



Confident Capable Council Scrutiny Panel

23 January 2014

Time 18.00pm **Public meeting?** YES **Type of meeting** Scrutiny

Venue Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Room Committee Room 3, 3rd floor

Membership

Chair Cllr Rita Potter (Lab)
Vice-chair Cllr Mrs Wendy Thompson (Con)

Labour

Alan Bolshaw
Craig Collingswood
Jasbinder Kaur Dehar
Milkinder Jaspal
Jasbir Jaspal
Zahid Hussain Shah
Jacqueline Sweetman
Martin Waite

Conservative

Paul Singh
Christopher Haynes

Liberal Democrat

Information for the Public

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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 (21 November 2013)**
[For approval]
4. **Matters arising**
[To consider any matters arising from the minutes]
5. **Scrutiny Panel Work programme 2013/14**
[To consider work programme planning]

DISCUSSION ITEMS

6. **Equalities work programme update**
[To provide progress on the Equalities work programme]
7. **HR Quarterly update report**
[To provide progress made on workstreams in the HR improvement plan]
8. **Budget and financial matters**
[To provide overview of budget and financial matters]
9. **FutureWorks Update**
[To provide an overview of the progress made on the FutureWorks programme]
10. **Exclusion of press and public**
[To pass the following resolution:

That in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following items of business as they involve the likely disclosure of exempt information on the grounds shown below.]

Part 2 – exempt items, closed to the press and public

<i>Item No.</i>	<i>Title</i>	<i>Grounds for exemption</i>	<i>Applicable paragraph</i>
11.	Single Status – Update report [To provide progress on implementation of Single Status]	Labour Relations Implications	4



Confident Capable Council Scrutiny Panel

Minutes – 21 November 2013

Attendance

Members of the Panel

Cllr Rita Potter (chair)
Cllr Alan Bolshaw
Cllr Craig Collingswood
Cllr Jasbinder Kaur Dehar
Cllr Jasbir Jaspal
Cllr Milkinder Jaspal
Cllr Zahid Hussain Shah
Cllr Jacqueline Sweetman
Cllr Martin Waite

Cabinet Members

Cllr Paul Sweet, Governance and Performance
Cllr John Reynolds, City Services
Cllr Andrew Johnson, Resources

Other Members

Cllr Malcolm Gwinnett - item 5 (0138)

Employees

Mark Taylor	Assistant Director – Finance
Alistair Merrick	Assistant Director, Central Services
Steve Woodward	Head of Service Public Realm
Charlotte Johns	Head of Policy
Steve Wright	Head of Operational Services
Chris Huddart	Head of Commercial Services
Michelle Howell	Finance Manager
Claire Nye	Finance Manager
Deb Breedon	Scrutiny Officer

Apologies

Apologies for absence were received from Cllrs Paul Singh and Mrs Wendy Thompson

Part 1 – items open to the press and public

Item No. *Title*

MEETING BUSINESS ITEMS

Chair's announcements

The Chair welcomed the Cabinet Members and Officers and advised that agenda item five relating to the budget review would be considered as the first item.

2. **Declarations of interest**

There were no declarations of interest.

3. **Minutes of the previous meeting (10 October 2013)**

Resolved:

That the minutes of the meeting held on 10 October 2013 be approved as a correct record and signed by the Chair.

4. **Matters arising**

There were no matters arising.

DISCUSSION ITEMS

5. **Budget Review – Five Year Budget and Medium Term Financial Strategy 2014/15 to 2018/19**

Mark Taylor provided a report on the proposed budget review including the proposals for investment in services and the savings proposals which fall in the remit of the Confident Capable Council Scrutiny Panel.

Panel considered the budget items on a line by line basis:

0077 Restructures and renegotiation of commercial contracts across the Delivery Directorate.

In response to a question by Cllr Martin Waite the panel was advised that the renegotiation of large contracts would be when they are coming up for renewal and that WCC would negotiate a way round to ensure savings going forward to achieve the £3M efficiency savings.

0104 Revenues and benefits reconfiguration of mail services.

Panel asked for more information on this efficiency saving and were advised that an external company can reduce postage costs in revenues and benefits and that WCC is looking to make similar efficiency savings across the whole Council in the future.

0107 Health and Safety Team Employee Reduction

Cllr Collingswood asked if there would be an impact on the number of health and safety audits carried out. The Cabinet Member advised that he was confident as can be that there would be no impact. Alistair Merrick clarified that Occupational Health team will report to the Chief Human Resources Officer.

0106 Rationalise the contract terms for school bus drivers.

In response to Cllr Shah's comment, the Cabinet Member advised that the efficiency saving related to out of school payments. Drivers will work 40 weeks and have four weeks holiday, essentially a reduction of eight weeks salary for every driver.

Cllr Waite indicated that discussions should take place with trade unions.

0125 Restructure of facilities management function.

In response to panel concerns relating to the impact on the service, Alistair Merrick advised that the efficiency savings relates to the reduction in management and supervisory staffing and is not expected to impact on service delivery.

0126 Reduction in corporate provision for bad debts

The Cabinet Member advised that the efficiency savings look to 2017-18 to improve the collection of debts and change the policy to reduce the amount of bad debts written off. He advised that the CAB is providing early intervention work. Cllr Milkinder Jaspal suggested the Council could take the same approach as businesses and take a deposit for services. The Chair indicated it may be better to recover some money rather than none. Panel felt there may be some support for this approach and requested more information about placing deposits for services.

0135 Democratic Services Electoral Services employee reduction and

0141 Electoral Services Project manager post deletion.

Panel asked how the reduction in posts would impact on the electoral process. The Cabinet Member advised that the post deletion was part of a restructure and that capacity would not be adversely affected due to online voter registration which will give additional capacity.

0192 Efficiencies in service delivery across the Delivery Directorate.

Cllr Milkinder Jaspal wanted assurance that some of the efficiency savings in delivery are not being counted elsewhere and was advised that this was the case. It was confirmed that efficiency savings will be achieved through major programmes such as FutureWorks and FutureSpace which will develop and eventually produce these savings.

