

## Attendance

### Panel members

Cllr Rita Potter (Chair)  
Cllr Mrs Wendy Thompson (Vice-Chair)  
Cllr Alan Bolshaw  
Cllr Craig Collingswood  
Cllr Jasbinder Kaur Dehar  
Cllr Christopher Haynes  
Cllr Milkinder Jaspal  
Cllr Jasbir Jaspal  
Cllr Zahid Hussain Shah  
Cllr Paul Singh  
Cllr Jacqueline Sweetman  
Cllr Martin Waite

### Staff

Keith Ireland	Strategic Director – Delivery
Mark Taylor	Assistant Director – Finance
Sue Davies	Chief Human Resources Officer
Charlotte Johns	Head of Corporate Strategy and Improvement Unit
David Garner	Senior Elections and Electoral Registration Officer
Deborah Breedon	Scrutiny Officer

### Apologies

Apologies for absence were received from Cllr Paul Singh

## Part I: items open to the press and public

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### Meeting Business Items

- 2. Declarations of interest**  
There were no declarations of interest.
- 3. Minutes**  
Resolved:  
That the minutes of the meetings held on 11 April 2013 and 9 May 2013 were approved as correct records and signed by the Chair.

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4.      **Matters arising**  
There were no matters arising.

## **BUSINESS ITEMS**

5.      **Confident Capable Council Presentation**  
Keith Ireland gave a presentation 'C3 Confident Capable Council' which outlined the six identities of Confident Capable Council :

- FutureWorks
- FuturePerformance
- FutureSpace
- FuturePeople
- FutureMoney
- FuturePractice

He advised that the six identities lead to one outcome, 'a better, stronger council, ready and able to deliver the change this city' needs' and that achieving the C3 objective depends on the creation of a strong corporate core for the organisation and on delivering high quality, cost effective services.

Keith Ireland advised that the Delivery Directorate and the Office of the Chief Executive are working closely to deliver the C3 objectives and that this is a huge exercise which will change the way the council operates.

At the conclusion of the presentation the Chair thanked Keith Ireland for the detailed presentation and welcomed the C3 approach. Keith Ireland and Charlotte Johns then responded to panel members' questions.

Comments arising from the discussion and potential items for possible inclusion in the scrutiny work programme are:

### **FutureSpace**

- Communicating information about FutureSpace to the public. Panel welcomed the focus of the campaign on the 'customer experience', the emphasis on improved service and productivity and the planned use of social media and press releases.

### **FutureWorks**

- An issue highlighted by the panel was the need for managers to have up to date budget information to forecast and manage budgets effectively. Panel was advised that 'Agresso' will transform support services and processes, and offer an internal real time solution to the mainframe problems and it is expected that over time Agresso will improve productivity across the council by standardising and joining up information.

### FuturePeople

- Panel considered how reviews and restructures have resulted in fewer senior managers in the Council. They were advised that the Delivery directorate is leading the way in development and training of managers:
  - Coaching for managers to develop leadership and delegation skills.
  - Employees - investment in training and development to help change behaviours, perceptions, strengthen abilities and develop skills in basic computer programmes.
  - The new appraisal arrangements for managers and employees will be rolled out and audited later in the year as a check and challenge to progression.
  - Graduate apprenticeships and apprenticeships were of particular interest to the panel.
- Equalities – in response to the councillor suggestion that the Council lacked really good equality analysis the scrutiny panel members were advised of the developing equalities agenda and the scrutiny carried out so far. Panel was assured that the integrated approach was a work in progress and there would be a six monthly update to C3 scrutiny panel.
- Single Status is nearing the end of the programme. It has been implemented and single status appeals are expected to be complete by December 2013. The next stage will be to set up helplines at the end of March to the end of April 2014 when transitional salary arrangements ends. Wolverhampton single status job profiling has been recognised by other authorities as best practice. There will be a need to bring a report in this work programme with some recent issues.

### FuturePractice

- Compliance and non-compliance with procedures. A question was raised relating to how many complaints of non-compliance with procedures had occurred and how many disciplinary actions had been taken as a result. Panel was advised that as the review and transformation of services progresses, issues are flagged up, non-compliance is dealt with and training needs are identified. The introduction of an effective appraisal system will be of great value to monitor compliance and training needs.
- To embed C3 councillors considered that the visions and values of the Council should be articulated to all employees

to sell the idea internally. Panel were advised that the Corporate Plan is due a refresh and a report will be included in the C3 scrutiny panel work programme.

- Communications - the communications team are to be restructured in the autumn to deliver a revised communications strategy. Panel requested further information about communications be included on the work programme.

#### FuturePerformance

- Regular reports are received by Cabinet (Performance) Panel however the scrutiny panel felt the performance measures decided by officers and portfolio holders should be robust. Panel felt that complaints were an area that is not reported on and requested further scrutiny of complaints and compliments process and how we monitor performance. A working group was recommended to consider performance matters and membership to the group was agreed.

