolved:

That, subject to the above amendments, the minutes of the previous meeting held on 30 May 2017 be approved as a correct record.

3 **Matters arising**

There were no matters arising.

4 **Review of Non-residential Contributions Report**

David Watts, Service Director of Adults and Helen Winfield, Head of Community Financial Support, presented a report on Approval to Consult on Review of Non-residential Contributions to Adult Social Care which was due to be considered by Cabinet on the 19 July 2017.

The board was advised that the report sought approval to undertake a public consultation from 24 July to 15 October 2017 as part of this year's review of non-residential contributions. It was proposed that the Council change from a banded contributions scheme to a system of full financial assessment of individuals in receipt of non-residential Council support under the provisions of the Care Act 2014.

The board sought clarification on whether an appeals process would be in place. Helen Winfield clarified that there would be no change to appeals process, people would have the right to a review and then appeal. If individuals were still unhappy with the outcome the issue can be escalated to the ombudsman. At present the Council did not have any cases escalated to the Ombudsman.

The board queried the adverse impact the policy would have on disabled individuals. David Watts clarified that under the banded system the affluent individuals were favoured and that the contribution system would be fairer. Helen Winfield went on to add that if the 20% cap was not sufficient an enhanced level of support can be provided. She further added that the 20% cap was the same as Dudley Metropolitan Borough Council and that this was more generous than other neighbouring authorities.

The board sought clarification in relation to the financial implications, David Watts advised that until the assessments were conducted the full financial implications would not be realised.

Resolved:

1. That a review be undertaken following the consultation process with a focus on adverse impact before consideration by the board on the 10 October 2017.
2. That the report on Approval to Consult on Review of Non-residential Contributions to Adult Social Care be presented to Cabinet on the 19 July 2017.

5 **Proposed Citywide Public Spaces Protection Order - dog control**

Shaun Walker, Public Protection: Service Lead, presented a report on the Proposed Citywide Public Spaces Protection Order - dog control which was due to be considered by Cabinet on the 19 July 2017.

The board was advised that the report presented findings from a review of existing dog control orders. Approval was sought for the proposed Public Spaces Protection Order (“PSPO”) pursuant to section 59 to 75 of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) to replace the existing dog control orders following a change in tools and powers introduced in the Act. He went to outline some of the other commonly used dog control measures and that the report would be amended further before submission to Cabinet to reflect the outcome of the consultation.

The board queried how enforcement would take place at school sites and whether school patrol wardens could be utilised as a resource. Shaun Walker welcomed the suggestion and would investigate the use of school patrol wardens.

In response to a question it was clarified that dog organisations had been consulted.

Resolved:

That the report on Proposed Citywide Public Spaces Protection Order - dog control be presented to Cabinet on the 19 July 2017.

6 **Electoral Registration Public Engagement Strategy**

Councillor Andrew Johnson, Cabinet Member for Resources, Martyn Sargeant, Head of Service for Democratic Services and Laura Noonan, Project Manager presented a report to outline the proposal for electoral registration activity for 2017/18, and in particular the approach to working with key partners to target under registered groups in Wolverhampton.

Martyn Sargent added the report was a follow on from the previous review by the board and addressed some of the concerns raised. He went on to add that Laura Noonan was on a two year secondment to bring extra capacity to the service area. The board was requested to comment on the priority areas identified within the report.

The board requested that further engagement be undertaken in the St Peter’s Ward with the members of the public who rented private sector accommodation, who were also an important group of people to engage with. Councillor Lynne Moran agreed to provide a list of organisations who could assist with the process. Martyn Sargeant welcomed the suggestion and requested that if the board had details of community organisations to forward these onto Laura Noonan.

The board queried whether polling station data had been drilled down further and that this would assist to put an engagement strategy in place for the groups of people identified as not voting. Martyn Sargeant clarified that at this stage data was not drilled down to polling stations.

The board queried whether there had been a high uptake on the Wolverhampton Information Network (WIN) and whether data could be provided on the take up. Laura Noonan advised that information was placed on WIN on the mayoral election however at present data had not been collated on uptake. Martyn Sargent agreed that as an interim arrangements relevant data on elections would be provided to the board.

The board requested that a review be undertaken on WIN, in relation to the groups registered on the site and the number of hits the site receives.

The board acknowledged the work undertaken with BAME communities in the Blakenhall ward, whereby a guidance video was produced in four different languages to explain the voting system. A postcard was sent to residents explaining the system and videos were also placed onto WIN. The strategy proved to be very effective and would be used for subsequent elections.

Resolved:

1. That Councillor Lynne Moran provide Laura Noonan with a list of community organisations in the St Peter's ward.
2. That Martyn Sargent to provide board members with data on WIN in connection with elections.
3. That a report be provided to the Scrutiny Board on WIN, the groups registered on the site and the number of hits received.

7 Information Governance Performance Report - Quarter Four 2016/17

Martyn Sargeant, Head of Democratic Services, presented a report on the performance of Information Governance for quarter four (January – March 2017). The council was performing consistently well when compared to neighbouring Councils.

He went on to add that the Information Governance team was providing support and advice to the West Midlands Combined Authority, Unison and Wolverhampton Homes. In response to a question it was clarified that the Council was not charging for providing this support and guidance however going forward the information Governance Team was looking into income generation around the advice provided to schools in relations to General Data Protection Regulation.

The board requested that going forward population figures be taken into consideration when comparative data was provided.

The board welcomed the report and commended the work undertaken by the team.

Resolved:

1. That the IG performance figures for 2016/2017 for Freedom of Information (FOI)/Environmental Information (EIR) requests and Subject Access requests (SAR) be noted.
2. That the year on year performance figures for both regimes be noted.
3. That the FOI/EIR and SAR performance for the calendar year 2016, in comparison with regional local authorities be noted.
4. That the progress being made in relation to the new General Data Protection Regulation (GDPR) be noted and quarterly progress reports on this matter be received.

8 Work programme

Julia Cleary, Scrutiny and Systems Manager, Earl Piggott-Smith, Scrutiny Officer and Neil White, Scrutiny Officer provided an update on the work programme for the

Scrutiny Board and Scrutiny Panels. The work plans would be reviewed regularly to ensure the areas were still of relevance.

Julia Cleary advised that the Chair had agreed with the Leader to provide a report to Full Council in September to reflect the work undertaken by Scrutiny in the last municipal year and outline the work programme for this municipal year. The board were requested to contribute to the report and provide details on outcomes and lessons learnt.

Earl Piggott-Smith requested Councillors to get more involved in the work programme and to take an active lead on areas of interest to them. He went on to advise that Councillors need not be subject specialist and that Scrutiny Officers would assist with the reviews. He reported that Councillor Martin Waite had agreed to lead on suicide prevention.

Neil White reported that the Vibrant and Sustainable Panel looked into the Grenfell Tower fire and that the board were requested to consider whether a review be undertaken on fire safety or emergency planning. Discussion took place around emergency planning, fire safety and the council's initial response to the Grenfell Tower fire. The board were advised that a report was due to be presented at the July Full Council on fire safety and that a scoping exercise be undertaken following consideration of the fire safety report. The board agreed that a scoping exercise be undertaken and that Councillor Greg Brakenridge Chair the review.

Councillors were requested to submit any suggestion for pre-decision scrutiny to the Scrutiny Team.

Resolved:

That a scoping exercise be undertaken and led by Councillor Greg Brakenridge.

West Midlands Combined Authority (WMCA)

The Chair advised that he attended the Overview and Scrutiny Committee of the WMCA with Earl Piggott-Smith. He went on to add that there was a lack of attendance by elected members, lack of resources for the scrutiny function, that he would provide regular briefings on WMCA and that further consideration was required on the Wolverhampton perspective.

The board agreed that the Mayor and Chief Executive of the WMCA be invited to a future citywide briefing session to set out his vision/priorities.

Resolved:

That the Mayor and Chief Executive of the WMCA be invited to a future citywide briefing session.

9 **Minutes of the previous meeting**

Resolved:

That the minutes of the meeting held on DATE be approved as a correct record and signed by the Chair.

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Meeting of the City Council 20 September 2017

Report title	Annual Scrutiny Report and Work Plan	
Referring body	Scrutiny Board – 5 September 2017	
Councillor to present report	Councillor Steve Simkins	
Cabinet member with lead responsibility	Councillor Milkinder Jaspal Cabinet Member for Governance	
Wards affected	Not Applicable	
Accountable Director	Kevin O'Keefe, Director of Governance	
Originating service	Scrutiny and Systems	
Accountable employee(s)	Julia Cleary	Scrutiny and Systems Manager Julia.Cleary@wolverhampton.gov.uk 01902 555046
Report to be/has been considered by	SEB	15 August 2017

Recommendation(s) for action or decision:

The Council is recommended to:

1. Receive the Annual Scrutiny Report and Work Plan 2017-18.

Recommendations for noting:

The Council is asked to note:

1. The on-going developments in relation to the scrutiny function.

1.0 Purpose

- 1.1 The report will provide an overview of the ongoing developments and improvements that are being made in relation to the scrutiny function and the introduction of new processes and ways of working.
- 1.2 Feedback will be provided at the meeting from three Councillors in relation to specific areas of scrutiny where a significant impact has been made over the last year.
- 1.3 The report highlights some of the key achievements of the Scrutiny function over the 2016-17 municipal year including details of the progress and outcomes from a selection of Panel meetings and Reviews.

2.0 Background

- 2.1 Scrutiny is a vital component of good governance and the work carried out by Councillors through scrutiny this year has been invaluable in influencing policy. This has been through representing the concerns and interests of the public and by providing challenge to the Cabinet. Scrutiny also undertakes reviews of partners working with the Council through detailed and critical analysis of their annual plans and reports. The Board and all the panels undertook thorough scrutiny of the budget savings proposals.
- 2.2 Wolverhampton operates a model similar to that used by most unitary councils across England. The Scrutiny Board provides the overall co-ordination of the work programme with the six panels focussing on key areas of priority. This is also supplemented by a series of reviews into key issues.
- 2.3 The Scrutiny Board and six panels have been involved in both pre-decision, policy development and post decision scrutiny throughout the year. A copy of the Scrutiny Work Plan for 2017-2018 is attached to this report. The Work Plan is a living document and must remain so to enable Councillors and employees to adapt to changes in external legislation, events or internal policy development.

3.0 Good scrutiny

- 3.1 Good scrutiny tackles issues of direct relevance to local people and issues where, through the unique perspective of Councillors, it can add the most value. Scrutiny is about talking to a wide range of people, drawing them together and building consensus. It is also about challenging the accepted ways of doing things and acting as a champion for developing a culture of improvement in the local area.
- 3.2 When considering whether an item should be considered by scrutiny the following questions should be asked:
 - Is it an issue of concern to partners, local residents, local communities or the City of Wolverhampton Council?
 - How can scrutiny add value? How will outcomes be improved as a result of scrutiny activity?

- Will scrutiny work be duplicating work being done elsewhere?

4.0 New developments in Scrutiny 2017-2018

4.1 Pre-decision scrutiny and policy development

4.2 After researching examples of national good practise of Overview and Scrutiny the opportunity has been taken to look at how Overview and Scrutiny could be run differently this year.

5.0 Scrutiny Board

5.1 The role of the Scrutiny Board will be to focus on the wider cross-cutting issues affecting the City and its residents. Items for Scrutiny Board to consider may be taken from various published documents including the Council's Forward Plan and Risk Register.

5.2 The Scrutiny Board will establish task and finish groups to look in detail at specific issues over a set number of meetings.

5.3 The Scrutiny Board has already set up a group this year to carry out a scoping exercise in relation to the Council's response to the Grenfell Tower Tragedy and the first meeting of this group has already been held with both internal and external witnesses in attendance. The group is chaired by Councillor Greg Brackenridge with representation from both tenant representatives and representatives of disability groups.

5.4 Where Scrutiny Board undertakes pre-decision Scrutiny of an item that is due to go to the following Cabinet meeting and it has concerns regarding the approach being taken in the report, the Chair of the Scrutiny Board should attend the Executive meeting to make sure that Scrutiny views can be considered.

5.5 The Scrutiny Board will have a regular item on its agenda that gives an update on the progress being made against recommendations so that it keeps an eye on the issues and can take action when it is needed.

6.0 Scrutiny Panels

6.1 It is intended that the Scrutiny Panels will have more of an overview role taking on detailed policy work through looking at one or two substantive items at each meeting. This will enable the panels to look at issues with a narrow and deep approach and gather information from external witnesses as well as internal.

6.2 An example of this was the Vibrant and Sustainable City Scrutiny Panel held on 29 June 2017 that looked at how the Private Housing Sector could be improved. It allowed the Panel to develop detailed evidence based recommendations which were as follows:

Recommendations – that the Cabinet Member for City Assets and Housing be requested to report to the Council's Cabinet within six months (with a briefing note to be made

available to the Scrutiny Panel on current progress before its meeting on 28 September 2017) on how the Council could work with landlords, tenants and stakeholders to improve Private Sector Housing in Wolverhampton to include specific proposals on how to improve:

- A. The Rent with Confidence Scheme through the introduction of an enhanced rent guarantee scheme, including covering rent in advance, and/or off-setting rent loss as well as training, support and vetting processes for landlords and tenants, to be drawn up in conjunction with the Private Sector Housing Forum referred to in (B) below;
- B. Engagement with the sector to include the setting up of a Private Sector Housing Forum, to comprise of councillor representatives, estate agents, landlords, tenants, client side representatives and community/charity groups such as Citizens Advice with the aim of the Forum to improve standards in the private rented housing sector; and
- C. Publicity of the Rent with Confidence Scheme to include a communications and marketing process and plan that enhances the scheme in a way that covers all parts of the city, to be drawn up in conjunction with the Private Sector Housing Forum referred to in (B) above.

6.3 Agreeing items for the Scrutiny Panels and Scrutiny Reviews

- 6.4 An Annual Scrutiny Planning Event will continue to be held in May each year to which all Councillors, Directors and Heads of Service are invited.
- 6.5 At the event Councillors are split in to workshops and asked to choose a long list of policy development items for each Panel to consider during the upcoming municipal year. Senior employees from the Council are also available at the workshops to offer advice when required. The workshops are facilitated by employees from the Scrutiny team and Democratic Services team.
- 6.6 Agenda planning meetings are then arranged with each panel's Chair and Vice Chair to finalise how the issues that have been chosen can be shaped in that Panel's workplan. Relevant directors and senior employees will also be invited to attend the agenda planning meetings.
- 6.7 When considering each potential item at the agenda planning meeting the following areas will need to be considered:
 - Is it an issue of concern to partners, local residents, local communities or the City of Wolverhampton Council?
 - How can scrutiny add value? How will outcomes be improved as a result of scrutiny activity? What is scrutiny looking to address through doing the piece of work?
 - Will scrutiny work be duplicating work being done elsewhere?
 - Which Councillors and employees will need to be involved?
 - Which Directorates and organisations are best able to provide evidence to meet the objectives and the process that will be used to gather evidence?

The draft work plan will then be considered by the directorate leadership teams and Strategic Executive Board before being agreed and signed off by the Scrutiny Board.

6.8 Agreeing additional items for Inclusion on a Scrutiny Panel Work Plan or for a Review outside of the Annual Planning Event

6.9 Additional items for Scrutiny to consider may sometimes be requested by Councillors or employees; this could be at a meeting or through discussions with a Scrutiny Officer.

6.10 Once a potential item has been identified the following process should be followed to ensure that the item is thoroughly scoped before being formally added to the work plan:

6.11 The Scrutiny Officer will arrange a meeting with the Chair and Vice Chair of the relevant panel, the relevant director and any other relevant employee(s) from the service area.

6.12 A scoping document will then be prepared by the relevant Scrutiny Officer in conjunction with the Chair and relevant director.

6.13 The scoping document will outline the following:

- How is the item best considered - Scrutiny Review, Scrutiny Panel or Scrutiny Board meeting or briefing with the Chair?
- Is it an issue of concern to partners, local residents, local communities or the City of Wolverhampton Council?
- How can scrutiny add value? How will outcomes be improved as a result of scrutiny activity? What is scrutiny looking to address through doing the piece of work?
- Will scrutiny work be duplicating work being done elsewhere?
- Which Councillors and Employees will need to be involved?
- Which Directorates and organisations are best able to provide evidence to meet the objectives and the process that will be used to gather evidence?