0199 Centralisation and Rationalisation of services – Central Services.

Panel was advised that centralisation and rationalisation of services has made efficiency savings already and as more services are brought into one place, such as ICT services and Health and Safety, the Council is using less resource to do the same work.

0161 Policy team restructure

0187 Centralisation and rationalisation of service provision

Charlotte Johns advised that this was a similar proposal to the 0199; there are currently pockets of policy seated around the organisation and in order to make efficiency savings they need to be in one place. In response to a concern raised by Cllr Shah relating to specialist policy teams Charlotte Johns advised that the policy officers would not lose specialism if co-located.

0196 Communications Service Review

In response to a question from Cllr Milkinder Jaspal members were advised that there would be a review of corporate communications, including mobile phones, Public Relations Team and marketing.

Questions were raised relating to the recent establishment of a senior post in Communications Team. Panel was advised that the post will bring someone with a particular set of skills to rationalise and restructure the communication function. Cllr Sweetman welcomes the idea of making policy and communications teams more efficient and felt that by reducing staffing we can improve the quality.

Panel was advised that growth avoidance items are items where money has been built in to the budget and the Council is now seeking to avoid growth.

0025 Removal of growth – Carbon Reduction Commitment

In response to questions by Cllr Martin Waite and Cllr Collingswood, Alistair Merrick explained that energy efficiency will reduce carbon credits we buy. Mark Taylor explained that also factored in is that WCC will have fewer buildings and smaller satellite offices. Cabinet Members added that there is a move to make all other buildings efficient, if we do not do this we would pay more for carbon credits and that it is a balancing act.

0022 Removal of growth – Increase in pension costs of former employees.

In response to Cllr Jasbir Jaspal's question it was clarified that the Council currently top up the bill and that this is factored into the medium term financial strategy. The saving is as a result of the rate of deaths off setting how long people draw pension.

0015 Internal audit services income generation.

Panel were informed that the income generation is due to Audit Services doing more work for other organisations and making the work more commercial.

0119 Improve collection rate for Council Tax.

Panel were advised that there is a consultation planned to consider proposals for new Council Tax collection schemes and that this would be considered by full Council.

0091 Fees and Charges Review – Bereavement Services.

The Cabinet Member advised the increase will be 10% in the first year and a minimum of 2% in following years, this is comparable to neighbouring authorities and keeps WCC competitive.

0138 Review the function and extent of the Mayoral Office.

The Chair invited Cllr Malcolm Gwinnet to join the meeting for discussion of this item and to outline his concerns. Cllr Gwinnet outlined the excellent service the mayoral team bring to support the Mayor and to facilitate many major functions throughout the year, including evening and weekends functions.

The Cabinet Member advised that the detail of the proposal had yet to be worked through, he indicated that the work of the Mayoral Team was not widely known about and acknowledged for those involved in the Mayoralty the level of work and dedication was appreciated.

Cllr Milkinder Jaspal, in his role of current Mayor, indicated that there could be improvements and that WCC should potentially look to investigating new ways of working and income generation through better use of the Mayoral Suite.

Cllr Waite suggested that the 300-400 mayoral functions per annum may not fully reflect the organisation and many people do not see what the Mayor does. Panel considered the Mayor's role and where it fits with corporate priorities and considered that Mayoral functions should not be accepted unless it is directly related to the corporate priorities, thereby modernising the Mayoral functions and making it fit the business of the local authority rather than just a ceremonial function.

Cllr Andrew Johnson acknowledged the comments and suggested that there is room to consider alternatives to this cut in service but that the saving must be made one way or another therefore there should be a very robust business case to set out alternatives.

Cllr Sweetman liked the idea of ensuring that the Mayor as a strategic function gets involved in selling Wolverhampton and attracting inward investment and suggested this should start from the premise of Communications Team, Economic Development Team and Mayoral Team working together to question the function and how it could be part and parcel of Wolverhampton's outward face. Cllr Shah added that scrutiny should consider the robust business case.

Cllr Sweet indicated that the debate had raised some interesting points. Cllr Gwinnet thanked the panel for opportunity to speak and indicated that there is room to manoeuvre on this proposal.

0139 Reduce the number of councillors.

Panel considered whether Wolverhampton really needs 60 councillors and suggested that Cabinet should seriously look at reducing numbers in light of the previous discussion and the importance of the Mayoral role. The Mayoral function can look to bring resource and investment to the City especially when linked to the corporate priorities and alternative uses for the mayoral suite.

0040 Reduce research activity

Charlotte Johns provided more information in response to councillor's questions; she advised that efficiencies can be made by reducing the sample size and frequency of the research work such as the residents's opinion survey.

Councillor Bolshaw asked a question about the use of facilities by people who are not residents of Wolverhampton.

Cllr Johnson said there were two aspects to this question, firstly the amount

visitors bring to the local economy and the other side being those who come into the City to use facilities such as tipping rubbish. The shared rubbish disposal site with Dudley Council in particular is something we may have to look at more closely in future.

Panel considered the 'Wolverhampton leisure card', which would ensure that visitors paid the full rate and that residents could benefit from a discount rate when using facilities.

Cllr Sweet indicated the importance of community facilities charging appropriate rates when hiring rooms and facilities to local groups and business enterprises. Panel agreed that the room hire rates should be revisited to generate income where possible.

Cllr Milkinder Jaspal suggested that WCC should look at bringing money into the City Centre and maximise the impact of the Town Centre; the Grand Theatre; the Art Gallery and the Civic Halls and encourage them to be self-sustaining. He suggested that should the Grand Theatre invest in a restaurant next to the theatre it would increase its income and the Council could reduce subsidy and likewise the Art Gallery could start to charge for special exhibitions.

Panel agreed that attractions should be encouraged to find a commercial way to raise funds, using capital resource to bring inward investment to the City.

Cllr Jacqueline Sweetman welcomed the collaborative ideas suggested that WV One should be doing more to encourage this approach.

The Chair thanked everyone for their contributions to the budget review.

Resolved:

That a summary of the Panels observations relating to the draft budget 2014-15 and medium term financial strategy (appendix1) be reported to Scrutiny Board and Cabinet

6. **Work Programme 2013-14**

Deb Breedon provided a report which enabled review and development of the work programme for Confident Capable Council Scrutiny Panel.