#### Resolved:

That the presentation be noted and issues identified be considered for inclusion in the Confident Capable Council Work Programme 2013-14

### 6 **Scrutiny Panel Work Programme 2013-14**

Deb Breedon provided Panel with a summary of the draft work programme report. The Panel considered the report in light of the preceding presentation and items identified during consideration of the information provided.

#### Resolved:

1. That the draft Confident Capable Council Scrutiny Panel 2013-14 work programme (Appendix 1) be agreed with the addition of the following items:-
  - Young people / graduate apprenticeships 2013-14
  - Six monthly update on equalities
  - Single Status update
  - Corporate Plan refresh
  - Communications (strategy and restructure proposals)
2. That the FuturePerformance working group be established in the second half of 2013-14 to consider performance monitoring with membership as follows:

Deb Breedon  
Update work programme

Charlotte Johns/  
Deb Breedon  
Schedule meeting

Cllr Craig Collingswood  
Cllr Milkinder Jaspal

Cllr Mrs Wendy Thompson  
Cllr Martin Waite

3. That panel agrees to review the work programme at each Panel meeting to respond to emerging issues and to enable members to debate whether issues are still relevant.

7 **Human Resources Programme – Policy Framework phase 3**  
Sue Davies provided panel with a report to consider the principles of the phase 3 Human Resource (HR) policies.

Phase 3 policies to be considered by the panel were :

- Working hours
- Leave
- Flexible working
- Carer (Maternity/paternity/ adoption/ fostering)
- Secondments and acting up
- Market forces supplements
- External secondments
- Casual workers
- Personal use of Council ICT and social media
- Employees' Code of Conduct
- Travel, subsistence and hospitality (including gifts and hospitality)
- Liability of employees
- Service on outside bodies
- Panel members considered the draft policies and the specific changes to note in paragraph 2.9 of the report. In response to councillor questions Sue Davies clarified that :
  - Compassionate leave is a total of five working days per year, after the first day it would be expected that other arrangements or leave is booked to care for a child or other dependent and that there is no longer bereavement leave.
  - Unpaid leave can be taken; it is at the discretion of the manager and would take into account the needs of the service.

Cllr Jacqueline Sweetman requested that Support for Carers Policy (Annex 4) be amended to include support for carers looking after older dependents.

Resolved:

That Panel endorse the principles detailed in each policy document subject to an amendment to annex 4 'Support for Carers Policy' to include support for carers of older dependents.

Sue Davies  
Amendment to  
annex 4

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## 8 Introduction of Individual Electoral Registration (IER)

David Garner provided panel with an update on the progress with the move to Individual Electoral Registration (EIR) in 2014.

Panel were advised that electors will be required to register individually rather than by household and that the Government will provide implementation guidance from September 2013 which will include a set of messages and timelines from the electoral Commission to use in communication with the public.

David Garner then responded to councillor questions;

- The Government has committed £108.3M to fund transition, around £200,000 for Wolverhampton, plus additional funding for post transition costs through a series of grants.
- The ERO will focus on local data matching benefits section data is more up to date than the Tax Office. Wolverhampton has a good idea of the 20% we need to target; the more we match the less funding we get to implement IER.
- There is a potential change of date of local election next year this is yet to be agreed.

Resolved:

That the report be noted and a further report be submitted to the panel following the publication of secondary legislation.

Dave Garner  
Further report to be added to the work programme

## 9 Portfolio Performance Measures – 2012/13 Quarter 4

Charlotte Johns provided panel with an overview of the performance reporting process and performance reporting process and performance measures used for the portfolios of each Cabinet Member and the current level of performance. She advised that the Cabinet (Performance Management) Panel had considered the quarter 4 report 23 May 2013 and discussed performance and improvement plans against each of the Red (▲) measures, including the relevant improvement actions being taken. No issues were referred to scrutiny for in-depth consideration at this stage.

A number of comments were made relating to the process:

- To revise 'cumulative' terminology on future line graphs within the report
- When considering commentary relating to average wait time before a call is answered by a City Direct agent it was suggested that a number of variants could have affected performance: number of calls, number of agents, average handling times.

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- In relation to Maternal Smoking Prevalence is this reflective of general trend if so by how much does it drop off by?
- The use of term 'average' should be used carefully – what is the mean average; it may be a normal movement.
- When measuring major projects and programmes the reported measures should specify how many projects are continuing through the period, how many have slipped or are falling behind
- Are we measuring the right things and are they the right measures?

Charlotte Johns advised that the performance measures will be reviewed as the Council starts to develop more sophisticated data.

The panel asked for further information about requests for information and complaints.

Resolved:

Panel noted the report and requested a report relating to 'Requests for Information and Complaints'.

Charlotte Johns  
Report to future  
meeting

DRAFT