7.0 Improvements in relation to making and tracking recommendations

7.1 In terms of recommendations from Scrutiny and how these are actioned it is intended that:

7.2 Monitoring of recommendations

7.3 Following a request from the Chair of the Scrutiny Board, employees have introduced new and improved methods in relation to the tracking and monitoring of recommendations.

8.0 Recommendations from Review Groups

8.1 Review Groups will continue to present their final review report and recommendations back to their parent body, normally Scrutiny Board, which will then have an opportunity to comment on the report before it is submitted to Cabinet.

- 8.2 The Chair of the Review Group will be expected to present the Group's recommendations to Scrutiny Board and to Cabinet. The Chair of Scrutiny Board may wish to attend Cabinet as well depending on timescales and the subject matter.
- 8.3 It is good practise for review groups to set out either milestones to check progress or specific timescales for when a recommendation should have been implemented.
- 8.4 It may be appropriate to have a briefing note on the progress being made on recommendations in the scrutiny document Library prior to a report being submitted to Scrutiny Board.

9.0 Recommendations from Scrutiny Panels

- 9.1 Where Scrutiny Panels have been considering items for policy development and have developed a series of recommendations they should include what action the Cabinet Member or Cabinet are being asked to take.
- 9.2 Scrutiny Panels are not decision making bodies but when looking at policy development they can agree principles and potential approaches and ask the Cabinet to draw up details to achieve the outcomes sought. It is of course up to the Cabinet how they wish to proceed.
- 9.3 The Panels should be setting specific timescales for reports or action by the Cabinet or Cabinet Members in a similar manner to that detailed in 6.2 above.

10.0 Online Digital Library

- 10.1 Information items will no longer be required to go to Scrutiny Panels
- 10.2 The scrutiny team has developed a digital library for Councillors through modern.gov where documents including briefing notes, presentations, update reports and any others that are intended to provide useful information to Councillors and employees. An e-mail alert is sent when new items have been added to the library
- 10.3 If a councillor would like information about a service the Scrutiny Team should be approached and they will request that the information be provided from the appropriate department.

11.0 Training

- 11.1 There will be a series of training sessions rolled out to the scrutiny Councillors on critical thinking and questioning skills starting from early September 2017. It is intended that all Scrutiny Councillors should attend one of these sessions. The overall aim of the training sessions will be to help make scrutiny more effective and focused. The sessions have been developed and will be led by the scrutiny team and will be interactive and aimed at helping Councillors get more out of Scrutiny Panel meetings.

12.0 Highlights 2016/2017

- 12.1 One area that has stood out for the Scrutiny Board over the last year is the continuous improvement in the management and reporting in relation to Information Governance.
- 12.2 Feedback will be provided by Coucillor Arun Photay and Councillor Payal Bedi-Chadha.

13.0 Scrutiny Reviews 2016-2017

14.0 Infant Mortality

- 14.1 The recommendations of the scrutiny review on infant mortality that were approved by Cabinet in March 2015 were incorporated into the work of the Infant Mortality Working Group and therefore remain relevant even though the review has concluded.
- 14.2 The group has representatives from all key agencies and there is multi-agency commitment across acute and community service provision to improve outcomes for children and their families and to work towards reducing the number of avoidable deaths in Wolverhampton.
- 14.3 Progress in relation to the infant mortality action plan and scrutiny review recommendations is a standing agenda item of the working group.

15.0 Electoral registration and participation

- 15.1 The report and recommendations were presented to cabinet on 8 June 2016. The majority of recommendations were accepted by Cabinet. A specific report on a concern highlighted in the review about improving public engagement was presented to Scrutiny Board on 4 July 2017.
- 15.2 The report set out a range of proposals for working with key partners to target under registered groups and areas in Wolverhampton in response to the issues detailed in the review report.

16.0 The City Apprenticeships Offer and the Adult Mental Health Review Group

- 16.1 The review of the city apprenticeships offer has been completed. The recommendations will be presented to Cabinet in September 2017.
- 16.2 The Adult Mental Health Review will be submitting a report with recommendations to Cabinet by the end of the year.

17.0 Effective Partnership Working

- 17.1 The Council works with a multitude of external partners including West Midlands Police, West Midlands Ambulance Service, Wolverhampton University and the College and the Wolverhampton NHS Trust and CCG. Recent examples of partnership working include:

18.0 West Midlands Combined Authority Overview & Scrutiny Committee

- 18.1 The Scrutiny Team will be supporting Councillors who are the representatives of the City of Wolverhampton Council on the West Midlands Combined Authority Overview and Scrutiny Committee (WMCAO&SC) and provide briefings to Councillors when appropriate.
- 18.2 The Scrutiny Team will be working with colleagues in partner authorities to co-ordinate information and the work of the Combined Authority. Employees and Councillors may also be required to respond to calls for evidence from the WMCAO&SC.
- 18.3 The Scrutiny Team will be attending meetings of the WMCAO&SC to support Councillors to put agreed principals of scrutiny into practice.
- 18.4 The chair of the Scrutiny Board has been appointed as the Chair of the Budget Task and Finish Group for the WMCAO&SC and which has led the Scrutiny Team to arrange a visit to the London Assembly to look at its approach to budget scrutiny in preparation for the Mayors question time in November when the Task and Finish Group will present its recommendations.

19.0 Black Country Sustainability and Transformation Plan

- 19.1 The Health Scrutiny invitation to the accountable employee for Black Country Sustainability and Transformation Plan to update the panel has been accepted. The panel plan to discuss progress in taking forward the proposals and the implications for health and social care provision in Wolverhampton.
- 19.2 [The Black Country Sustainability and Transformation Plan](#)

20.0 Evaluation of alternative options:

- 20.1 There is a strong desire amongst Councillors and employees to continue to develop and improve the scrutiny function and therefore the alternative option which would be to do nothing and continue to use the scrutiny function as it has been previously used is not considered preferable.
- 20.2 There have been resource changes within the Scrutiny Team which mean that the structure and management of the scrutiny function can continue to adapt and develop to meet the specific requirements of each separate scrutiny topic and remain flexible to address when appropriate new developments both internally and externally.

21.0 Reasons for decision(s):

- 21.1 To continue to develop and improve the scrutiny function.

22.0 Financial implications

- 22.1 There are no financial implications associated with the recommendations here as Councillors are being requested to review the annual scrutiny report and workplan. Any financial implications associated with scrutiny processes through the year are incorporated in reports taken to the Scrutiny Board and panels. The on-going scrutiny function developments are being implemented utilising existing resources within the Scrutiny Team.

[GE/07082017/W]

23.0 Legal implications

- 23.1 This report provides an overview of the scrutiny which has taken place during 2016/17 and future plans for the on-going improvement and development of the service. For legal implications specific to each project please refer to the reports taken to Scrutiny Board and panels during the year.

[RB/07082017/C]

24.0 Equalities implications

- 24.1 In scrutinising issues, the members of the Board, panel or group are required to consider the need to eliminate discrimination, advance equality of opportunity and foster good relations between different groups of people in order to meet the requirements of the Equality Act 2010. This should be considered when deciding on an issue to be scrutinised, so that as a whole, scrutiny does not discriminate against any of the protected characteristics.
- 24.2 This report provides an overview of the scrutiny which has taken place during 2016/7 and future plans for the on-going improvement and development of the service. For equalities implications relating to each issue considered, please refer to the reports taken to Scrutiny Board and panels during the year.

25.0 Environmental implications

- 25.1 This report provides an overview of the scrutiny which has taken place during 2016/7 and future plans for the on-going improvement and development of the service.
- 25.2 There are no environmental implications arising from the recommendations in this report.

26.0 Human resources implications

- 26.1 This report provides an overview of the scrutiny which has taken place during 2016/7 and future plans for the on-going improvement and development of the service.
- 26.2 There are no human resources implications arising from the recommendations in this report.

27.0 Corporate landlord implications

- 27.1 This report provides an overview of the scrutiny which has taken place during 2016/7 and future plans for the on-going improvement and development of the service.
- 27.2 There are no corporate landlord implications arising from the recommendations in this report.

28.0 Schedule of background papers

- 28.1 [Copies of all agendas and minutes for scrutiny panel meetings can be found here.](#)

29.0 Appendices

- 29.1 Appendix 1: Work programmes for:
- Scrutiny Board
 - Confident, Capable Council Scrutiny Panel
 - Stronger City Economy Scrutiny Panel
 - Vibrant and Sustainable City Economy Scrutiny Panel
 - Health Scrutiny Panel
 - Adults and Safer City Scrutiny Panel
 - Children, Young People and Families Scrutiny Panel

Scrutiny Board Work Programme

05.09.2017	<ul style="list-style-type: none"> • Early Years Strategy Action Plan (Andrew Wolverson - Head of Service Early Intervention) • Annual Review and Work Plan (Julia Cleary – Scrutiny and Systems Manager) • Recommendations from Apprenticeship Scrutiny Review • Feedback from the CA (Cllr Steve Simkins) • Quarterly Complaints Report (for information only)
10.10.2017	<ul style="list-style-type: none"> • Youth Council (Andrew Scragg – Participation Officer) • Complaints Annual Report (Steve Rice – Customer Engagement Manager)
05.12.2017	<ul style="list-style-type: none"> • GDR Update (Anna Zollino Biscotti – Information Governance Manager) • Budget • Schedule of Petitions (Jasawinder Kaur - Democratic Services Manager)
09.01.2017	<ul style="list-style-type: none"> • Post 16 Update (Alex Jones, Angela McKeever, Tony O'Callaghan)
06.03.2017	<ul style="list-style-type: none"> • Feedback from the Fire Safety Scoping Group
01.05.2017	<ul style="list-style-type: none"> • Tbc

Other Potential items (when something significant needs a Panel recommendation):

1. Cyber Security
2. Emergency Planning
3. Recommendations from Adult Mental Health Scrutiny Review
4. Recommendations from Succession Planning Scrutiny Review

Scrutiny Reviews

Homelessness

Transport- what could transport in the city look like in 20 years time?

Budget Task and Finish Group for the Combined Authority Scrutiny Committee

Scoping Group to consider fire safety Chaired by Cllr Greg Brackenridge

Agreed Members:

Cllr Paul Singh

Cllr Phil Bateman

Cllr Judith Rowley

Cllr Louise Miles

Cllr Udey Singh

Sue Roberts Representative form the Wolverhampton Tenants Association

Bob Deacon – Tenant at Health Town

Barry Appleby - Disability Advisory Group on Leisure Activities

Karen Ryder – One Voice

Confident, Capable Council Scrutiny Panel Work Programme

27.09.17	<ul style="list-style-type: none">• Budget Consultation – how can we get better public engagement into the Council’s budget consultation and decision making?• Legal Services – should we extend our legal services to offer services to the third and public sector?
22.11.17	<ul style="list-style-type: none">• Budget
14.02.18	<ul style="list-style-type: none">• Council as an enabler rather than a provider• Contract Compliance (to include Commissioning)• Agile working
18.04.18	

Other Potential items (when something significant needs a Panel recommendation):
Monitoring of the delivery of the budget

- A meeting of specific reserves working group to be arranged

Stronger City Economy Scrutiny Panel Work Programme

26.09.17	<ul style="list-style-type: none"> • Bilston District Centre – How can the Council develop its regeneration activity to bring greater benefits to local businesses and residents? • Strategic Economic Plan’s Evidence Base – How do we develop the right strategies/priorities from what the evidence base is telling us?
21.11.17	<ul style="list-style-type: none"> • Wednesfield District Centre – What should the Council’s role be in Wednesfield that would better benefit local businesses and residents? • Strategic Economic Plan – consider consultation responses • Budget
13.02.18	<ul style="list-style-type: none"> • Tettenhall District Centre – What should the Council’s role be in Tettenhall that would better benefit local businesses and residents? • Strategic Economic Plan – look at final draft of the plan
17.04.18	<ul style="list-style-type: none"> • Innovation - how can we work with the University and other key players to encourage innovation across the city? • Evaluation of the outcomes from Inward Investment and Tourism activities commissioned through the West Midlands Growth Company

Other Potential items (when something significant needs a Panel recommendation):

1. The potential effects of Brexit on the local economy
2. Policy Implications from Combined Authority/Regional/National or International Sources

Vibrant and Sustainable City Economy Scrutiny Panel Work Programme

28.09.17	<ul style="list-style-type: none">• Car Parking and Road Safety Looking at how to reduce on street parking in residential areas particularly near to schools
23.11.17	<ul style="list-style-type: none">• Budget
01.03.18	<ul style="list-style-type: none">• Enforcement including Dog Control Looking at enforcement policy across a number of services to explore possible new models and the balance between enforcement and education
17.04.18	<ul style="list-style-type: none">• Air Quality/Transport – Public Health to contribute Look at ways to improve air quality in hot spots around the city which could include work for the Transport Review Group

Health Scrutiny Panel 2017/18

5.10.17	<ul style="list-style-type: none"> • End of Life Care (Karen Evans, Commissioning Development Manager, WCCG) • Drug and Alcohol Services in Wolverhampton Consultation (Michelle Smith Commissioning Officer Public Health, Early Intervention & Prevention, City of Wolverhampton Council – joint report with Public Health) • New Psychoactive Substances (NPSs) (Neeraj Malhotra Consultant in Public Health, City of Wolverhampton Council) • Black Country STP briefing– Andy Williams
16.11.17	<ul style="list-style-type: none"> • The Royal Wolverhampton NHS Trust – Quality Accounts 2017/18 (Jeremy Vanes, Chairman The Royal Wolverhampton NHS Trust) • Budget
25.1.18	<ul style="list-style-type: none"> • Oral Health - Adult and Children (Katie Spence - Consultant in Public Health, City of Wolverhampton Council) • Patient mortality rates (Jeremy Vanes, Chairman ,The Royal Wolverhampton NHS Trust • Smoke Free Wolverhampton (Katie Spence - Consultant in Public Health, City of Wolverhampton Council)
29.3.18	<ul style="list-style-type: none"> • Suicide prevention - Neeraj Malhotra (Consultant in Public Health)/Director of Public Health (Interim or permanent replacement) ,City of Wolverhampton Council • Urgent and emergency care and 7 day hospital services – (Jeremy Vanes, Chairman,The Royal Wolverhampton NHS Trust and David Watts to be involved in contributing.) • The Royal Wolverhampton NHS Trust - Quality Accounts 2017/18 – (Jeremy Vanes, Chairman The Royal Wolverhampton NHS Trust) • West Midlands Ambulance Service - Quality Accounts 2017/18

Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Vertical integration
2. CAMHS – Emma Bennett to lead and Stephen Marshall (CCG)
3. Healthwatch Wolverhampton Annual Report
4. A briefing note for the panel on how The Royal Wolverhampton NHS Trust reviews 'never events' to be presented
5. Andy Williams, Sandwell and West Birmingham CCG Accountable Officer - STP Lead for the Black Country Sustainability Transformation Plan – possible extra panel meeting – date to be confirmed

Adults and Safer City Scrutiny Panel 2017/18

19.09.2017	<ul style="list-style-type: none"> • Modern Slavery - To provide an outline of partnership proposals to tackle modern slavery and outline the council's contributory plans. (Karen Samuels – CWC Community Safety/Chief Inspector Beth Bridges)
07.11.2017	<ul style="list-style-type: none"> • Responding to Serious and Organised Crime - To provide an outline of partnership proposals to address serious and organised crime in the city and the Council's contribution in particular. (Karen Samuels – CWC Community Safety/Chief Inspector Karen Geddes – West Midlands Police/Andy Moran – CWC Procurement) • Wolverhampton Safeguarding Adult Board Annual Report 2016 – 2017 (date to be moved forward – awaiting confirmation. Interim Board Manager Safeguarding and Quality) • Budget Scrutiny
06.02.2018	<ul style="list-style-type: none"> • Reducing Reoffending Strategy- To comment on the draft Reducing Reoffending Strategy for the city developed in response to significant national policy and organisational change. (Karen Samuels – CWC Community Safety/Jas Pejatta – Community Rehabilitation Company (Probation)/Chief Inspector Karen Geddes – West Midlands Police/Sally Nash – CWC Youth Offending)
10.04.2018	TBC

Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Quality of Care – issues of quality assurance - Sarah Smith, Head of Commissioning
2. Adult Education
3. With reference to the resolution to Minute No. 5 (Update on the Dementia City) – 13.6.17
4. Draft People Directorate Commissioning Strategy – 13.6.17

Briefing notes for distribution via the Document Library:

1. Fatal Contraband and Alcohol - Update requested from meeting in July 2016 – Sue Smith agreed to lead
2. Crime Reduction and Community Safety and Drugs Strategy Update – request from meeting held in July 2017 – Karen Samuels and David Watts

3. Supporting a Safe and Seamless Transfer From Specialist Care or Hospital Setting – Update to be provided following meeting on 31 January 2017 (David Watts).
4. Better Care Fund – Update requested at meeting held on 31 January 2017.
5. Dementia City – Update on how GP services could be improved, any identified strengths and weaknesses and if possible data on which GPs were reporting incidents – lead Kathy Roper

Children, Young People and Families Scrutiny Panel 2017/18

06.09.2017	<ul style="list-style-type: none"> • End of Key Stage Un-Validated results 2016-2017 (Alex Jones) • Draft SEND Self Assessment – Alex Jones
01.11.2017	<ul style="list-style-type: none"> • Budget Consultation Increasing the number of foster carers for looked after children (Alison Hinds) School Place Planning (Bill Hague) Annual Children Safeguarding Board Report - Date to be moved forward, awaiting confirmation
07.02.2018	<ul style="list-style-type: none"> • Improving Standards at Key Stage 4 (Alex Jones) • Update on Early Intervention and Prevention model (Andrew Wolverson) Review of Children and Young People Improvement Plan(Emma Bennett) The Way – review of progress (Carla Priddon, CEO the Way)
11.04.2018	<ul style="list-style-type: none"> • The impact of the HEADSTART programme (Kevin Pace) • Update on implementation of the Early Years Strategy/including the standard of childcare provision (Andrew Wolverson) • SEND and Inclusion Review (Alex Jones)

Long list of topics 2017/18 - dates for presentation and method of scrutiny to be agreed

1. Supporting Unaccompanied Asylum Seeking Children – pre-suggested item
2. Mental Health Issues/CAMHS (Emma Bennett/CCG) – pre-suggested item
3. Youth homelessness– pre-suggested item

Updated 16.8.17

Report title	Quarter 4 Corporate, Social Care and Public Health Complaints Report	
Cabinet member with lead responsibility	Councillor Andrew Johnson Cabinet Member for Resources	
Wards affected	All wards	
Accountable director	Mark Taylor, Director	
Originating service	Customer Services	
Accountable employee(s)	Steve Rice Tel No: Email	Customer Engagement Manager 01902 553203 Steve.Rice@wolverhampton.gov.uk
Report to be/has been considered by	Corporate Leadership Team People Leadership Team Place Leadership Team Strategic Executive Board	17 July 2017 11 July 2017 11 July 2017 18 July 2017

Recommendation(s) for action or decision:

The Board is recommended to:

1. Review and comment on complaints management and performance for the period 1 January to 31 March 2017

1.0 Purpose

- 1.1 This report is to update the Board with information regarding the complaints management and performance for the period 1 January to 31 March 2017. The information in section 2.0 to 6.0 relates to the statutory complaints activity for Adult Social Care, Children and Young People Social Care, and Public Health Complaints Activity. The information from section 7.0 relates to all other complaints activity governed by the corporate complaints procedure.

2.0 Background

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

3.0 Complaints Intervention

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

- Proactive chasing of managers responding to complaints, in accordance with escalation plan in operation
- Mediation between complainants and investigating officers
- Quality assurance checks undertaken of complaint response letters

3.2 Weekly reporting to Service Directors and Heads of Services on the status of complaints, detailing any areas for concern where managers will need to prioritise outstanding complaints and resolution in order to receive a satisfactory prompt outcome for the complainant.

4.0 Children and Young People – Complaint Activity

4.1 **Informal Complaints:** The complaint regulations provides an opportunity for children / young people to raise issues of concern without those matters being treated as formal complaints as long as they are speedily and effectively addressed. These are referred to as informal complaints; **nine** were received during Quarter 4 (1 January to 31 March 2017) compared to **six** in the previous quarter, an increase of **three**.

4.2 **Formal complaints:** During Quarter 4 (1 January to 31 March 2017) the Council received **28** formal children social care complaints, compared to **26** in the previous quarter, representing an increase of **two** complaints.

4.3 **No** particular service area received a disproportionate number of formal complaints during Quarter 4. The **28** complaints the Council received during this fourth quarter refers to **11** separate service areas.

4.4 Social Work Unit 2 received the highest number of complaints with **eight** followed by the Mash Team with **five**; Social Work Unit 3 with **three**; Social Work Unit 4 with **two**; Fostering with **two**; LAC Teams 2 and 3 with **two** each. **One** each for LAC/Transition Teams, Social Work Unit 8, DC & YP, and Safeguarding.

4.5 **Timescales:** **22** complaints were responded to and concluded during this fourth quarter. **Nine** complaints were responded to within ten working days, **eight** within 20 working days, and the remaining **five** in just over 21 working days. The average number of days to respond and close all complaints over the term has remained at **14** days this fourth quarter as it was in the previous quarter.

4.6 **Complaint Issues:** During Quarter 4 (1 January to 31 March 2017); the main issue of complaint involved Communication/Information **ten** and Quality of Service **ten**. Conduct and Attitude **two**; Disagree with Policy/Criteria **two**; Request for Service **two**; Disagree with Assessment **one**; Breach of Confidentiality **one**. Complaints in relation to communication generally relates to advising people/relatives of decisions and plans. Complaints in relation to quality of service tends to refer to a view that there has been a lack of help or support.

- 4.7 **Complaint Outcomes:** Of the **22** complaints closed this quarter; **8** complaints were upheld; **6** complaints were partially upheld and **8** complaints were not upheld.
- 4.8 **Stage Two Complaints:** Where the complainant is dissatisfied with the written response at stage one they have the right to request that matters should proceed to stage two (a formal independent complaint investigation).
- 4.9 **one** complaint registered during this quarter has needed to progress to stage two, formal complaint investigation. This is in relation to how a child protection investigation was carried out.
- 4.10 **one** complaint investigated at stage two has been completed in this fourth quarter. The complainants have since attended a stage three Complaint Review Panel which is the final stage of the complaints procedures. This complaint refers to the way in which a child protection investigation was carried out. The complainants now have the right to proceed to the Local Government Ombudsman should they decide to do so.
- 4.11 **one** further stage two complaint investigation is ongoing; it refers to an assessment of a grandparent to care for their grandchild.
- 4.12 **Root and Branch Review:** A further complaint investigation carried out as a “Root and Branch” review has now been concluded by an Independent Complaint investigator. This refers to a Fostering/Adoption matter.
- 4.13 **Compliments:** During this fourth quarter, **47** compliments were received for Children and Young People, compared to **25** in the previous quarter.

5.0 Adult Social Care and Public Health

- 5.1 During Quarter 4 (1 January to 31 March 2017) the Council received **21** formal complaints compared with **26** in the previous quarter, representing a decrease of **five** complaints this quarter. This is reflected in Appendix 2, attached.
- 5.2 In relation to Public Health services there was **one** complaint received in this quarter, which is the same as the previous quarter. This is in relation to the lack of availability of sexual health clinics in Wolverhampton. As a consequence, this complaint was transferred to the Health Service to look into and respond directly to the complainant.
- 5.3 **No** particular service area received a disproportionate number of complaints in this fourth quarter, the **21** complaints received are spread across **15** separate service areas. The service receiving the highest number of complaints with **five** is the Adult Community Team North.
- 5.4 During this fourth quarter **20** complaints were resolved, **four** of these complaints were upheld, **six** were partially upheld and **ten** were not upheld.
- 5.5 **Timescales:** **14 (70%)** complaints were responded to within the initial ten-day timescale and a further **five** complaints were responded to within 20 days. **One** further complaint was concluded in just over 21 days. The average number of days to respond and conclude all complaints in this fourth quarter was **eight** days, this is a positive position, indicating the importance placed by services in responding to complaints.

5.6 **Compliments:** **34** compliments were received for Adult Social Care in quarter 4, compared to **48** received for the previous Quarter 3. All service areas are reminded to forward compliments they receive to the Customer Feedback Team to log and to report.

6.0 Learning from Complaints

6.1 Children and Young People, Adult Social Care and Public Health services are committed to learning from customer feedback and require the completion of a Learning Log / Implementation Plan from each complaint investigated. Where complaints highlight that things have gone wrong, managers are required to identify any remedial and improvement action. This is reflected in Appendix 3.

6.2 Feedback from compliments is also considered as it provides a valuable source of information affirming when services make a difference and personal attributes of the worker has added value to the outcome for users and carers (see Appendix 7).

6.3 Feedback is provided to all Heads of Service and Senior Management Teams on a regular basis through learning logs, in order to promote positive learning and to influence service improvement.

6.4 Through this report Service Directors are provided with a summary of learning from complaints and on a quarterly basis.

7.0 Complaints Activity Governed by the Corporate Complaints Procedure

7.1 This section provides a summary of the corporate complaints, compliments, Local Government Ombudsman and Housing Ombudsman enquiries received by the Council during Quarter 4 (1 January to 31 March 2017) Please refer to Appendix 5 to 8.

7.2 The Customer Feedback team monitors and completes a written record of all enquiries. The team analyses and monitors customer feedback which provides details about the types of complaints that are received by the authority, and highlights suggested customer driven improvements to service provision or delivery to directorates. All corporate complaints, compliments, Housing Ombudsman and Local Government Ombudsman enquiries are considered a form of customer feedback.

8.0 Stage One Complaints

8.1 During this fourth quarter (1 January to 31 March 2017) the Council received **65** stage one complaints compared with **75** in the previous quarter (1 October to 31 December 2016) a decrease of **ten**

8.2 During Quarter 4 (1 January to 31 March 2017) no one service received a disproportionate amount of complaints. The **65** complaints involving **17** separate service areas.

8.3 **Complaint Outcomes:** All complaints are assessed as to whether they are upheld (Council at fault) or not upheld (Council not at fault). Of the **65** stage one complaints received during this fourth quarter, **50** (77%) complaints were not upheld (Council not at fault) and **15** (23%) were upheld (Council at fault).

- 8.4 Waste Management received the highest number of stage one complaints with **16**, with **seven** of those complaints being upheld. Revenues and Benefits received 15 complaints with **six** being upheld. Environmental Services received ten complaints with **No** complaints being upheld. Customer Services with **three** complaints, **none** upheld. Public Protection with **three** complaints, **none** of which were upheld. Licensing received **three** complaints with **none** upheld. Leisure Centres received **three** complaints, with **one** being upheld. Planning with **two** complaints, **none** upheld. Registrars received **one** complaint which was upheld. Libraries, City Development, Housing, Senstart, Visitor Economy, Transportation, Private Sector Housing, each received **one** complaint with **No** findings of upheld.
- 8.5 As a result of continuous monitoring with service managers, the issues identified from the upheld (Council at fault) complaints have been addressed. As a remedy to the complaint, an apology is issued to the customer informing them of the improvements that have been made to service delivery as a consequence of their complaint. Appendix 6 shows a summary of stage one complaints received.
- 8.6 **Timescales:** The target response time for responding to stage one complaints is 95% within a timescale of 21 calendar days. Managers who are formally responding to complaints are contacted on a weekly basis through phone or email to confirm deadlines; where delays are unavoidable, the Customer Feedback team ensures that complainants are kept updated. The Customer Feedback Team also provides proactive support to investigating officers to ensure that they meet these target response deadlines.
- 8.7 During Quarter 4 (1 January to 31 March 2017) **all** 100% of stage one complaints were responded to within this target timescale; this repeats this highly creditable response time for the previous quarter. This is clearly a positive indicator of the emphasis placed by Senior Managers/ Managers to respond to complaints in a timely fashion.
- 8.8 The average response time for responding to each complaint is again a highly creditable **ten** days for Quarter 4.
- 9.0 Stage 2 complaints in Quarter 4 (1 January to 31 March 2017)**
- 9.1 During Quarter 4 (January to March 2017) the Council received seven stage two corporate complaints. All seven complaints are for the Place Directorate. Out of the seven complaints received five were not upheld, one partially upheld and one is currently under investigation.
- 9.2 **Two** of the complaints are for City Environment; one in relation to debris from trees, the complaint was not upheld. **One** complaint in relation to double yellow kerb markings / double yellow lines, complaint not upheld. Both of these complaints were pursued by the Complainants to the Ombudsman office, in both cases the Ombudsman found no fault with the Council and concluded their investigations.
- 9.3 Three complaints are for City Economy, one in relation to libraries - booking of room hire at a community association, the complaint was not upheld; one complaint in relation to officer conduct of planning officers, complaint not upheld; one complaint in relation to City Development Regeneration Team, this complaint is partially upheld.

9.4 **Two** complaints for City Housing; one complaint in relation to officer conduct and issues surrounding a rental property for Private Sector Housing, complaint not upheld; one complaint in relation to no resolution to complaint by Pendeford Tenant Management Organisation (TMO), this complaint is under investigation and we are currently awaiting the outcome.

10.0 Local Government Ombudsman Enquiries to the Council.

10.1 During Quarter 4 (January to March 2017) the Council received **three** LGO enquiries.

10.2 Place Directorate received two complaints and People Directorate received one complaint

10.3 The Place Directorate received **two** complaints;

- **one** complaint in relation to Planning Department regarding a fault with a planning application, the outcome was not upheld no maladministration.
- **one** other Place complaint was in relation to Parking Services PCN, outcome closed after initial enquiries, out of jurisdiction.

10.4 The People Directorate received **one** complaint in relation to an adult social care third party top up fee; this complaint is under investigation and we are currently awaiting the outcome.

11.0 Housing Ombudsman enquiries

11.1 During Quarter 4 (January to March 2017) the Council received **one** Housing Ombudsman enquiry in relation to Wolverhampton Homes regarding conditions of a property; this complaint is still under investigation and we are currently awaiting the outcome.

12.0 LGO assessment enquiries

12.1 During Quarter 4 (January to March 2017) the Council received seven LGO assessment enquiries.

12.2 Corporate Directorate received two enquiries, Place Directorate received two enquiries, People Directorate received two and Education Directorate received one enquiry.

12.3 The Corporate Directorate received two enquiries:

- **one** enquiry in relation to charges for council tax, the outcome was a premature complaint and the Council were instructed to proceed to stage two of the complaints procedure.
- **one** enquiry in relation to council tax liability, outcome was not a complaint decision, but the Council were instructed to proceed to stage two of the complaints procedure.

12.4 The Place Directorate received **two** enquiries:

- **one** was in relation to Environmental Services regarding a lamp post located in the middle of a driveway, outcome closed after initial enquiries, no further action.

- **one** enquiry in relation to Environmental Services for not carrying out arbor and grounds maintenance works, this enquiry has been passed to the Ombudsman investigation team.

12.5 The People Directorate received two enquiries:

- **one** enquiry in relation to Adult Social Care regarding the Council's failure to deal with a commercial matter, outcome was a premature complaint and the Council was instructed to liaise with the complainant and the complaint was resolved.
- **one** other enquiry was in relation to Children and Young People regarding processes and procedures, this enquiry has been passed to the Ombudsman investigation team. Work is taking place to seek a resolution to this matter.

12.6 The Education Directorate received **one** enquiry in relation to SEN, allegedly failing to meet a young person's education needs, not assisting in finding a new school place and social care support, outcome was a premature complaint; this complaint is currently under investigation by SEN and Children Social Care.

13.0 Housing Ombudsman assessment enquiries

13.1 During Quarter 4 (January to March 2017) the Council received **five** Housing Ombudsman assessment enquiries. Out of the **five** enquiries Wolverhampton Homes received **four** and Pendeford TMO received **one**.

13.2 Wolverhampton Homes received **four** enquiries as follows

- **one** enquiry in relation to handling of requests for information regarding building work and service charge for works, we are awaiting a final decision on this case.
- **one** enquiry in relation to cracks in a wall and ceiling, this enquiry has progressed to a full Ombudsman investigation.
- **one** enquiry in relation to the service received from several officers, awaiting a final decision on this case.
- **one** enquiry in relation to repair work to boiler, we are still awaiting a final decision on this case.