Resolved:

1. That the work programme is noted.

Termination of meeting 19:32

Inflationary Pressures

Reference	Budget Pressure	Comments
Delivery		
PI-Del01	Public Conveniences Contract	No Comment
Corporate		
Corp04	Anticipated rise in NNDR	No Comment
Corp05	Anticipated rise in gas prices	No Comment
Corp06	Anticipated rise in electricity prices	No Comment
PI-Corp02	Introduce utility/other contingency (other to be used with the agreement of Budget Working party)	No Comment
Del01	Carbon Reduction Commitment	No Comment
Del02	Supplementary increase in Landfill Tax announced by the Government.	No Comment
Del03	Increase in Pension Costs of former employees (Savings Proposal)	No Comment

Developments		
Reference	Budget Pressure	

Delivery		
D-Del02	FutureWorks - annual expenditure	This item relates to the implementation of Aggresso system and the on-going costs of supporting it. D-Del02 balances out budget item 0023 Removal of growth – future works

Summary of Savings Proposals 2014-2015 - Efficiency		
Ref.	Saving Proposal Title	Comments
	Delivery	
0020	Internal Audit Services Employee Reduction	No comment
0028	Legal Services Restructure	No comment
0030	Depot Rationalisation - Environmental Services	No comment
0032	Creation of a council temporary staffing agency	No comment
0077	Restructures and re-negotiation of commercial contracts across the Delivery Directorate	The contracts would be renegotiated when coming up for renewal to ensure savings going forward.

0086	Revenues & Benefits Technology Improvements	No comment
0090	Risk Management and Insurance - Revision to workflow, process and procedures	No comment
0096	Risk management and insurance - review of service provision	No comment
0097	Review the Repair and Maintenance Budgets across Bereavement Services	No comment
0099	Rationalisation of Staffing Levels in Bereavement Services	No comment
0102	Review the Management Structure within City Services	No comment
0104	Revenues & Benefits Reconfiguration of Mail Services	More information revealed that an external company can reduce postage costs in revenues and benefits and that WCC is looking to make similar efficiency savings across the whole Council in the future.
0106	Rationalise the Contract Terms for School Bus Drivers	Discussions should take place with trade unions in relation to the reduction of eight weeks out of school term payments for the drivers.
0107	Health & Safety Team Employee Reduction	Concerns about the potential impact on the number of health and safety audits carried out with the reduction of one post.
0111	Review of Fees and Charges - Registrars	No comment

0115	Review of Vehicle Hire Costs	No comment
0117	Information and Communication Technology Service - Renegotiation of Software Contracts	No comment
0122	Information and Communication Technology Service - Externalise Management of Mobile Phone Contract	No comment
0124	Public Toilets Review	No comment
0125	Restructure of Facilities Management Function	Reduction relates to supervisory posts and should not impact on service delivery.
0126	Reduction in corporate provision for bad debts	More investigation needed relating to placing deposits for services.
0127	Remove Property Services vacant posts that were due to be filled as part of the restructure	No comment
0129	Democratic Services Reduction in Councillors' Allowances	No comment
0130	Democratic Services Reduction in Councillor Training Budget	No comment

0131	Reduce the staff directly employed in the delivery function of Property Services	No comment
0132	Democratic Services Employee Reduction	No comment
0135	Democratic Services Electoral Services Employee Reduction	The post deletion was part of a restructure and capacity will not be adversely affected due to online voter registration which will give additional capacity.
0141	Electoral Services Project Manager Post Deletion	As 0135 above
0164	Rationalise Public Realm Administrative Support	No comment
0190	Centralisation of budgets for external legal fees	No comment
0192	Efficiencies in service delivery across the Delivery Directorate	Efficiency savings will be achieved through major programmes such as FutureWorks and FutureSpace which will develop and eventually produce these savings.
0199	Centralisation and Rationalisation of services - Central Services	Efficiency savings have been made already and as more services are brought into one place, such as ICT services and Health and Safety, the Council is using less resource to do the same work.
	Office of the Chief Executive	
0161	Policy Team Restructure	Pockets of policy seated around the organisation will be in one place. The policy officers would not lose service specialism when co-located.

0187	Centralisation and rationalisation of service provision	As 0161 above.
0196	Communications Service Review	A review of corporate communications, including mobile phones, Public Relations Team and marketing. The senior post in Communications Team recently advertised will bring someone with a particular set of skills to rationalise and restructure the communication function.

Summary of Savings Proposals 2014-2015 – Growth Avoidance

Ref.	Saving Proposal Title	Comments
	Delivery	
0019	Removal of the Historical Contract Growth Costs for Grounds Maintenance and Street Scene Contracts	Consultation is planned to consider proposals for new Council Tax collection schemes and this will be considered by full Council.
0022	Removal of growth - Increase in pension costs of former employees	WCC currently top up the bill and that this is factored into the medium term financial strategy. The saving is as a result of the rate of deaths off setting how long people draw pension.
0023	Removal of Growth - FutureWorks	No comment
0025	Removal of Growth - Carbon Reduction Commitment	Energy efficiency will reduce the number of carbon credits we buy. WCC will have fewer buildings and smaller satellite offices. There is a move to make all other buildings efficient, if we do not do this we would pay more for carbon credits and that it is a balancing act.

Summary of Savings Proposals 2014-2015 – Income Generation

Ref.	Saving Proposal Title	Comments
	Delivery	
0015	Internal Audit Services Income Generation	Income generation is due to Audit Services doing more work for other organisations and making the work more commercial.
0091	Fees and Charges Review - Bereavement Services	The increase will be 10% in the first year and a minimum of 2% in following years, this is comparable to neighbouring authorities and keeps WCC competitive.
0101	Revenues & Benefits Increase Charges for Liability Orders	No comment
0108	Council Tax Single Person Discount Review	No comment
0119	Improve collection rate for Council Tax	There is a consultation planned to consider proposals for new Council Tax collection schemes and that this would be considered by full Council.
0128	Democratic Services Income Generation	No comment

Summary of Savings Proposals 2014-2015 - Cut in Service

Ref.	Saving Proposal Title	Comments
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	Delivery	
0076	Review the use of organists at Bushbury Crematorium	No comment
0085	Revision to insurance programme	No comment
0109	Review of the Bereavement Advice Service (Non-Statutory)	No comment
0112	Revise Eligibility for the Local Council Tax Support Scheme	No comment
0114	Information and Communication Technology Service - Removal of Desktop Warranty Agreement	No comment
0120	Information and Communication Technology Service - Reduction in Telephone Lines	No comment
0123	Reduce cleaning hours by 10% across non-educational sites across the City	No comment
0133	Reduce the level of Discretionary Rate Relief	No comment

0138	Review the Function and Extent of the Mayoral Office	<p>Look to investigating new ways of working and income generation through better use of the Mayoral Suite. Modernising the mayoral functions and making it fit the business of the Local Authority rather than just a ceremonial function. Mayoral function gets involved in selling Wolverhampton and attracting inward investment and suggested this should start from the premise of communications team, economic development team and mayoral team working together to question the function and how it could be part and parcel of Wolverhampton's outward face. The mayoral function can look to bring resource and investment to the City especially when linked to the corporate priorities and alternative uses for the mayoral suite.</p>
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Summary of Savings Proposals 2014-2015 - Cut in Service

Ref.	Saving Proposal Title	Comments
0139	Reduce the Number of Councillors	Panel suggested that Cabinet should seriously look at reducing numbers in light of the previous discussion and the importance of the mayoral role.
0140	Reduction in Temporary Polling Stations	No comment
0181	Grounds Maintenance West Area contract - Bring the Service back in-house	No comment
0194	Reduction in Trade Union Costs	No comment
	Office of the Chief Executive	

0040	Research Activity Reduction	Efficiencies can be made by reducing the sample size and frequency of the resident's opinion survey.
0046	Review use of software systems (TEN, Local Information System)	

General Comments: To feed to Scrutiny Board – not specific to Confident Capable Council Scrutiny Panel

CCC 1	Use of facilities by people who are not residents of Wolverhampton.	The shared rubbish disposal site with Dudley Council in particular is something we may have to look at more closely in future
CCC 2	Wolverhampton leisure card	Visitors pay the full rate and that residents could benefit from a discount rate when using facilities.
CCC 3	Community facilities room hire charges	Importance of charging appropriate rates when hiring rooms and facilities to local groups and business enterprises. The room hire rates should be revisited to generate income where possible.
CCC 4	Maximise the impact of the Town Centre; the Grand Theatre; the Art Gallery and the Civic Halls and encourage them to be self-sustaining.	Encourage Grand Theatre to invest in a restaurant next to the theatre it would increase its income and the Council could reduce subsidy and likewise the Art Gallery could start to charge for special exhibitions. Encourage attractions to find a commercial way to raise funds, using capital resource to bring inward investment to the City.WV One should be doing more to encourage this approach.



Confident Capable Council Scrutiny Panel

23 January 2013

Report title	Work Programme 2013-14	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Keith Ireland, Delivery	
Originating service	Office of the Chief Executive	
Accountable officer(s)	Deb Breedon	Scrutiny Officer
	Tel	01902 55(1250)
	Email	deborah.breedon@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review and develop the Confident Capable Council Work Programme 2013-14.

1.0 Purpose

- 1.1 This report seeks to review the work programme for the Confident Capable Council (C3) Scrutiny Panel 2013-14, taking into consideration whether issues are relevant and timely for inclusion on the next agenda and to consider other emerging issues for inclusion in the work programme 2013-14.
- 1.2 The report also monitors outstanding minutes (paragraph 3.2) and identifies the issues for pre-decision scrutiny and overview by this panel as set out in the Leader's forward plan (paragraph 3.3).

2.0 Background

- 2.1 The remit of the C3 panel was agreed by Annual Council 15 May 2013; an extract setting out the remit for this Panel is attached at appendix 2.
- 2.2 The [Delivery Directorate Service Plan](#) was considered by Performance Governance and Support Services Scrutiny Panel 9 May 2013. The business plan sets out all the overall direction and priorities for the directorate and how it sits with the Council's corporate priorities.

3.0 Work Programme Planning

- 3.1 The work programme (Appendix 1) is a working document which is reviewed at each panel meeting to determine the timeliness and relevance of items for scrutiny.
- 3.2 Outstanding minutes are shown in the table below:

Subject	Date of meeting	Decision	Comments
Freedom of Information FOI requests and complaints		To include a breakdown of results against directorates for comparison.	To be included in customer services strategy report 6.3.14
Resilience Work Programme	21.11.13	To have oversight of the governance process	Agenda item 6.3.14
Health and Well-being Strategy	21.11.13	Monitor development and carry out pre-decision scrutiny at the appropriate time	Agenda item 17.4.14
Employee Volunteering	21.11.13	Progress report	Agenda item 17.4.14

- 3.3 The Leader's forward plan for period [1 January 2014 - 30 April 2014](#) identifies the following issues for pre-decision scrutiny and overview by this panel:

- 2014/2015 Draft Budget Strategy and Medium Term Financial Strategy
- 2014/2015 Council fees and charges (28 January 2014)
- Budget 2014/2015 – outcome of consultation/scrutiny (Scrutiny Board)
- Quarter Capital Budget Strategy (26 February 2014)
- Quarter 3 Revenue Budget Monitoring (11 February 2014)
- Quarter 3 Treasury Management Activity Monitoring (11 February 2014)
- Treasury Management Strategy 2014-15 (26 February 2014)
- Re-orientation of the Councils Printing Operation (11 March 2014)
- Discretionary Business rate relief (11 February 2014)

3.4 The Panel will retain flexibility to consider issues as they arise. Changes to the work programme will be brought to the attention of the Chair and Vice-Chair at each agenda meeting and all councillors will consider the work programme at the panel meetings.