13.3 Pendeford TMO received **one** enquiry in relation to Anti-Social-Behaviour and employee conduct; this is a premature complaint and the Housing Ombudsman has instructed the Council to respond at stage two of the complaints procedure. This complaint is currently under investigation.

14.0 Quarter Four Update

14.1 LGO / Housing Ombudsman enquiries

14.2 During Quarter 4 (January to March 2017) the Council received **one** LGO enquiry final decision for the People Directorate; this enquiry was in relation to Older People, reducing a personal budget and taking away direct payments, the outcome was **not upheld**, no maladministration.

15.0 Compliments

15.1 All compliments are recorded by the Customer Feedback Team and reported as part of the team's quarterly monitoring process. This is reflected in Appendix 8. During Quarter 4 (1 January to 31 March 2017) the Council received **103** compliments from customers, an increase from the previous quarter.

16.0 Action Plans

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

17.0 Ward Data

17.1 During Quarter 4 (1 January to 31 March 2017) ward complaint data has been collated; monitoring ward data provides an insight into trends, equalities data and numbers in complaints for each ward. This information is detailed in Appendix 7.

18.0 Monitoring Information

18.1 All complainants are requested to supply equalities monitoring information but response rates are uneven. In terms of the returns that have been received and analysed, there are no concerns with the data analysis; there is no evidence of any groups being disproportionately affected. This is reflected in Appendices 4 and 7.

18.2 The Council, being under the Public Sector Equality Duty must, on an ongoing basis, consider how its policies are working for the diverse communities a Council serves.

19.0 Financial Implications

19.1 There are no financial implications associated with the recommendation in this report.

19.2 [GE/29062017/A]

20.0 Legal Implications

20.1 The statutory complaints procedure must comply with various statutes. These include:

- Children and Family Services - The Children Act 1989, Representations Procedure (England) Regulations 2006. The Local Authority functions covered include services provided under Parts III, IV and V of the Children Act 1989
- Adult Social Care – The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009; which came into force on 1 April 2009.
- Public Health - The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012.

20.2 [TS/23062017/R]

21.0 Equalities Implications

21.1 There are no equalities implications associated with this report.

22.0 Environmental Implications

22.1 There are no environmental implications associated with this report.

23.0 Human Resources Implications

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

24.0 Corporate Landlord Implications

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

25.0 Schedule of Background Papers

25.1 None for consideration

26.0 Appendices

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

Q4

Children and Young People Statutory Customer Feedback

Appendix 1: Quarter 4 (January – March 2017)

Formal Complaints Received



Page 37

Average Complaint Response Time



*This represents an
increase compared
to Q3*

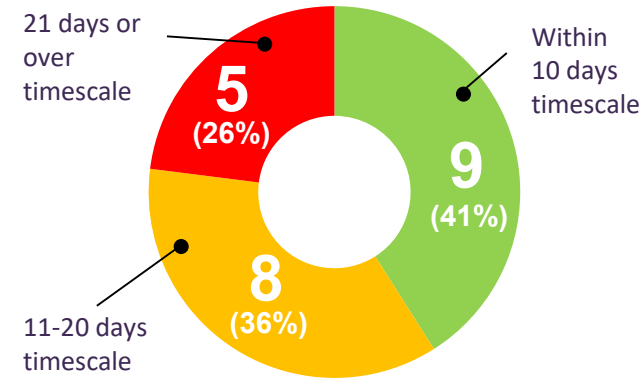


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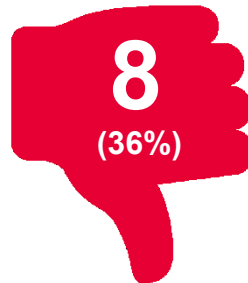
Stage 1 Complaints Comparison For Quarter 4



Response Timescales

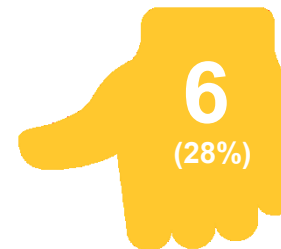


Complaints Where The Council Is At Fault (Upheld)



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

Complaints Where The Council Is Partially At Fault



Complaints Where The Council Is Not At Fault

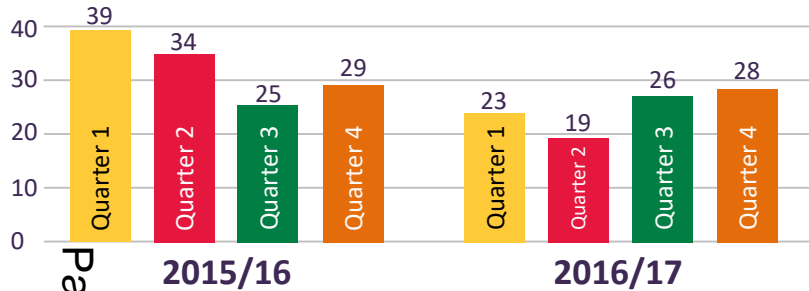


Q4

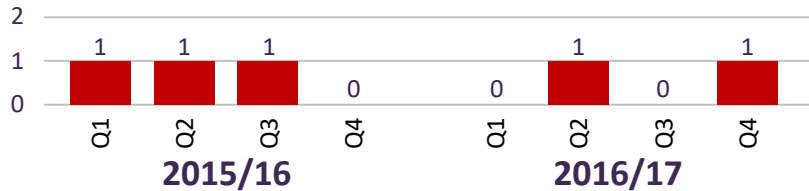
Children and Young People Statutory Customer Feedback

Appendix 1: Quarter 4 (January – March 2017)

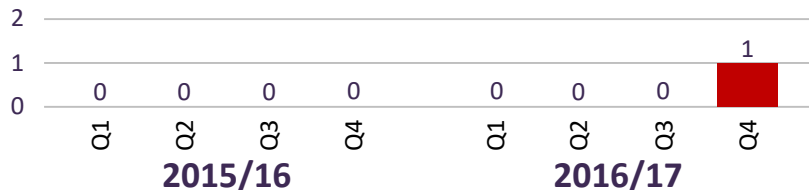
Stage 1 Complaints Comparison Breakdown by Quarter



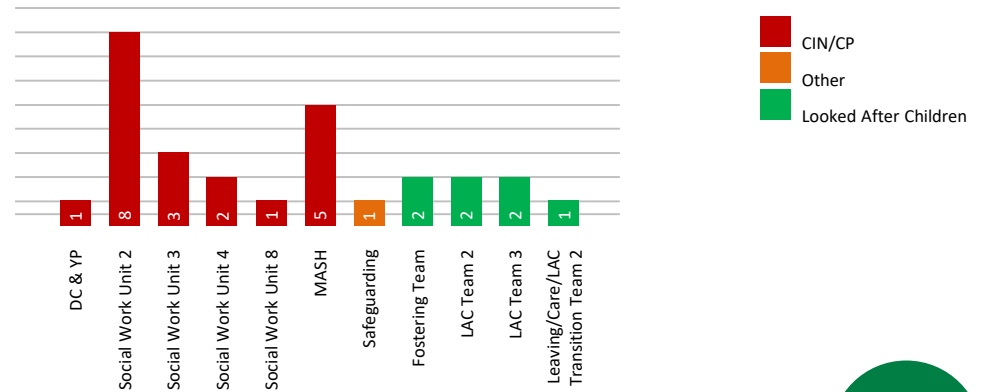
Stage 2 Complaints Comparison Breakdown by Quarter



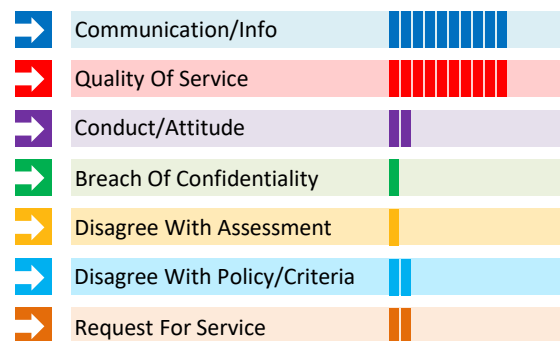
Stage 3 Complaints Comparison Breakdown by Quarter



Stage 1 Complaints Received Breakdown by Quarter



Stage 1 Complaints Received Breakdown by Category



47
Compliments

9
Informal
Complaints

Q4

Adult Social Care and Public Health Statutory Customer Feedback

Appendix 2: Quarter 4 (January – March 2017)

Formal Complaints Received



Page 39

Average Complaint Response Time

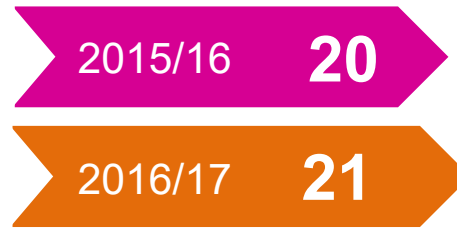


This represents a decrease compared to Q3

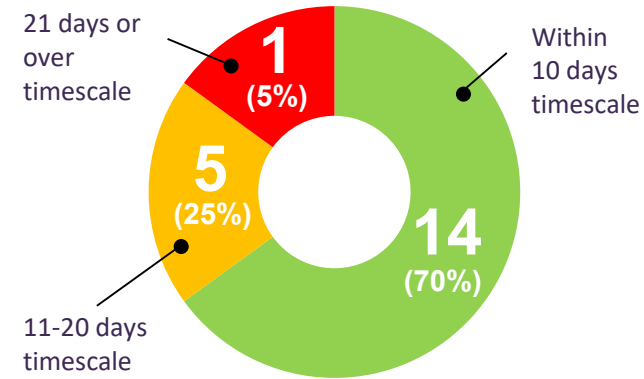


5
(19%)

Stage 1 Complaints Comparison For Quarter 4



Response Timescales

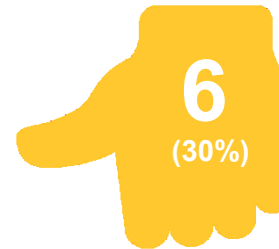


Complaints Where The Council Is At Fault (Upheld)



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

Complaints Where The Council Is Partially At Fault



Complaints Where The Council Is Not At Fault

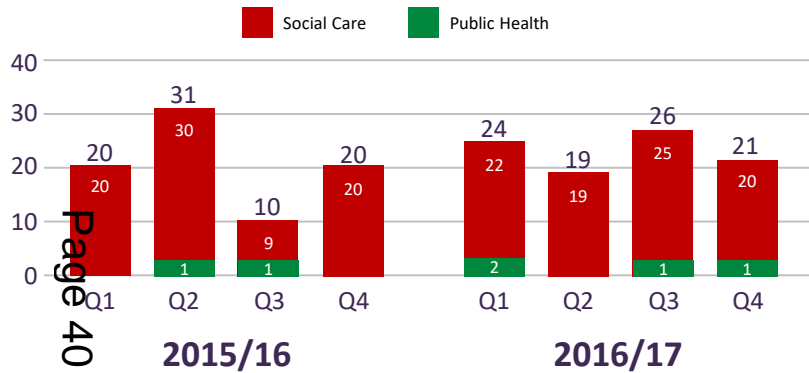


Q4

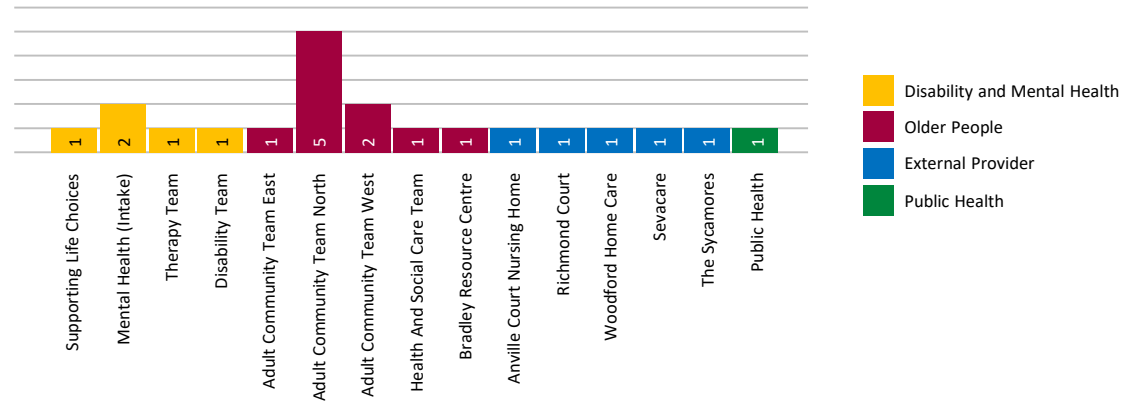
Adult Social Care and Public Health Statutory Customer Feedback

Appendix 2: Quarter 4 (January – March 2017)

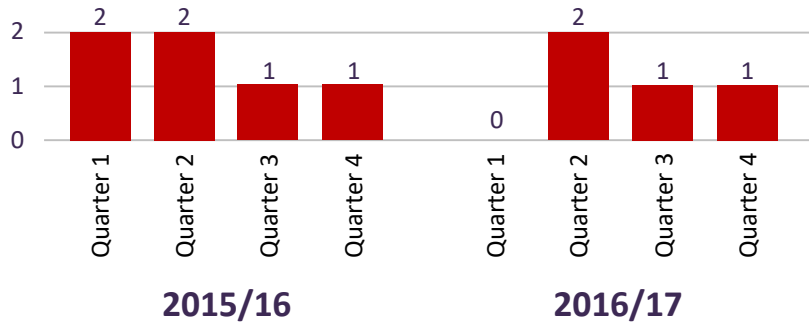
Stage 1 Complaints Comparison Breakdown by Quarter



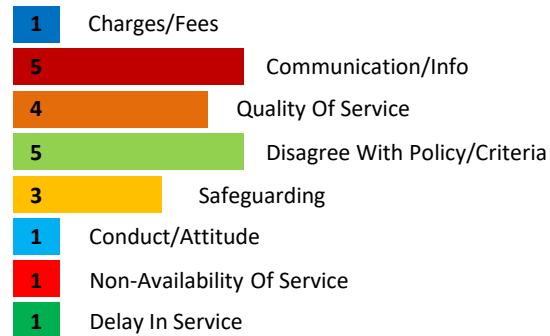
Stage 1 Complaints Received Breakdown by Service Area



LGO Enquiries Or Investigations Breakdown by Quarter



Stage 1 Complaints Received Breakdown by Category



34

Compliments

7

Informal
Complaints

Appendix 3: Quarter 4 (January – March 2017)

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

ASC

Family are disputing financial charges because they advise they were led to believe that they would only need to make a nominal contribution.

Learning: A letter has been devised which workers can give to citizens and families which clearly state that any services provided by Social Care will be subject to means testing. Workers will ensure citizens with whom they are working with have already had a financial assessment.

CYP

Complaint in relation to the number of social workers the children have had in the past two and half years.

Learning: Unit managers need to have better oversight of children that have experienced multiple changes to the primary worker. Handover/goodbye visits need to be undertaken at all times when there is a change of worker.

ASC

Concern raised at the lack of contact with the social worker.

Learning: There is a need to improve communication, and a need to understand the process of CHC assessments. Staff have also been reminded to discuss with family any concerns and any documentation that may need to be shared.

CYP

Lack of communication from the social worker.

Learning: There needs to be a greater focus on participation of parents in planning for LAC children. There is already a working group in process to progress this. Unit managers also need to more closely monitor that parents have been informed in a timely manner re: changes in their children's care plans.

CYP

A member of a team breached confidentiality.

Learning: Member of staff who was involved has been spoken to and informed that they must always confirm that information can be shared and obtain consent where necessary.

CYP

One team provided wrong information to another team regarding an incident which took place.

Learning: Staff to be reminded of the importance of recording information received from complainants correctly to avoid a recurrence. As a result of this matter referral systems have been reviewed and staff have been provided with advice and further training in processing referral information.

ASC

Complaint around some inaccuracies within the Team's letter.

Learning: Staff reminded that when writing letters they should identify themselves as approved workers which gives them authority to act in all future correspondence. In addition, staff have also been reminded of the need for sensitivity towards family members/carers who are in stressful situations and who find it difficult to navigate the complex health and social care system.

ASC

Issues raised in relation to family member being moved to alternative accommodation without Next of Kin being informed.

Learning: The need to review practices in relation to recording decisions made by the individual about who they want involved in the intervention. Also, avoid situations where actions are [unduly] influenced by previous Worker's recordings and providers; re-iterated the importance to check it out before proceeding with the intervention; discussion with the relevant team manager about aspects of improvements needed in practice/development/supervision.

CYP

Young person was due to be picked up from school and taken to respite for her weekend stay. However, transport had not been organised and a delay incurred.

Learning: Whilst on this occasion the complaint arose from a worker's error; transport to and from short breaks is an ongoing issue. When transport has been arranged correctly it is being cancelled at very short notice by the transport provider, escort or volunteer drivers. This has been raised with senior management and a more reliable and robust system is required which is currently being explored.

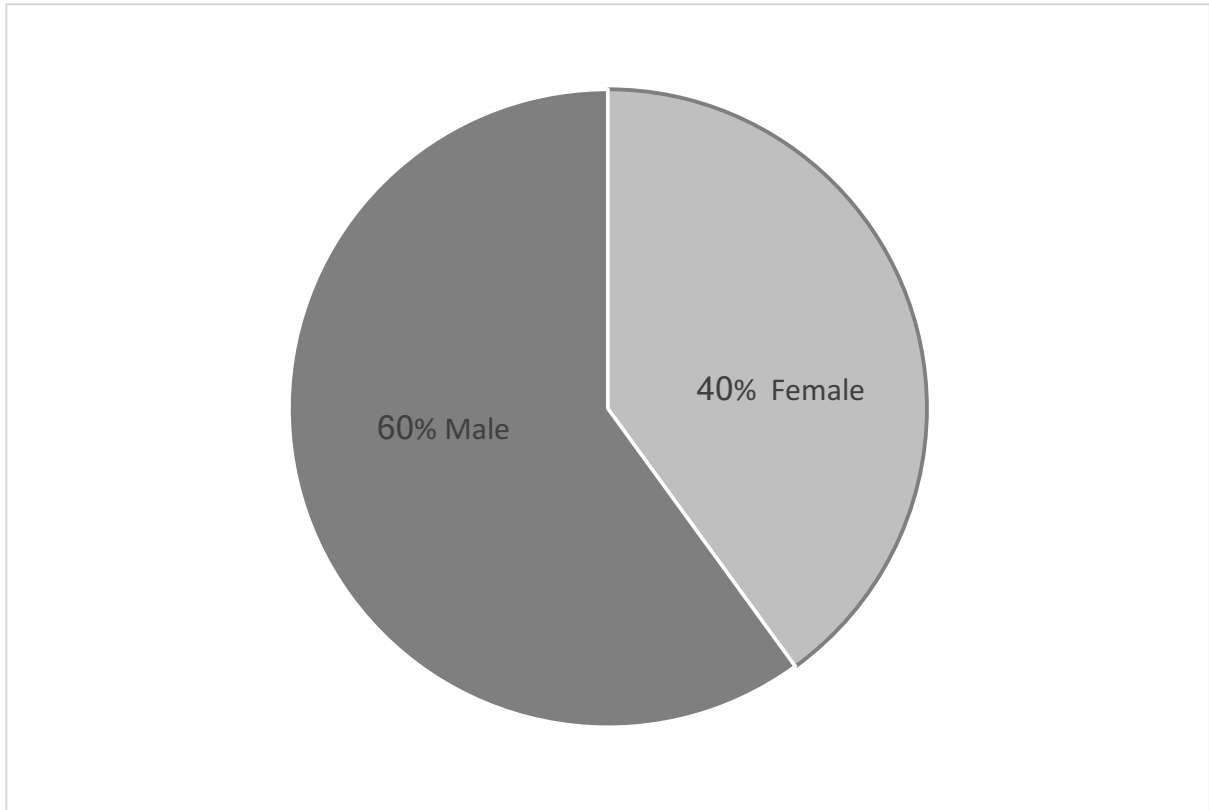
ASC

Complaint in relation to the referral not being dealt with in a timely manner.

Learning: A spreadsheet has been developed for all cases waiting to be allocated. This tool will ensure that deadlines are not missed, and also will help to prioritise cases and check dates when an initial referral is made to the Team. A transfer protocol tool has also been devised which will be used by both social workers and managers when transferring cases from one Team to another Team.

Appendix 4

Equalities data for Corporate Stage 1 Complaints – January to March 2017

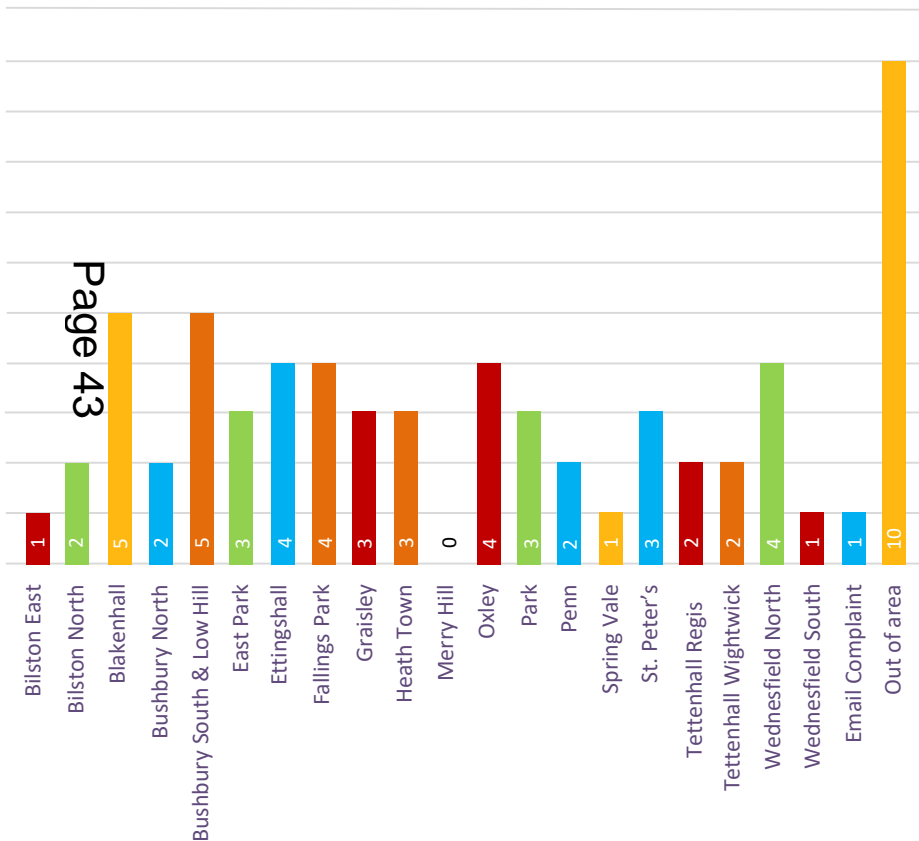


Q4

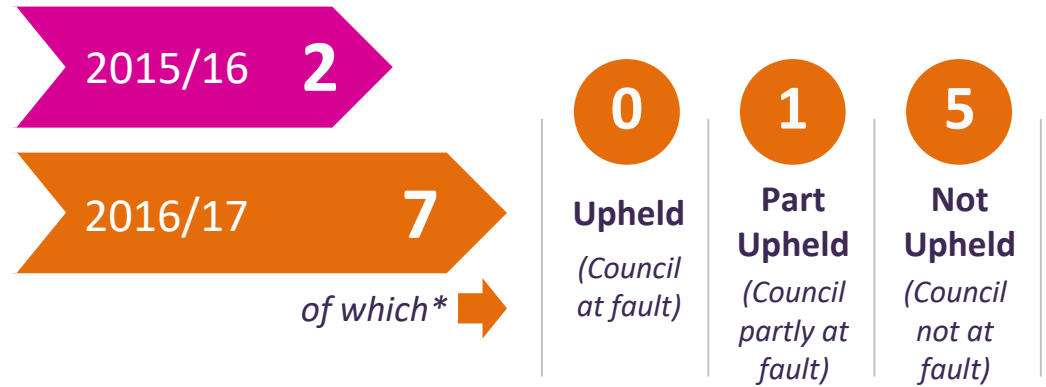
Stage 2 - Corporate Customer Feedback, LGO Enquiries & Ward Data

Appendix 5: Quarter 4 (January – March 2017)

Complaints Received by Ward

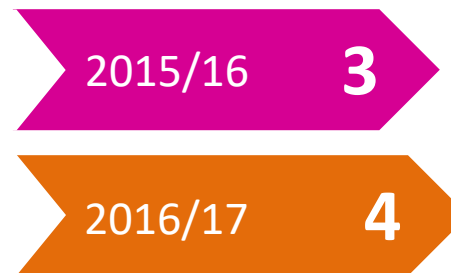


Stage 2 Complaints Comparison for Quarter 4



*One case still currently under investigation

LGO/Housing Ombudsman Enquiries for Quarter 4



Figures increased for 2016/17 Q4 compared to 2015/16 Q4 – Customer Feedback team has also received 12 initial LGO/HO assessment enquiries for Q4.

Q4

Stage 1 Corporate Customer Feedback

Appendix 6: Quarter 4 (January – March 2017)

Complaints Received



Page 44

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



Issues have been identified from 15 upheld complaints and have been addressed; remedies have been provided to the customers by apologising and informing them of the improvements that have been made.

Complaints where the Council is not at fault



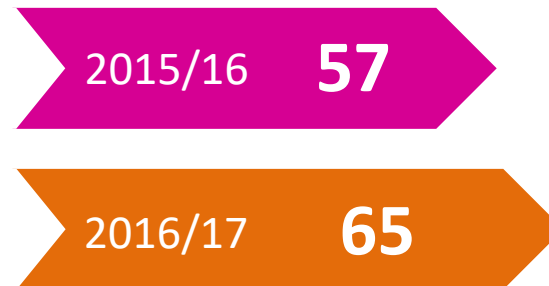
Response Timescales



Average Complaint Response Time



Stage 1 Complaints Comparison for Quarter 4



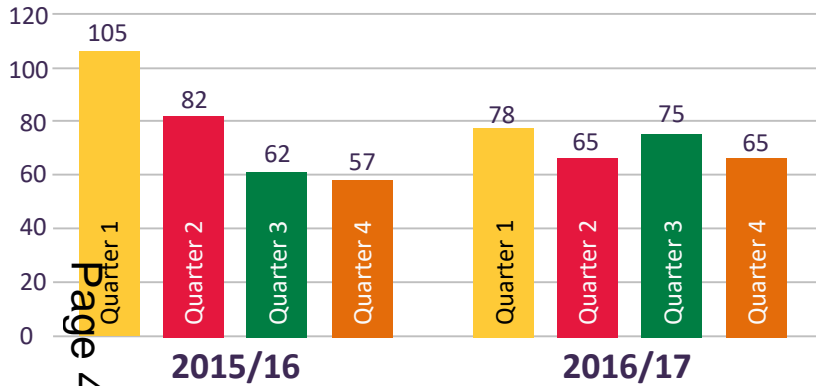
Complaints Increased by



Increase of 8 complaints compared to 2015/16

Appendix 6: Quarter 4 (January – March 2017)

Stage 1 Complaints Comparison Breakdown by Quarter

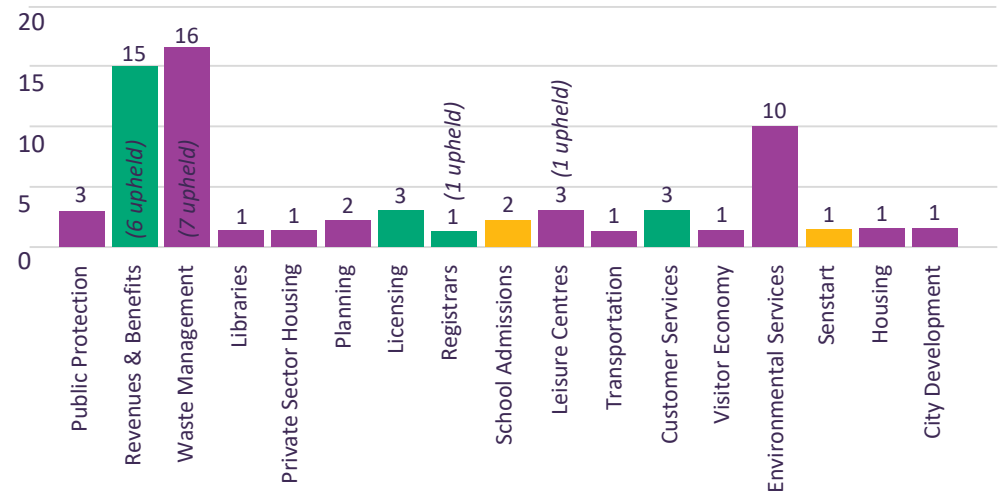


Stage 1 Complaints Breakdown by Directorate



Stage 1 Complaints Received Breakdown by Service Area

Complaints were not upheld unless otherwise indicated.



Compliments Received

103

Appendix 7
Complaint Ward Equalities Data – Stage 1 Corporate Complaints
Quarter 4 – January to March 2017

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

Ward	Number of complaints received	Complaint upheld	Equalities Data	Nature of complaint
Bilston East	1	Yes	G= M E= British D= No A=	Complaint regarding service received from refuse collection
Bilston North	2	Yes	G= F E= White/British D= No A=	Complaint regarding non collection of bulky waste items on scheduled date
		No	G=M E= D= A=	Complaint regarding trees located outside property
Blakenhall	5	No	G= F E= D=No A=	Complaint regarding charges incurred for CT being overdue
		No	G= F E=Asian/Indian D=No A=	Complaint regarding refuse collection
		Yes	G= M E= D= A=	Complaint in relation to his Debt Relief Order not being processed
		No	G= M E= D= A=	Complaint regarding increase in council tax rates and council tax payments

		No	G= M E= D= A=	Complaint regarding officer conduct for planning officer
Bushbury North	2	No	G= F E= D= A=	Complaint regarding tree encroachment
		No	G= M E= D= A=	Complaint regarding encroachment of oak trees
Bushbury South and Low Hill	5	Yes	G= F E=Black/Caribbean D=No A=25-44	Complaint regarding refuse bins being presented
		No	G= F E= D= A=	Complaint regarding officer conduct of enforcement officer
		No	G= M E= D= A=45-PA	Complaint regarding council tax payments
		No	G= M E= White/British D=No A=25-44	Complaint regarding non collection of bin due to being blown over in severe weather
		Yes	G= F E= D= A=	Complaint regarding council tax rebate
East Park	3	No	G= F E= D= A=75+	Complaint regarding refuse policy
		No	G= F E= D= A=	Complaint regarding lack of maintenance of trees and shrubs and damage to fences
		Yes	G= F E= D= A=	Complaint regarding lack of response from CT and liability order

Ettingshall	4	No	G= F E= D= A=	Complaint regarding lack of response from school admissions team
		Yes	G= M E= D= A=	Complaint regarding unpaid council tax
		No	G= M E=Asian/Indian D=No A=25-44	Complaint regarding processes and procedures for regeneration team
		No	G= M E= D= A=	Complaint regarding Community Centre Hub
Fallings Park	4	No	G= M E=White/British D=No A=25-44	Complaint regarding recycling bin not being emptied on two occasions
		No	G= M E= D= A=	Complaint regarding pruning of trees
		No	G= M E=White/British D=Yes A=45-PA	Complaint regarding waste policy for green bin
		No	G= M E= D= A=	Complaint regarding debris over grave
Graiseley	3	No	G= M E= D= A=	Complaint regarding steam room breaking down on a regular basis
		No	G= M E=White/British D=Yes A=45-PA	Complaint regarding HB claim being terminated
		No	G= M E= D= A=	Complaint regarding process and procedures in homeless team

Heath Town	3	Yes	G= F E= D= A=	Complaint regarding non collection of xmas tree
		No	G= M E= D= A=	Complaint regarding advice provided in relation to road markings
		No	G= M E= D= A=	Complaint regarding delays in response from Licensing
Merry Hill	0			
Oxley	4	Yes	G= F E= D= A=	Complaint regarding officer conduct and blocked toilets
		Yes	G= M E= D= A=	Complaint regarding refuse collection and lack of response
		No	G= M E= D= A=	Complaint regarding mishandling of claim for HB
		No	G= M E= D= A=	Complaint regarding emptying of recycling bins due to contamination
Park	3	Yes	G= F E=White/British D=No A=45-PA	Complaint regarding failure emptying of wheelie bins on numerous occasions
		No	G= M E= D= A=	Complaint regarding outcome of affordable warmth grant