4.0 Schedule of Meetings

4.1 Remaining scheduled C3 scrutiny panel meetings for the 2013-14 municipal year:

- 6 March 2014
- 17 April 2014

5.0 Financial implications

5.1 There are no direct financial implications arising from the recommendations in this report. Within the Office of the Chief Executive, there is a scrutiny budget to support the investigation of issues highlighted by Councillors through the work programmes of the panels and the reviews and inquiries. [[DD/10012014/W]

6.0 Legal implications

6.1 There are no direct legal implications arising from this report. [JH/09012014/P]

7.0 Equalities implications

7.1 There are no direct Equalities implications arising from this report. However, Councillors are asked to consider equalities, especially when identifying who to consult and who to call to give evidence. The [Equality shared service](#) pages of the Council intranet provide specific advice in this area.

8.0 Schedule of background papers

8.1 Performance Governance and Support Services Panel Reports and minutes from previous meetings are available on CMIS
http://wolverhampton.cmis.uk.com/decisionmaking/Meetings/CurrentMeetings/20132014/tabid/147/ctl/ViewCMIS_CommitteeDetails/mid/648/id/1460/Default.aspx

Appendix 1: Draft Work programme 2013/14

20 June 2013	<ul style="list-style-type: none"> • <i>Confident, Capable Council (C3) Work programme 2013-14</i>
18 July 2013	<ul style="list-style-type: none"> • <i>Budget and financial matters</i> • <i>Information requests and complaints – 2012 outturn position</i> • <i>Staff Turnover 2012-13 (Minute 105 -12 April 2012)</i> • <i>Young people and graduate apprenticeships – progress report</i> • <i>Equal Pay</i> • <i>Options for appraisal for future use of Parkfields Site as office accommodation</i> • <i>FutureWorks programme</i>
5 September 2013	<ul style="list-style-type: none"> • <i>Budget and financial matters</i> • <i>FutureWork programme</i> • <i>Creating a Council temporary staffing agency</i>
10 October 2013	<ul style="list-style-type: none"> • <i>Resilience (emergency planning and business continuity)</i> • <i>Leadership – Health and Safety Duties and Responsibilities</i> • <i>The staff volunteering strategy</i> • <i>Corporate Landlord</i> • <i>Delivery Directorate Restructure</i> • <i>FutureWorks – Training Strategy</i> • <i>HR Improvement plan and policy framework phases 4 and 5</i> • <i>Bailiff Services</i>
21 November 2013	<ul style="list-style-type: none"> • <i>Budget Review – Draft Budget 2014-15 and medium term financial strategy</i>
16 January 2014	Specific Reserves Working Group
23 January 2014	<ul style="list-style-type: none"> • Equalities work programme update • HR Quarterly update report • Budget and financial matters • Single Status – Update report • Future works update
27 February 2014	<ul style="list-style-type: none"> • Civic Centre Working Group
February 2014	<ul style="list-style-type: none"> • FuturePerformance Working Group:
6 March 2014	<ul style="list-style-type: none"> • Budget and financial matters • Local Audit and Accountability Bill • Options appraisal for the future use of the Parkfields Site • Implementation of Customer Services Strategy • Resilience Work Programme
17 April 2014	<ul style="list-style-type: none"> • Budget and financial matters • HR Quarterly update report • Health and Well-being Strategy • Employee Volunteering • Future works

Appendix 2

D: CONFIDENT, CAPABLE COUNCIL SCRUTINY PANEL

(i) Responsibilities

Within approved Council policy and in accordance with the overall aims and objectives of the Council, the Scrutiny Panel shall consider and determine all matters which fall within the following terms of reference:-

- a) to be responsible for the overview and scrutiny of the organisation and performance of financial, human, technical and material resources to support the delivery of Council services;
- b) to assist the Council and the Cabinet in the development of its budget and policy framework by in-depth analysis of policy issues and by liaison and discussion with the Cabinet;
- c) to conduct research, community and other consultation in the analysis of policy issues and possible options;
- d) to consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- e) to question Cabinet Members and/or Council employees about their views on issues and proposals affecting the area;
- f) to liaise with individuals and external organisations operating in the area, whether national, regional or local, to ensure that the interests of the citizens of Wolverhampton are enhanced by collaborative working;
- g) to review and scrutinise the decisions made by and performance of the Cabinet and Council employees both in relation to individual decisions and over time;
- h) to review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas and to receive and consider other reports received from external auditors and external regulatory Inspectors and to work with the Cabinet to respond to recommendations from reviews and inspections;
- i) to undertake reviews of the Councillors Call for Action where referred by the Petitions Committee;
- j) to question Cabinet Members and/or Council employees about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects;
- k) to make recommendations to the Cabinet and/or appropriate Regulatory or other Committee and/or Council arising from the outcome of the scrutiny process;
- l) to review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Panel and local people about their activities and performance;
- m) to consider call-ins related to their area of responsibility;
- n) to question and gather evidence from any person (with their consent);
- o) to deal with any other matter which is by law required to be dealt with by an "overview and scrutiny committee".

(ii) Policy areas include:

Business Transformation
Finance and Budget Consultation
ICT
Human Resources and Organisational Development
Democracy and Governance
Policy and Performance
Communications
Emergency Planning

(iii) Related policy framework plans and strategies

Human Resources Policies
Customer Service Strategy
Equal Opportunities Policy Statement
Information, Communication and Technology Security Policy
Corporate Procurement Strategy
Annual Investment Strategy
Treasury Management Strategy
Equality Action Plan

(iv) Principal related Cabinet Member

Cabinet Member for Governance and Performance

(v) Lead Corporate Officer

Strategic Director Delivery



Confident Capable Council Scrutiny Panel

23 January 2014

Report title	Equalities Work Programme Update	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Simon Warren, Chief Executive	
Originating service	Policy	
Accountable employee(s)	Charlotte Johns	Head of Policy
	Tel	01902 55(4240)
	Email	charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Equalities Advisory Group	17 December 2013

Recommendation(s) for noting:

The Panel is asked to note:

1. the progress against the Equalities Work Programme and update from the Equalities Councillor Champion.

1. Purpose

- 1.1 The purpose of this report is to provide the Confident Capable Council Scrutiny Panel with the progress made on the Equalities Work Programme.