		No	G= M E=Asian/Pakistani D=No A=25-44	Complaint regarding call wait times for CT
Penn	2	No	G= F E= D= A=	Complaint regarding service received
		Yes	G= F E= D= A=	Complaint regarding bin contamination in recycling bin and officer conduct
Spring Vale	1	No	G= F E= White/British D=No A=45-PA	Complaint regarding refuse policy and location of refuse site
St Peter's	3	Yes	G= F E= D= A=	Complaint regarding officer conduct of benefits assessor
		Yes	G= M E= D= A=	Complaint in relation to business rates
		No	G= M E= D= A=	Complaint regarding application for HB
Tettenhall Regis	2	No	G= F E= D= A=	Complaint regarding the conduct and attitude of the member of staff, and also not addressing her concerns
		Yes	G= M E= D= A=	Complaint regarding registrars staff conduct and attitude
Tettenhall Wightwick	2	No	G= F E= D= A=	Complaint regarding bin contamination and lack of clarity regarding refuse items

		No	G= F E= White/British D=No A=45-PA	Complaint regarding cemetery closing early
Wednesfield North	4	No	G= F E= D= A=	Complaint regarding housing benefit providing conflicting advice
		No	G= F E= D= A=	Complaint regarding HB claim
		No	G= M E=White/British D=No A=45-PA	Complaint regarding conditions at recreational site
		No	G= M E= D= A=	Complaint regarding delays with responding to fly tipping enquiry - ownership of land
Wednesfield South	1	No	G= M E= D= A=	Complaint regarding refuse collection and costs incurred re: own disposal of rubbish
Email Complaint	1	No	G= F E= D= A=	Complaint regarding conduct of officer for council tax enquiry
Outside Area	10	No	G= M E= D= A=	Complaint in relation to service received by Parking Services
		No	G= M E= D= A=	Complaint regarding officer conduct and incident at leisure centre
		No	G= F E= D= A=	Complaint regarding parking at Civic Centre

		No	G= F E= D= A=	Complaint regarding council tax payments by tenants/landlord
		No	G= M E= D= A=	Complaint regarding school admissions team
		No	G= M E= D= A=	Complaint regarding delays in payment of invoice
		No	G= M E= D= A=	Complaint in relation to delays in responding
		No	G=M E= D= A=	Complaint regarding processes and procedures for enforcement team
		No	G= M E= D= A=	Complaint regarding parking officer's conduct
		No	G= M E= D= A=	Complaint regarding lack of response/delays in responding
Total	65	15		

Appendix 8

Compliment Data for April 2016 to March 2017

Quarter 4 – Compliment Data

Directorate/Team	Nature of Compliment
People	
Adult Social Care	
Adult Community Team East	Without the support of the social workers looking after my husband would be nigh impossible. I cannot stress enough just how wonderful their support and advice has been. Nothing seems too much trouble for them and I have found I can rely on them utterly when needed.
Bradley Resource Centre	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
	Staff informed of compliment
Disabilities Team (Neville Garrett Centre)	I would like to thank and compliment IF and BP on a very interesting and informative presentation when they visited the Centre. Most of our members, and some of our volunteers, have sight and/or hearing problems and they were all very impressed and grateful for the demonstration of the various aids and the advice given. This is a very valuable service and it was presented in a sensitive and personal way.
Ernest Bold	Many, many thanks for taking care of my son and bringing him home. It has been a difficult end to the year here, so you helping us by caring for our son and understanding the situation has been a great help.
HARP	Good service with good help.
	I was very lucky to have very kind and understanding ladies to deal with me.
	All the staff were very polite and caring and because of that I was soon able to be more independent. Within two weeks I had had my bathroom converted into a walk in shower and raised toilet which made it much better for me to keep myself clean. I can't praise these carers highly enough - they do a grand job. Thank you for allowing me to use this service, it

	has been invaluable.
	I have been very pleased with the Harp Team and they have been helpful and of a pleasant disposition. I wish to thank them for reassuring me over some items. Thank you all so much.
	Pleased with all staff and service received.
	The carers that came to our home were very good at their job and very helpful. I was pleased that they were there to help me to get better.
Health and Social Care	Verbal compliment and chocolate given to Social Worker following an assessment in the home.
	Compliment received via email to Social Worker; thanking her for all her hard work and pursuing all channels.
	Card and small gift received from daughter thanking for all the help Social Worker had given. She also sent a letter to SM praising the Social Worker.
	Mr S... wanted to thank all staff for their loving and professional attitude, but also to thank the social worker for her help and comprehensive assessment report.
	Daughter came to reception window and passed on praises to social worker saying she had done a fantastic job and had gone above and beyond in the help she has given her and her family.
	Thank you card sent to social worker to thank her for the support and life line given to her mom.
	Thank you card received to social worker thanking her for her support, help and patience. It was hugely appreciated.
	Thank you card and flowers sent to Social Worker thanking her for all the support she gave the family when transferring their mum into care home. Words on card "It's nice to know we have caring professional people like you working in social services. You are our Guardian Angel".
	Thank you card received from family to social worker for getting D's flat fit for her and getting her into respite care.
	Flowers given to BJ from family thanking her for all the support she had given them.
Mental Health Outreach Team	Complimented both Outreach Team and Social Worker on the way in which her cousin was supported to move into alternative accommodation from a Nursing Home.
	Email sent to staff member to thank her for her support and acknowledgement.

	Email sent to thank staff for the positivity and support received.
Support Plus	Verbal compliment received on the care and support received via staff at A41.
Therapy Service	An outstanding service has been received by the Community Occupational Therapists and Independent Living Service.
Children and Young People	
Adoption Team	A big thank you for all your hard work and support. We wanted to let you know how grateful we are to be chosen to be parents to R...
	Very pleased with LJB. Told SW verbally to pass on compliments.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Very pleased with LJB.
	Emailed thanking D... for all his hard work.
	Sent a card thanking her for all her hard work.
	Compliment for social worker about his support through adoption and help with sorting out Nursery place.
	Social Care worker spoke to LB and she spoke highly of the support received from him
	Email to say how pleased they are with the support from the social worker during the adoption process.
COPE	JM, Foster Carer for CR, wanted to thank and show how much she appreciated the help AF gave in getting CG for secondary school after they had put a requires improvement school down initially. Both Foster Carer and young person were extremely happy with the allocated school and AF's support in securing it.
Early Help (0-18yrs)	On behalf of the Head Teacher, I would like to thank one of your members of staff. Yesterday, we had a particularly difficult situation arise at school which resulted in the police attending. Luckily, before relevant parents could arrive at school, we were informed about the potentially volatile situation and this allowed us to be prepared. The member of staff has been working closely with the family and quickly arrived at school to support us with the situation. Her contribution was invaluable and she handled the parents with total professionalism. The school was placed in a difficult situation, but with her advice we were able to resolve it quickly. The Head Teacher is

	<p>very grateful. We are looking forward to working with her a lot more in the future. She is an asset to the role.</p>
LAC	<p>I undertook a visit to DJ yesterday, he has S... and SG in placement and the social worker joined about an hour into my visit that I was undertaking on duty. It was evident that she has a really positive relationship with the children and they interacted so well with each other - and the girls were really pleased to see her. It was just so refreshing to see.</p>
	<p>There has been a significant improvement in the reports and Pathway plans to reviews. I have been really impressed with the quality of plans and attention to detail. Reports have been received in advance of reviews and the authorisation comments have been specific to each young person.</p>
LAC Team 1	<p>In reading the panel members feedback forms over the year, FD's name came up several times for his; 1) Knowledge of the case. 2) Work he has undertaken with the children. 3) The relationship he appears to sustain with the children and their carers. 4) His ability to present the cases to panel and his open and honest approach.</p>
	<p>Just a quick email to say that I visited two of M...’s children, who are a part of the CICC, and they said that they are enjoying it so far and that they thought you were really nice and helpful.</p>
	<p>In recognition of N...’s report and care plan to the children’s review. I want to further recognise N...’s child centred approach to her work which I observed at the review, both children told me how much they like their new social worker, praise was also given by the foster carers. N... has moved this case from 18 months of amber rags to green – she has engaged the children in direct work regarding family contact and life journey work; managed complex contact arrangements by liaising with family, two sets of foster carers and other social workers. N... completed an assessment in relation to family contact which recommended a reduction; this report was evidenced based, child focused yet sensitive to parents’ position too – this piece of work is to be commended.</p>
	<p>In recognition of N...’s report and care plan to C’s review - timely, relevant and child centred. C... shared with me how much she likes N... because she gets things done and listens to her. N... is skilled at communicating with children and this was evident in today’s meeting. Foster carer reported that N... has developed a great relationship with C..., further that</p>

	they have felt supported during this review period.
	Well done WJ as I am aware you have only had the case a short while (approx. 6 months) and you have been really proactive in completing the outstanding tasks and achieving the best outcome for this child. Thanks for all your hard work. And this is a good example of progressing a child's plan in a timely manner once a case has been allocated.
LAC Team 2	At the end of the POT meeting I commended the worker for the presentation he did in relation to assessment and investigation process connected to these two children. POT meeting was in relation to one of the children being physically hurt by a person in a Position of Trust. The worker came in prepared, he knew his case well and presented his services information with confidence and was concise ie that the information was relevant and appropriate to the discussion that was taking place. The worker understood the needs of these children and showed passion and conviction in ensuring the meeting heard the children's story. In fact he did such a good job the experienced Police had little to add to the information conveyed in respect of the investigation and the risk analysis made by the worker. In my summary and concluding in the POT meeting, the worker had no difficulty in adding and expanding on points; he had no problems agreeing or disagreeing with points and added points to my risk analysis of the situation. The worker presented as someone who is enthusiastic and eager to progress matters especially for the children; It has been a long time since the meeting had seen a social worker so animated about what he does and how children/families respond to him.
	At the end of the POT meeting I commended A... for the presentation he did in relation to assessment and investigation process connected to these two children.POT meeting was in relation to one of the children being physically hurt by a person in a Position of Trust. AR came in prepared, he knew his case well and presented his service's information with confidence and was concise ie that the information was relevant and appropriate to the discussion that was taking place.AR understood the needs of these children and showed passion and conviction in ensuring the meeting heard the children's story. In fact he did such a good job the experienced Police had little to add to the information conveyed in respect of the investigation and the risk analysis made by AR. In my summary and concluding in the POT meeting -

	AR had no difficulty in adding and expanding on points; he had no problems agreeing or disagreeing with points and added points to my risk analysis of the situation. AR presented as someone who is enthusiastic and eager to progress matters especially for the children; It has been a long time since the meeting had seen a social worker so animated about what he does and how children/families respond to him. Keep up the good work and don't lose the fire in your belly in relation to the career you have chosen to pursue.
LAC Team 3	Foster mother wished to pass on her compliments in relation to the social worker who was responsive and efficient.
	During the Review, PB stated that "he and MB have received excellent support from yourself; that you always listen and make time for them and J... and will always go the extra mile to help."
	Please give excellent feedback to K... from the excellent Care Planning workshop that I attended today. This was well structured and paced to give good examples of Care Planning to guide practitioners.
	Compliment in relation to presentation at Fostering Panel in terms of linking and matching two children to their carers on a long term basis.
Leaving Care/Transitions Team 1	Just wanted to say how helpful KM was in a case I'm working on. I am the social worker for a young father who was previously looked after by Wolverhampton LA. If KM hadn't supported me to identify his history I would have, in all honesty, been struggling to find the previous history for the family. KM was really good, so wanted to let you know.
	Thanks for all your help and support. I don't know what I'd do without you sometimes.
	In recognition of LM's practice re RO. LM, your report was really good and made the running of the review very straight forward. RO has a good understanding of his plan despite his reluctance to express his views at the meeting - well done!
	Thank you so much for your help/support with JD.
	M... is a fantastic worker and I can only go on the CSE work experience with her, but the outcomes of her work is brilliant.
Safeguarding	Thank you for all you have done for me for the past 17 years. You have done such an amazing job and i cannot thank you enough. Not only have you been just my IRO, you have been the best IRO I could ever

		have. You have made my life in the care system quite good (I guess); so thank you.
Social Work Unit 4		LW has hung on to JL, for continuity, whilst being a Senior Social Work Unit Manager, with all the responsibility that entails. She's just got a Placement Order for JL under difficult circumstances. However, LW has demonstrated great courage and tenacity. I have huge admiration for the way that LW has conducted herself.
Wolverhampton Centre	Contact	Very welcoming Centre - comfortable and well stocked with toys and children.
		The staff are brilliant and give really good advice.
		Centre very friendly and welcoming. Everything in contact room amazing. Staff very helpful with my child.
		Felt very comfortable. Staff always polite and helpful.
		Centre staff very welcoming. I was made to feel at ease in a comfortable environment.
		Find Contact Centre very welcoming. Supervisor really creative and fun to have alongside the children and myself.
		PAMS Assessor working at Centre complimented us as "one of the best Contact Centres she had been in. Staff very friendly/accommodating and welcoming.
		Staff fantastic - always suggesting new things for us to do during contact.
		Card given to contact workers from carer at child's final contact "Thank you for your love and care of C... - thank you for speaking up for him".
		Found Centre staff welcoming; especially the receptionist. Feel welcome coming here. Contact Worker always suggesting brilliant ideas.
		Stated our contact worker was extremely helpful/excellent in guiding parent bathing his child for the first time - reassuring, professional and supportive.
		Found Centre's records very detailed, understandable and consistently on time. Strict professionalism - interactive nature. Prompt responses and relative information given from Centre staff.
		Centre staff always welcoming and got a smile. My supervisor has given me suggestions for activities and is also a very nice lady - always welcoming.

Appendix 8

Corporate Compliments Data – Quarter 4

January to March 2017

Place Directorate	
Team	Number
Bereavement Services	22
Parks	1
Street Cleansing	7
Arbor Team	2
Leisure Centres	10
Public Protection	2
Waste Management	7
Housing	20
Planning	17
Visitor Economy	1
Grounds Maintenance	1
Total	90
Corporate Directorate	
Finance	1
Customer Services	5
Registrars	4
Keepers	1
Cllrs	1
Total	12
Education Directorate	
Education Planning and Resources	1
Total	1

Scrutiny Board

5 September 2017

Report title	Implementation of the Early Years Strategy	
Cabinet member with lead responsibility	Councillor Val Gibson Cabinet Member for Children and Young People	
Corporate Plan outcome	People and communities achieve their full potential	
Wards affected	All wards	
Accountable Director	Emma Bennett, Service Director, Children and Young People	
Originating service	Early Intervention	
Accountable employee	Andrew Wolverson Tel Email	Head of Service, Early Intervention Tel: 01902 551272 andrew.wolverson@wolverhampton.gov.uk
Report to be/has been considered by	People Leadership Team Strategic Executive Board	14 August 2017 22 August 2017

Recommendation(s) for action or decision:

The Board is recommended to:

1. Review and comment on the action plans and their ability to meet the objectives set out in the Early Years Strategy.

Recommendations for noting:

The Board is asked to note:

1. The progress made since the launch of the strategy in April 2017.
2. The continued improvement in outcomes at the end of reception.

1.0 Purpose

- 1.1 The purpose of this report is to inform Scrutiny Board members of the progress made to date in respect of the Early Years Strategy. The report also sets out the action plans that have been devised to support the achievement of the aims set out within the strategy and seeks comment from Board members on their ability to secure the desired outcomes.

2.0 Background

- 2.1 Outcomes for children at the age of five years (reception) in 2015 were significantly lower in Wolverhampton than regional and statistical neighbours. Whilst a lot of work, aimed at children under five, has happened in Wolverhampton it has been carried out in response to various initiatives and government priorities.
- 2.2 In order to accelerate progress and impact in this area it was identified that a strategy was required to set out the vision for the Council's approach to children from conception to age five.
- 2.3 A stakeholder group was established from key agencies to write a draft report which was approved by Cabinet for consultation in November 2016. Following the consultation period, Cabinet agreed the Early Years Strategy on 22 March 2017. The strategy was formally launched in April 2017.
- 2.4 Four work streams aligned to the key areas of the strategy; good maternal health; parental engagement; high quality education and workforce development, have met to develop detailed action plans and begin work to progress these.

3.0 Good Maternal Health

- 3.1 This theme focuses on ensuring there is a consistent approach to the delivery of health services for families with a clear pathway from conception to age five, in line with the Healthy Child Programme outlining what families can expect from professional services. This will be achieved through good partnership working that ensures specialist services, such as mental health and drug and alcohol services, receive referrals at the earliest possible point to help parents develop and sustain a strong bond with their child. The achievement of successful outcomes because of early intervention will support parents across the City.
- 3.2 Appendix 1 sets out the detailed action plan for this theme. Significant progress has been made in this area including the development of links with the Black Country Perinatal Mental Health provision and Maternity Services. This has opened access to specialist support that was previously not available to families in Wolverhampton and supports the aim of having a suite of multi-agency services to support expectant/new mothers at the earliest point, especially those who may present with early signs of low mood or historical mental health issues.
- 3.3 The Early Intervention Service is currently developing a parenting programme with the core elements focusing on early attachment/bonding, relationships and communication.

This will enable parents to understand and support their child's developmental needs and their role in this. Development of the programme is being carried out in conjunction with internal and external stakeholders including parents with the aim of commencing the programme in April 2018.

- 3.4 Work has commenced with Public Health to explore how provision delivered through Healthy Minds can be best delivered to offer a more localised, responsive package of support. This responds to feedback from the consultation on the strategy that the service offered currently was not personalised.

4.0 Parental Engagement

- 4.1 The focus for this theme is on developing the provision of universal services for families in order to support parental engagement. Parents will be supported to develop good parenting skills to enable them to help their child achieve their full potential. This meets the key strategic priorities, by developing a clear pathway for parents and professionals that promotes an understanding of child development and improves readiness for school.
- 4.2 The action plan set out in Appendix 2 outlines the work to be undertaken to achieve the aims set out above. Progress to date within this theme includes the development of structured, targeted family learning sessions enabling parents to support their child's learning. These sessions support the aim of empowering families to become their child's first educator, understanding the key role they play in their child's development and are developed in response to the outcomes data for each locality. Outcomes for individual targeted children within these sessions will be collated using an Early Years developmental tool.
- 4.3 The Parent Champion Programme has provided significant impact in increasing the take up of Early Education Funded places across the City, in conjunction with Universal Services practitioners. The programme has recruited 27 parents within the year who have had contact with 184 families across the City.

Take up of Nursery Education		
	2 year nursery education	3 and 4 year nursery education
Wolverhampton	77%	93%
National	68%	95%

- 4.4 The achievements set out in the table above supports the aim within the strategy of improving outcomes through access to high quality Early Education Places for 2,3 and 4 year olds.

5.0 High Quality Education

- 5.1 Ensuring all children in the City have access to high quality pre-school experience and education is the focus for this theme which will enhance and improve their Primary and Secondary Education.
- 5.2 Progress to date against the action plan (Appendix 3) celebrates the percentage increase in good levels of development at foundation stage across the City for this academic year.

Preliminary data is showing an increase of 3.1% of children attaining a good level of development doubling the percentage increase (1.5%) achieved in 2016. This data also shows that the increase within Wolverhampton is above that nationally and regionally achieving the Council's aim of accelerating progress for children in the City.

- 5.3 One of the issues identified within the strategy was the transition of children from one setting to another and in particular the passporting of information relating to the child's development. A 'learning passport' has been developed which will support children's continuous learning as they progress throughout and beyond the Early Years Foundation stage.
- 5.4 Further development work has also taken place to implement a system for capturing data at key points within the child's journey. This will strengthen the tracking of cohorts of children enabling the monitoring of progress and ensuring all children, including those deemed to be at a disadvantage, are fully supported and reaching their academic potential.
- 5.5 One of the key areas of discussion during the development of the strategy was the definition of school readiness. To support the agreed definition within the strategy, a more detailed checklist has been developed (Appendix 4) to support parents and practitioners in understanding what makes a child 'school ready'. The draft checklist will be consulted upon during the Autumn term.

6.0 Workforce Development

- 6.1 This theme focuses on challenging and supporting schools and childcare providers to deliver the best education for children and young people through developing a highly skilled Early Years workforce with strong and effective leadership and management. This meets the key strategic priorities, by establishing Early Years forums with a clear programme for improving outcomes. Also to establish a robust transition protocol and to ensure the workforce support effective transitions between settings.
- 6.2 A detailed action plan for this theme is set out in Appendix 5. Progress to date within this theme includes the development of strong links with the University of Wolverhampton Early Years Board. This enables the council to influence and enhance the training and placement opportunities available for the Early Years workforce. Having well trained Early Years graduates ensures stability and quality within the workforce and impacts on the quality of education available to children.
- 6.3 A co-ordinated training programme, provided by a range of stakeholders, is near completion which will focus on strengthening practice within leadership and management across the early sector and supports the aim of children accessing high quality learning environments.
- 6.4 In order to drive sector led improvement, the development of Early Years forums was set out within the strategy. Agreement has been secured for these forums to commence in the Autumn term led by the outstanding nursery schools within the City. The forums will provide improved partnership working between childcare settings, maintained nursery classes and our good and outstanding nursery schools and enable leaders and

managers to enhance their professional knowledge and build locality networks to support children's transitions in to school as outlined in the strategy.

7.0 Financial implications

7.1 There are no financial implications arising directly from this report. All spend is contained within existing approved budgets.

[JF/08082017/R]

8.0 Legal implications

8.1 There are no legal implications arising from this report.

[TS/21082017/Q]

9.0 Equalities implications

9.1 Ensuring that every child gets the best start in life has been a key aspiration outlined within Early Years policy for the past ten years. The proposals set out within this report seek to ensure that no child, regardless of background, is disadvantaged in the educational outcomes they can secure.

9.2 Impact of the strategy on ensuring no child is left behind, irrespective of circumstance, will be measured through action plans which will consider all equalities implications and reported through the Strengthening Families Board to Children's Trust Board.

10.0 Environmental implications

10.1 There are no environmental implications arising from this report.

11.0 Human resources implications

11.1 There are human resource environmental implications arising from this report.

12.0 Risk implications

12.1 The risk of children not receiving the best start in life will impact on their long term outcomes and their ability to contribute to the labour market being developed in the local area later in life.

13.0 Corporate landlord implications

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

14.0 Schedule of background papers

- 14.1 Improving Outcomes in the Early Years, Cabinet, 30 November 2016
- Improving Outcomes in the Early Years, C&YP Scrutiny Panel, 8 February 2017
- Improving Outcomes in the Early Years, Health and Well-being board, 15 February 2017
- Improving Outcomes in the Early Years, Cabinet, 22 March 2017

Appendix 1

Directorate/Service Area:

People – Early Years Strategy – Good Maternal Health

Business Plan Accountable Officer:

Lisa Raghunanan

What?


Who?

Why?

When?


With What?


So What?

Corp. Plan Ref	Action Title	Responsible Officer	Anticipated Outcome/Result	Timescales		Performance Measures	Progress Update (August 2017)	RAG Rating
				Proposed Start Date	Proposed End Date			
<p>Work together to keep children safe and in stable families</p> <p>Achieve positive and sustained change by working with the</p>	<p>A consistent approach in the delivery of Health services for families.</p>	<p>Strengthening Partnership Manager in partnership with...</p> <p>Maternity Services /Health Vising Services/Mental Health Services</p> <p>Strengthening Partnership Manager in</p>	<p>A clear Pathway from conception – 5 outlining what families can expect from professional/ services (Joint approach to service delivery)</p> <p>Expectant mothers are engaged in health/universal services at the earliest point and are clear about what is on offer across the City.</p>	<p>April 2017</p>	<p>April 2018</p>	<p>Increased attendance at Ante-natal classes across the City.</p> <p>Increased attendance to Early Parenting groups.</p> <p>Sustained engagement in Universal services/groups/ Whole family approach to delivery.</p> <p>Evaluations/Ref/Cas e Studies reflect that</p>	<p>Maternity services engaged with and looking into Parent Champions</p>	

<p>Whole Family.</p> <p>Safely prevent family breakdown by supporting children and families</p>		<p>partnership with...</p> <p>Maternity Services /Health Visiting Services/Mental Health Services/Addiction services</p> <p>Voluntary Sector.</p>	<p>Additional needs of the family are assessed and identified at the earliest opportunity and appropriate support put in place</p>			<p>families are receiving the right support at the right time in a more co-ordinated way.</p> <p>Reduction in escalation of ref to SC as a result of the above.</p> <p>Pre- birth assessments are completed at the earliest point if ref to SC. Increased number of EHA by midwifery services where early signs of mental health/low mood are identified/substance misuse.</p> <p>Tracking/Data – swift ref to specialist services where needs are identified.</p> <p>Prevent family breakdown- keep children safe at home.</p>		
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						<p>Mental Health/ Therapeutic /counselling services to be based within the SFH allowing a swifter co-ordinated approach within localities.</p> <p>Parent Champions to be based within localities provide early befriending services.</p>		
<p>Work together to keep children safe and in stable families.</p>	<p>Strengthening Partnership Manager in partnership with...</p> <p>Maternity Services /Health Visiting Services/Mental Health Services</p> <p>Early Years</p>					<p>ALL professionals are share with families' literature which will offer practical tips, build resilience and encourage parents to become the primary educator.</p> <p>Service user feedback.</p> <p>Reduction in the number of re-calls from Health up to 1yr.</p>	<p>Links have been developed with the Black Country Perinatal Mental Health provision and Maternity Services opening up access to much needed support</p>	

						<p>Digital literature is available for parents to access, this can be shared within the home as part of the Agile Working Strat.</p> <p>Track number of hits on WIN</p>		
<p>Ensure families get swift and coordinate access to the right services.</p> <p>09/70</p>	<p>Working closely with partners and specialist services such as mental health, drug and alcohol services ensuring expectant mothers/families are referred at the earliest point for support</p>		<p>An increase in the number of parents/families identified at early help level who may present with signs of low mood or historical mental health issues are supported in pregnancy and beyond through a multi – agency approach</p> <p>To enhance the role of the Parent Champion in supporting, befriending and identification of early signs of isolation, low mood and practical parenting.</p>				<p>Links have been developed with the Black Country Perinatal Mental Health provision and Maternity Services opening up access to much needed support</p>	

<p>Ensure families get swift and coordinate access to the right services</p> <p style="text-align: center;">Page 71</p>	<p>To design information for parents promoting parental engagement from conception to five ensuring children have the best start in life. This will include 10 tips in communication with your unborn and Your Baby Can now hear your voice</p>		<p>Family friendly literature is available and offering a consistent message to support parents in early communication, attachment and emotional warmth</p> <p>Antenatal classes offer a more seamless and attractive Early Parenting programme to expectant parents and beyond including sessions focused on early attachment/ bonding (Talk to your bump programme/ massage)</p> <p>WIN is used as a means to share information with families on activities and events for all services including Health.</p> <p>Parent Champion are utilised to support and signpost parents to universal groups</p>		<p>ALL professionals are share with families' literature which will offer practical tips, build resilience and encourage parents to become the primary educator.</p> <p>Service user feedback.</p> <p>Reduction in the number of re-calls from Health up to 1yr.</p> <p>Digital literature is available for parents to access, this can be shared within the home as part of the Agile Working Strat.</p> <p>Track number of hits on WIN</p>	<p>Top 10 tips have been developed and will be published by October 2017</p> <p>Bookstart continues to increase in terms of usage especially with the baby pack.</p> <p>Library services fully support and engage well</p>	
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			across the City and promote the use of Book Start.					
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RAG Rating:

Off Track



In Progress



Completed



Appendix 2

Directorate/Service Area:

People – Early Years Strategy – Parental Engagement

Business Plan Accountable Officer:

Jenny Ward

What?


Who?


Why?


When?

With What?

So What?

Corp. Plan Ref	Action Title	Responsible Officer	Anticipated Outcome/Result	Timescales		Performance Measures	Progress Update (August 2017)	RAG Rating
				Proposed Start Date	Proposed End Date			
Strengthening families where children are at risk	Provide advice and guidance enabling families to develop good parenting skills and opportunities to increase confidence in becoming their child's first educator	Universal Services Manager	Groups delivered for families across the city provide key information that supports parents to understand child development and keeping their child safe A range of child development resources to support families in understanding their child will be available in a range of formats Wolverhampton Information Network is	April 2017	August 17	Early Years Foundation Stage measure for attainment % of parents attending groups and services % increase in Good Level of Development across all areas of learning	Monitor trends of information given to parents through home learning to support their parenting skills To monitor attendance of groups and review potential demand in localities Data from school improvement team Monitor reasons for referral through EIS	

			<p>current, well supported and accessible enabling parent to make informed choices</p> <p>An increase in the number of families accessing Bookstart resources</p> <p>Parents will be able to support their child's learning throughout the year ensuring children do not regress over long periods away from nursery</p>				Data from social care team	
Strengthening families where children are at risk	Ensure parents understand early education funding and the benefits this has for the child	Universal Services Manager	<p>Clear information will be available to parents on their child's entitlement and how they can access it. This will be through information online, marketing materials and parent champions</p> <p>Guidance will be developed for parents which will outline the benefits of sending your child to an OfSTED rated setting that is good or better</p>	April 2017	<p>Apr 2018</p> <p>April 2018</p>	<p>% increase in take up of all elements of Early Education Funding</p> <p>% Good Level of Development gained</p> <p>Sufficient places available in localities matched to demand</p>	<p>Use of DWP data for mail out, door knocking and outreach</p> <p>Number of referrals on SharePoint/ Early Intervention System</p> <p>Termly headcount information on take up of all elements of Early Education Funding</p> <p>Childcare Sufficiency Assessment</p> <p>Annual Early Years census data DfE benchmarking</p>	

<p>People and communities achieve their full potential</p> <p style="text-align: center;">Page 75</p>	<p>A network of Parent Champions and Ambassadors will support families to increase their confidence in engaging with services</p>	<p>Universal Services Manager</p> <p>Parent Champion Coordinator</p>	<p>An increase in the number of parent champions supporting families across the city</p> <p>Recruitment of parent champions with a wider range of interests and skills in order to promote universal services and support parents in making informed choices</p> <p>An increase in the number of parents accessing Early Education Funding following engagement with parent champions</p>	<p>April 2017</p>	<p>August 2017</p> <p>Dec 2017</p> <p>July 2018</p>	<p>% increase of number of contacts with families to promote services</p> <p>Monitoring hits on WIN and understanding what's working well</p> <p>% increase in take up of places</p> <p>% take up across good or above</p> <p>% take up of targeted groups within school holidays</p>	<p>27 parent champions to date with 221 engaged parents receiving information and guidance regarding work, education and childcare</p> <p>Data reports for WIN usage available and monitored</p> <p>Take up of Tft at 77%</p>	
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RAG Rating:

Off Track



In Progress



Completed



Appendix 3

Directorate/Service Area:

People – Early Years Strategy – High Quality Education

Business Plan Accountable Officer:

Suzanne Dunn

What?


Who?

Why?



When?



With What?


So What?