2. Background

- 2.1 At its meeting on 12 March 2013, the Equality Project Board agreed a work programme which included key tasks and actions around Equalities. It was to be led by the interim Corporate Head of Equalities.
- 2.2 The work programme also went to the Performance Governance and Support Services Scrutiny Panel on 11 April 2013.
- 2.3 Progress reports were presented to the Equality Advisory Group at its meetings on 11 June, 17 September and 17 December 2013. It has also been discussed at Corporate Equality Steering Group 6 June 2013.

3. Work Programme

- 3.1 The Equalities Work Programme with an update on progress made and other work undertaken is included at Appendix A. The work programme details only those activities undertaken specifically in relation to equalities work and not those equalities aspects of other wider council services or functions. These actions are found in individual business plans or in the Council's Equality Objectives Action Plan. The Council is statutorily required to create, update and regularly publish this separate document on equalities.
- 3.2 Since being appointed as Equalities Champion in May 2013, Councillor Dr Mike Hardacre has overseen progress against the work programme as Chair of the Equalities Advisory Group. The Equalities Champion has also represented the Council at a number of events and meetings, which is included in Appendix B.

4.0 Financial Implications

- 4.1 There are no financial implications associated with the recommendations in this report. The work programme is being delivered in house within existing resources.

[CN/07012014/U]

5.0 Legal Implications

- 5.1 In arriving at decisions lawfully, the Council, as a public authority listed by Schedule 19 of the Equality Act 2010 must show "due regard" to the requirements of the Act and the Public Sector Equality Duty created by the Act. In demonstrating "due regard" the Council must be able to detail evidence based equalities considerations in arriving at these decisions.

[RB/10012014/A]

6.0 Equalities Implications

6.1 This report is solely concerned with equalities issues.

7.0 Environmental implications

7.1 There are no environmental implications to this report.

Equalities Action Plan
Last updated 30.11.13

WHICH CORPORATE PLAN THEME WILL THESE OBJECTIVES SUPPORT?

Corporate Plan Theme:	Confident Capable Council
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Aim: Identify ways of mainstreaming and promoting best equalities practice, enabling the Council to improve and effectively target our services and to ensure we recruit and retain the best staff.

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
Improve governance arrangements and internal controls	Structure/Team				
	Complete an analysis of who is doing what on equalities within the council, increase sharing and minimise duplication.	<ul style="list-style-type: none"> Complete analysis 	Equalities Steering group reformed and representatives for each Service Area identified. Equalities Brief launched to inform all staff of Equalities issues	08.01.13	Completed 23.08.13
	Clarify the role of the corporate equalities function, ensuring it offers a professional service, to assist and support Directorates. Review and update existing job descriptions of equality officers.	<ul style="list-style-type: none"> Update Job Descriptions 	Role and job descriptions clarified and formed part of the re-organisation of the Policy Unit (formerly the Corporate Strategy and Improvement Unit)	05.02.13	Completed 01.07.13

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
	Liaise with Wolverhampton Homes to share best practice, establish ways of working together and identify where resources could be shared	<ul style="list-style-type: none"> Meetings at least quarterly with Wolverhampton Homes 	Number of meetings held including with the training function. Information exchanged on equality analysis, monitoring, training and interpreting and translation policy. Equality Officers also attend their quarterly Equality Steering Group meetings. Officer invited to and attends WCC steering group	08.01.13	Ongoing
	Establish robust protocol to include Equality Analysis at inception of policy development	<ul style="list-style-type: none"> Protocol adopted 	Equality analysis advice is included in the new corporate project toolkit. The bringing together of Policy and Equalities in the restructure of the Policy Team will also strengthen this. Stage 1 equality analysis (the screening) done of all budget savings proposals.	25.02.13	31.12.13
	Review and, if appropriate revive the Corporate Equality Steering Group (internal officer group)	<ul style="list-style-type: none"> Group established and Terms agreed Quarterly meetings set up 	Officers nominated by Directors and Assistant Directors. Two meetings held, terms of reference updated, further meetings in September and December.	08.01.13	Completed 11.07.13 Meetings ongoing
Become a top performing organisation, delivering services that we continually strive to	Implementation				
	Review and simplify the equality analysis scheme. Link with the Business Insight team to work with Directorates to prioritise,	<ul style="list-style-type: none"> New EA process launched 	New Equality Analyses toolkit designed and completed, presented at Members Equality Advisory Group on 11 June 2013. Document posted on the Equality Services Intranet Site.	08.01.13	Toolkit completed 11.04.13 Support ongoing

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
improve	support and undertake equality analyses.				
	Analyse findings from Equality Framework for Local Government forms already completed. Complete gap analysis and make recommendation re viability of reaching 'achieving' level	<ul style="list-style-type: none"> Gap analysis complete 	Received completed forms from E&E, OCE and a service area in Governance (i.e HR). Responses reviewed but awaiting consistent completion of Equality Analyses before progressing.	08.01.13	31.12.13
	Review the recommendations agreed by cabinet in the Equalities Scrutiny Review Report, identifying then implementing what still needs to be done.	<ul style="list-style-type: none"> Implement all recommendations agreed by Cabinet 	Gap analysis started	08.01.13	All recommendations completed or 'in hand'
	Desk top analysis of existing HR policies and procedures, suggesting improvements to comply with best equality practice.	<ul style="list-style-type: none"> HR policies in place with full regard to all best equality practice 	HR policies and procedures currently being re-written. Analysis begun.	08.01.13	31.12.13

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
	Review and refresh the Equality Objectives Action Plan, highlighting and executing any overdue action.	<ul style="list-style-type: none"> • Annual refresh completed • All due actions completed 	Progress template on activities in Equality Objectives Action Plan developed and sent to each service directorate to complete and return by end of June 2013. Each directorate has also been asked to identify new equality activities to be included in the action plan for 2013/14. All responses have now been received; updated document will be posted onto the Council's website.	08.01.13	Annual review completed 31.08.13
Monitoring					
	Review our compliance with the general and specific duties of the Equality Act 2010, then monitor on an annual basis.	<ul style="list-style-type: none"> • Annual review 	HR monitoring published Equality objectives action plan updated Equality analyses toolkit produced and monitoring implemented via mailbox reports	08.01.13	Ongoing
	Work with HR to rationalise what equality monitoring they do, simplify the presentation, identify trends and highlight any causes of concern.	<ul style="list-style-type: none"> • Equality trends effectively identified and issues resolved. • Regular reporting to EAG 	Monitoring processes reviewed and equality actions identified Advice given on computerised recruitment monitoring Action plan produced	08.01.13	Ongoing

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
	Identify what equality monitoring takes place of our service users and make recommendations re consistency.	<ul style="list-style-type: none"> • Equality trends effectively identified and issues resolved. • Regular reporting to EAG 	Model monitoring forms produced. Monitoring advice given to Housing Benefit, Council Tax, Complaints and Compliments and Environmental Services and other service areas	08.01.13	Ongoing
	With Business Insight analyse 2011 census information to identify newcomers to Wolverhampton, any developing trends and any potential unmet needs.	<ul style="list-style-type: none"> • Equality trends effectively identified and issues resolved. • Regular reporting to EAG 	Briefing produced on languages spoken in Wolverhampton broken down by ward. Briefing produced on ethnicity and religion in Wolverhampton broken down by ward Contact made with Equality and Diversity Forum and Refugee and Migrant Centre for additional up-to-date information	08.01.13	Ongoing
	Make contact with and review practices at Nottingham City Council and Rotherham Metropolitan Borough Council for examples of best practice.	<ul style="list-style-type: none"> • Visits made as appropriate • Key findings reported and learned from 	Contact made. Included on list of authorities that we routinely obtain information from	08.01.13	Completed 30.06.13
	Together with the Consultation and Community Involvement Officer, map all the voluntary organisations and groups who interact with the	<ul style="list-style-type: none"> • Map of key engagement channels developed • Improvements made to engagement opportunities 	Discussion on this has taken place. Equality Officers to review their existing list and forward onto the Community Involvement Officer to review and input into. Draft document has been completed, phone numbers	08.01.13	Voluntary and Community Organisations Directory completed 30.11.13

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
	council, identifying any groups who are not represented. Establish stronger routine engagement forums		and website addresses currently being checked, completed document will be posted on the website. Equalities officers worked with the Consultation and Community Involvement Officer to ensure better ways in engaging community groups in our budget consultation.		
Reshape and reskill our workforce to meet the challenge of future service demands	Training and Development				
	Produce, with legal services, a series of legal update bulletins on equality issues and simplified guides to codes of practice.	<ul style="list-style-type: none"> • Legal update bulletins issued in a timely manner 	Update produced on European Court decisions Briefing on Mental Health Act 2013 produced.	08.01.13	Ongoing
Review current equality e-learning, identifying or designing an appropriate mandatory, introductory course.	<ul style="list-style-type: none"> • Develop e-learning tool and ensure 100% attendance 	Mapping exercise undertaken on current equality e-learning within the council and amongst our key partners. Findings have identified a gap/lack of suitable material in this area. Council's existing e-learning has been reviewed, amended and discussed with Workforce Development Officer. Design of eLearning course has now been	08.01.13	Completed 09.08.13	

OBJECTIVE DETAILS

Objective Name:	Actions:	Performance Measures / Milestones:	Update	Start Date:	End / Review Date:
			completed, piloted and is now on the Learning Hub. All staff and Councillors are required to complete the training		
	Monitor what equality training is available in the Council; what has taken place; and any available breakdown of attendees.	<ul style="list-style-type: none"> Improved equality training offer 	Monitoring of corporate course on Equality Analysis and Equality Act routinely collected. E-learning modules monitored by number completed Further training information being collected via the Corporate Equalities steering group	08.01.13	31.12.13
	Identify the equality training needs of each directorate; and working with the Head of Workforce Development, develop an equalities training programme.	<ul style="list-style-type: none"> Improved equality training offer 	Question included on new mandatory e-learning Several meetings with Workforce Development to identify suitable courses Further information to be gathered from Equality Steering Group members	08.01.13	31.12.13

Other work undertaken by corporate Equalities team since January 2013

- Organised the flying of the Rainbow Flag outside of the civic centre for the International Day against Homophobia and Transphobia and for Wolverhampton Pride
- Produced guidance on the Public Sector Equality Duty
- Prepared briefing on caste discrimination for Councillor Shah
- Briefing produced on fact finding trip to Lambeth
- Regular one to ones and team meetings held
- Attended Operation Black Vote event
- Meeting held with Equality and Diversity Forum to facilitate future consultation and obtaining of grants
- Produced materials and delivered the “Training the Trainer” Equality training for the Equality and Diversity Forum.
- In partnership with the Equality and Diversity Forum co-ordinator organised a certificate presentation day in the Mayor’s Parlour.
- Developed an Equality Shared Intranet Service, so that officers can access corporate equality documents and policies, latest news on equality case laws and legislation, equality and diversity training and best practice.
- Advised on conducting an equality analysis on Welfare Reform
- Meeting with manager of LGBT Network Wolverhampton to advise on their survey findings, key speakers and people to invite and venue for launch in October 2013.
- Liaised with Facilities regarding the Multi-Faith Room for staff
- Delivered Equality Analysis training and workshops as well as briefings on the Equality Act 2010
- Planned, and worked to support a new WCC wide approach to consultation with the Equality and Diversity Forum.
- Contributed to street naming policy
- Contributed to Equality Analysis regarding disability implications of access to city centre
- Interpreted WCC Access Protocol for the review of City Centre Access for Disabled People.
- Guidelines on Interpretation, Translation and Transcription produced
- Extensive contributions to the Equality and Diversity Forum’s Equalities toolkit
- Worked with Legal Services to provide training for their Lexcel accreditation
- Attendance at Black History Month meeting
- Produced Councillors’ guide on Equalities
- Advised on Equality analysis for Council’s temporary staffing agency
- Template designed to analyse Environmental Services’ monitoring data
- Attended Equality and Diversity Forum’s and Wolverhampton Homes Equality meetings
- Facilitated workshops for Budget Engagement Sessions