Corp. Plan Ref	Action Title	Responsible Officer	Anticipated Outcome/Result	Timescales		Performance Measures	Progress Update (August 2017)	RAG Rating
				Proposed Start Date	Proposed End Date			
People and communities achieve their full potential	Development of a clear pathway for professionals that promotes a common understanding of child development and how this may be supported	Suzanne Dunn	Providers are providing accurate and reliable data for tracking children throughout their Early Years Education at 2 years old onwards using standardised paperwork	April 17	August 2017	% improvement in Good Levels of Development more children are at an expected level and the gap has diminished	Preliminary data indicates 3% increase in good levels of development	
		Quality and Access Officers	Practitioners have a sound knowledge of transition, communication and language development personal, social and emotional development including self-		April 2018	% increase year on year using standardised paperwork	Transition passport ready for first run	
		All early years practitioners, health practitioners and parents				% of children expected or exceeded	Bespoke training courses have been	

Page 77			<p>regulation and independence</p> <p>All practitioners baseline children using Early Years Foundation Stage framework in a standardised way.</p> <p>Practitioners understand cohorts of children and their individual needs including socio economic disadvantage</p> <p>To develop standardised materials / resources regarding ages and stages to inform practitioners and parents</p> <p>Schools and providers have professional respect to ensure individual children's learning is not compromised</p>		<p>August 2018</p> <p>August 2018</p> <p>April 2018</p>	<p>increases year on year</p> <p>% increase of good quality assessment that supports transition</p> <p>% of Practitioners are aware of and are provided with the demographics within their cohort and respond accordingly</p>	<p>designed and delivered with a focus on self regulation and independence</p>	
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<p>Strengthening families where children are at risk</p> <p style="text-align: center;">Page 78</p>	<p>Raising awareness and improving understanding of school readiness</p>	<p>Suzanne Dunn</p> <p>Quality and Access Officers</p> <p>All providers of early education and parents</p> <p>School admission services</p>	<p>A shared definition of school readiness is available to parents and they understand the meaning</p> <p>A range of supporting materials for 0 – 5 are accessible for parents and professionals ensuring every child in their early years has the best start</p> <p>Children are meeting the objectives outlined within the school readiness statement</p>	<p>April 17</p>	<p>April 2018</p> <p>April 2018</p>	<p>Diminishing the difference between all disadvantaged children and their peers in EYFSP outcomes</p> <p>% of children achieving or expecting or exceeding increases</p> <p>Overall % of children achieving a good level of development is increasing which includes areas such as toilet training and self-regulation (PSED)</p>	<p>Top 10 tips for parents and school readiness guidance is designed and ready for distribution and use</p> <p>Supporting material for practitioners has been designed and made available to parents and practitioners</p>	
<p>Strengthening families where children are at risk</p>	<p>Continue to improve on identified areas where children are not at an expected level of development in EYFSP outcomes</p>	<p>Parents</p> <p>Early Years & School Improvement Team</p> <p>Health colleagues</p>	<p>Practitioners understand cohorts of children and their individual needs such as SEND and including socio economic disadvantage</p> <p>A range of programmes supporting communication, language and PSED</p>	<p>April 17</p>	<p>August 2017</p>	<p>Early years are responsive to provider needs ensuring % of providers are good or above or striving to achieve this</p> <p>% providers accessing narrowing the gap training</p>	<p>% of good or above has improved. Currently no inadequates and 1 requires improvement setting.</p> <p>Training developed that</p>	

		Childcare providers	development is embedded across Wolverhampton			% children achieving GLD is increasing year on year	looks at cohorts of children	
		Schools across the city						
Page 79	Parents as the child's first educator to feel confident in meeting their own child's needs through professional support	Parent champions/ ambassadors	Increased numbers of parent champions/ ambassadors across the city to support families in meeting the needs of their children	April 17	August 2017	% of contacts between parents and champions	27 parent champions to date with 221 engaged parents receiving information and guidance regarding work, education and childcare	
		Elective Home Education Officer	Parents are aware of programmes, such as REAL or ECAT, are available to them in enabling better support and home learning			% of contacts between parents and Family liaison officers within schools (out of school hours)		
		Universal Service Practitioners	Parents are encouraged to make their own links with parent champions/ ambassadors within settings to support home learning					
		Strengthening Families Hubs	Signposting is effective Identify potential barriers to children achieving a good level of development when assessed at the end of Reception					

	<p>Ensuring all children have access to good quality early education places through early years support</p> <p>More parents apply for Early Years Pupil Premium</p>		<p>All children have access to good early education</p> <p>Early years have a clear support offer and network for providers</p> <p>Children's learning is clearly accelerated</p>	<p>April 17</p>	<p>August 2018</p>	<p>% of good or above providers across the city</p> <p>% of children achieving expected or exceeded increases year on year</p> <p>% increase of children at an expected level of development</p>		
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Appendix 4

To be ready for Nursery

School/setting:

All staff understand children's development and how to track progress.

The enabling environment supports children's emotional well-being.

Learning is delivered in a play based approach which is child-led with practitioner input and extension.

All staff are appropriately qualified.

Staff build strong relationships with children through conversations with family and adhering to a transition process and policy.

Parents/ carers:

Feel that their role and input is valued by all staff.

They know and understand exactly what will happen at nursery.

They feel positive about the provision and able to share sensitive or important information with their child's key worker. They have played with their child encouraging positive social development and thinking. The playful activities which have the most impact are reading and sharing books, going to the library, going on visits, playing with letters and numbers, singing both songs and rhymes, drawing & painting and playing with friends.

Child:

Effectively communicates their needs and ideas.

Can sit to listen to a story in a small group for an appropriate amount of time.

Interacts with other children during play.

Is willing to 'have a go' at new experiences.

Is becoming independent in their self-care.

This report is PUBLIC
[NOT PROTECTIVELY MARKED]

To be ready for Reception

School/setting:

Have and adhere to a comprehensive transition policy.

The staff know about their children by talking to parents and visiting children in their previous setting.

Learning is delivered in a playful approach. There is a balance between teacher-led and child-led teaching.

All staff understand what is needed for a child to attain a GLD.

Staff build strong relationships with children through conversations.

The enabling environment supports the children in independent learning experiences.

Parents/ carers:

Feel that they know and are fully informed about routines and the school day.

They feel positive, confident and comfortable within the school.

They feel able to share sensitive or important information with their child's key worker.

They understand their role as a partner in supporting their child's learning at home.

They attend all settling in and new parent meetings at the school with their child.

Child:

If new to the setting, settles with minimal support.

Can follow age appropriate instructions.

Can successfully build new friendships.

Understand their feelings and emotions.

Take responsibility for their actions and their consequences.

Are motivated to try new experiences.

Are independent in their self-care, but may have help dressing and undressing.

To be ready for Year 1

School/setting:

Have and adhere to a comprehensive transition policy.

The staff know about their children by talking to parents, reception staff and visiting children in their Reception class.

All staff understand what is needed for a child to attain a GLD and how to plan for children who still need support in the prime areas.

Staff build strong relationships with children through conversations.

The enabling environment supports the children to continue independent learning experiences through a mix of play based and structured experiences.

Parents/ carers:

Feel that they know and are fully informed about routines and the school day in Key stage 1.

They know all the staff who will be working with their child.

They feel able to share sensitive or important information with the staff.

They understand their role as a partner in supporting their child's learning at home.

They attend all parent's evenings.

Child:

Listens to, understands instructions, and follows rules and routines.

Can use mathematical language in real contexts.

Can read and write simple sentences.

Understand theirs and other's feelings and emotions.

Have attained a Good Level of Development.

Top ten tips for moving to my new setting.

Tip 1

Transition is regarded as a process not an event. It is not a one-off visit to the new environment in July; ready for starting school in the Summer term.

Tip 2

Practitioners and parents/carers both have a thorough understanding of the importance of the transition process, they should comprehend their role within it.

Tip 3

In order to meet every new child's needs practitioners should build positive caring relationships with parents. Parents must feel like a partner in the process not an inconvenience.

Tip 4

The transition passport to school should celebrate children's successes and be written in a positive manner. This will support children's continuing progress within capturing the journey, early years outcomes.

Tip 5

Planning, communication and flexibility are the key principles to a smooth effective transition- Planning should begin earlier in the year not in just in the Summer term.

Tip 6

Working collaboratively with other professionals will ensure that the diverse range of children's needs are met appropriately. No one professional is more important than another, professionals must treat each other with mutual trust and respect. Professionals include staff from the Speech and Language Team, Members of the Special Needs Early Years Services and staff from the child's previous day-care settings.

Tip 7

Transitions must have a child's social, emotional and educational needs at the heart of everything that is done. Practitioners should handle these needs sensitively.

Tip 8

Children should be consulted as part of this process at a developmentally appropriate level.

Tip 9

Be aware of and support parental need as well as the children, for example, those needing literacy support, those with English as an additional language and those with special educational needs or disabilities; especially when completing forms and sending out information.

Tip 10

Effective transition is an inclusive process which meets the requirements of the EYFS Statutory framework and the guidance from the City of Wolverhampton Early intervention 0-18 team and the school standards team.

How I might be feeling?

Children may experience these three stages as they prepare and go through transition into new situations:

Stage 1: Children may experience sadness, resistance to change leaving them feeling confused overwhelmed and therefore they revert to previous behaviours. These may present themselves as children appearing fussy or whiney, crying easily and for no apparent reason, temper tantrums or re-emergence of old habits e.g. sucking their thumb, twiddling their hair.

Stage 2: Children may feel confused about what will happen next and this will make them more anxious. This is why it is important a child has experienced their new setting and learnt about the rules and routines before they start. Adults should be prepared for their questions and answer these as they arise. It is good practice initially to allow children to bring a familiar item from home or a photo of their family.

Stage 3: Children need support and positive guidance on what is expected of them as well as confirming that they are acting appropriately. Practitioners can help children settle and gain in confidence by making new routines explicit, reviewing expectations and pointing out to children what they are learning.

Be prepared to answer the following questions:

For me:

- Will I see my old friends again?
- Who will be my key person or teacher?
- Where will I eat my lunch?
- Where do I go to the toilet?
- Where do I put my bag and my things?
- Where will I be playing?
- When will I go home? How will I get home?

For my parents/carers:

- Which door do we need to come in through on our first morning?
- Where do we wait in a morning? Or to pick up my child at the end of the day?
- Does my child need a PE kit from day one?
- What do I need to put in a PE kit?
- What is the school uniform?
- Where and what will my child eat for lunch?
- Who will be looking after them at lunchtime? If they are having cooked dinners- will somebody help them to cut up their food?
- Can I stay with them a little bit on their first morning? What about their second morning?

Ready school environments and practices foster and support a smooth transition for all children into primary school this will advance and promote learning for all children

Together, both schools and daycare settings must create continuity and maintain learning expectations and conditions for children. The greater the gap between these 2 means the greater the challenge for the young children.

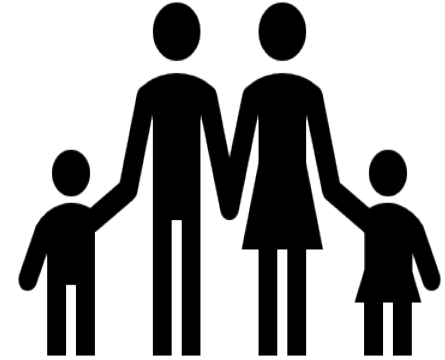
For the purpose of the Early Years Strategy 2017-2021

School readiness is defined as :

Street Address
City, ST ZIP Code

To support parents and practitioners school readiness/ transition materials will be developed with parents and professionals and published.

School Readiness



school Education (EPPE) study concluded that
“What parents do is far more important than who parents are”

Appendix 5

Directorate/Service Area:

People - Early Years Strategy – Workforce Development

Business Plan Accountable Officer:

Lisa Hill

What?


Who?

Why?


When?


With What?

So What?

Corp. Plan Ref	Action Title	Responsible Officer	Anticipated Outcome/Result	Timescales		Performance Measures	Progress Update (August 2017)	RAG Rating
				Proposed Start Date	Proposed End Date			
Work together to keep children safe and in stable families	Strong and effective leadership and management is demonstrated across all provisions	Early Years Service Manager	<p>A robust training offer is available to all early years providers with a strong focus upon CPD to develop good quality leaders and managers</p> <p>Effective use of model environments and Early Years forums will be embedded and will form part of the quality and training offer</p> <p>education partners will be fully engaged and contribute to the development of the training offer</p>	May 2017	<p>May 2021</p> <p>Sept 17</p> <p>May 2018</p> <p>May 2021</p>	<p>% of providers at good or above</p> <p>% of children in disadvantaged areas attaining good level of development</p>	<p>% providers at good or above has increased</p> <p>Qualification audit completed</p> <p>Robust training offer designed and in use</p> <p>Early years forums ready to run in September 17</p>	

			<p>Diminishing the difference between children at expected levels and those that aren't</p> <p>All children have access to high quality learning experiences</p> <p>Providers achieve and maintain a "Good" or above Ofsted judgement</p> <p>Children's transitions are supported effectively through good quality leadership and management</p> <p>Provisions engage with early years regarding quality support, attending forums and sharing learning and practice</p> <p>contributes to the development of good quality early educators that can be recruited and retained, ensuring quality within a setting is not compromised</p>		<p>August 2018</p> <p>May 2020</p> <p>April 2018</p> <p>January 2018</p> <p>May 2019</p>			
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<p>Work together to keep children safe and in stable families</p> <p style="text-align: center;">Page 88</p>	<p>Develop a high-quality workforce</p>	<p>Early Years Service Manager</p>	<p>All practitioners demonstrate a sound knowledge of EYFS through Quality support visits, EY forums and sharing good practice</p> <p>High quality learning environments are available to all early years children</p> <p>Practitioners/teachers demonstrate an in-depth knowledge of child development and how to support families through home learning</p> <p>A nurturing/ restorative approach for newly qualified Early years practitioners is embedded within settings in collaboration with early years services through strong links to FE providers</p> <p>Core guidance for settings who offer student placements ensuring students are supported and develop into quality practitioners with a scope for leadership</p>	<p>May 2017</p>	<p>May 2019</p> <p>August 2018</p> <p>May 2019</p> <p>May 2018</p> <p>May 2018</p>	<p>% of children not emerging reduces year on year</p> <p>% increase of Good or above</p>	<p>Regular reviewing of children's profiles with an understanding of disadvantage and where to seek appropriate support from other services</p> <p>Practitioners to contribute to the improvement of provision acknowledging their own continuous professional development</p> <p>% of settings being accredited to take students</p> <p>Strong links with Wolverhampton University in place</p> <p>Place on education advisory board</p>	
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							for education degrees	
Work together to keep children safe and in stable families	Development of the workforce in relation to special educational needs	Early Years Service Manager SNEYS team	<p>All settings are inclusive and can identify individual needs of children</p> <p>Inclusion fund is spent effectively and meets the needs of individual children and contributes to developing a good quality setting overall</p> <p>Providing high quality learning environments that meet the individual needs of identified children</p> <p>Providers of early education are able to offer a strong local offer with support from SNEYS and Early Years</p> <p>SEND Children's needs are identified through the graduated approach</p> <p>A consistent approach across the City in meeting</p>	May 2017	<p>May 2019</p> <p>April 2018</p> <p>August 2018</p> <p>August 2018</p> <p>August 2018</p> <p>August 2018</p>	<p>% of SENCOs</p> <p>Monitoring outcomes of identified targets in EHA's</p> <p>% of children with identified SEN support and % children EHC plans (Identified through SNEYS)</p> <p>% of local offers completed and published that are of good quality</p> <p>Annual increase on SEND children</p>	<p>Working in partnership with key professionals to support the individual needs of the children</p> <p>To access advanced training for SENCO practitioners working with children with special educational needs</p> <p>An awareness by practitioners of the process of early intervention</p> <p>The quality of Early Help Assessments (EHA) in order to meet the individual child's needs</p>	

Page 90			<p>the requirements of the local offer</p> <p>SENCOs are of a high quality and can identify areas of need and respond accordingly</p> <p>All providers understand the importance and significance of the local offer and all practitioners can contribute and are key stakeholders within the process</p> <p>Settings are aware and have regard for the SEND graduated approach (Assess plan do review)</p>		<p>May 2019</p> <p>August 2018</p>	<p>attaining as expected judgement in more areas of learning</p>		
	<p>Developing and supporting high quality early education places</p>	<p>Early Years Service Manager</p>	<p>Wolverhampton early years has a clear offer for all providers ensuring they offer high quality early education places that support children's learning</p> <p>Package to include:</p> <p>Supporting transition</p> <p>Supporting the development of language and communication</p>	<p>May 2017</p>	<p>August 2017</p>	<p>% of settings gaining good or above increases</p> <p>% of schools engaging with early years increases</p> <p>% of children achieving expected or above</p>	<p>Support visits in place</p> <p>Increased engagement with schools</p> <p>Training developed and accessed by schools and private providers</p> <p>% increase of children</p>	

Page 91			<p>Supporting the development of PSED including children having self regulation, becoming active learners and independence skills</p> <p>Understanding cohorts of children and their individual needs including socio – economic disadvantage and SEN</p> <p>All children have access to good quality early education</p> <p>Settings are confident and proficient in the use of IT platforms and use them to their advantage</p>			<p>increases year on year</p> <p>Providers demonstrating through support visits their ability to interrogate local data and intelligence regarding cohorts of children and the factors impacting upon learning</p>	<p>accessing high quality education</p> <p>All providers are using Cloud W and WIN</p>	
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RAG Rating:

Off Track



In Progress



Completed



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