- Advised on Corporate Guidelines on Volunteering
- Advised on Equalities and Procurement
- Meetings with NHS officers on equality issues and best practices
- Advised on Customer Services Strategy and engaging the Equality and Diversity Forum for their equality analysis.
- Responding to FOI enquiries and complaints to the Council relating to equalities
- Member of Welfare Reform Impact Analysis Project team
- Attendance at Asian Men's Mental Health Support Group Open Day
- Attendance at City of Sanctuary evening event
- Produced the first corporate wide Equality Brief, which was cascaded to all staff and published in City People
- Attendance at 'Pride 2013'
- Facilitated Focus Group with Roma Community.
- Met with EDF and supported bid to promote engagement work with Roma community.
- Suggested amendments to project management toolkit
- Completed Equality Framework for Local Government Peer Assessment (Tower Hamlet Homes)
- Assisted in the facilitation of the Council's budget consultation sessions
- Attended Equality and Human Rights Commission's workshop on caste
- Attended LGBT Network's AGM and survey launch
- Member of LGBT Network's working group on implementing their survey recommendations
- Attended the British Institute of Human Rights workshop in Wolverhampton
- Attended Runnymede Trust's debate on 'Does talking about race fuel racism?'
- Signed off Stage 1 Equality Analyses (screening) for all 179 budget proposals
- Produced second 'Equality Brief'
- Assisted in recruitment process for Policy and Equalities Manager
- Member of Civic Centre user group, concentrating on the effects on disabled employees and the other equality strands
- Delivering 'equalities section' of the report writing training
- Advised on equalities monitoring for 'Agresso'
- Advised on the role of Equalities in business planning
- Attended consultation meeting re transgender monitoring and amended model monitoring form

Appendix B – Councillor Equalities Champion activities since May 2013

Since appointment as Councillor Equalities Champion in May 2013 Cllr Dr Mike Hardacre has represented the council at a number of events and meetings. This has included:

- Asian business Forum.
- Equality and Diversity Forum.
- Over 50s Forum.
- Canada Day.
- International Day Against Homophobia (IDAHO) flag flying.
- Lesbian Gay Bisexual Transgender (LGBT) forum.
- Equality and diversity Advisory group of Wolverhampton Homes.
- Black Country Pride Event.
- African Caribbean Community Initiative (ACCI) annual dinner
- Rev Jesse Jackson at Birmingham Library.
- Unveiling of Reverend Lyesight's plaque.
- Beacon Centre conference on Diabetes and Blindness.
- Divali celebrations in Phoenix Park.
- Symposium on Racism at Wolverhampton Science Park sponsored by the Runnymede Trust.
- Attended first year anniversary celebration at the Afro-Caribbean Heritage Centre.
- Attended Ethnic Minority Council.
- LGBT meeting with the Lord Lieutenant of the West Midlands.



Confident Capable Council Scrutiny Panel

23 January 2014

Report title	HR Improvement Plan and Policy Framework phases 4 and 5	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance and Performance	
Wards affected	All	
Accountable director	Keith Ireland, Delivery	
Originating service	Human Resources	
Accountable employee(s)	Sue Davies Tel Email	Chief Human Resources Officer 01902 55(4056) sue.davies@wolverhampton.gov.uk
Report to be/has been considered by	N/A	

Recommendations for noting:

The Panel is asked to note:

1. Progress on delivering the workstreams within the HR improvement plan.

1.0 Purpose

- 1.1 This report provides an update to Scrutiny Panel on the general progress made on the workstreams within the Human Resources (HR) improvement plan and specifically proposes a revised schedule for the next phase of work on the HR policy framework in order to accommodate policy revisions required for the successful implementation of the HR service as part of the Futureworks programme.

2.0 Background

- 2.1 The HR improvement programme has a number of key workstreams to create a modern and effective human resources service, which were endorsed by the former Performance Governance and Support Services Scrutiny Panel. All the workstreams within the improvement plan are on target and good progress is being maintained. The HR improvement plan highlight report is attached at appendix 1. Although the leadership and development workstream is showing as an amber status in the highlight report it will be re-classified as green in the January highlight report.

3.0 Human Resources Policy Framework

- 3.1 The development of the HR policy framework is designed to align policies closer to corporate objectives and business needs and to modernise them to make them simpler, relevant and in accordance with changes in employment law
- 3.2 There has been on-going consultation on the policy framework to capture the views of key stakeholders within the Council. The stakeholders identified for consultation include: Strategic Executive Board, Corporate Delivery Board, a managers' reference group, HR operational staff and the trade unions as required by the contract of employment.
- 3.3 Feedback from the consultation process has been used to further define policy (where appropriate) and to shape supporting guidance. Any comments of principle affecting the policies and procedures are subject to review at a consultation moderation panel, comprising the Chief HR Officer, HR Policy and Strategy Manager and the operations HR managers.
- 3.4 Three reference groups have played a significant on-going role since September 2012 in the policy consultation process:

Managers' reference group

Assistant Directors nominated key senior managers to form a reference group. Feedback from the managers' reference group has demonstrated support for change; the need to simplify and streamline policies has been well received; there has been a high level of engagement with the process. The outcome of the consultation sessions has significantly shaped the policies, procedures, guidance notes and supporting materials.

Human Resources reference group

The HR reference group have focussed on the operational practicalities of applying the policies and procedures and issues are picked up in the supporting guidance.

Trade Unions

Consultation with trade unions has been constructive and comments have been taken into account to shape the guidance. The trade unions have generally agreed in principle with the policies.

- 3.5 The policies have been prioritised into phases with each phase reported to Scrutiny Panel as an essential part of the pre-decision scrutiny process. Phases delivered to date and future phases are:

Phase 1	-	October 2012
Phase 2	-	March 2013
Phase 3	-	June 2013
Phase 4	-	February 2014
Phase 5	-	April/June 2014

Councillor Endorsement

- 3.6 Performance Governance and Support Services (PGSS) Scrutiny Panel reviewed and endorsed the Phase 1 policies at its 30 October 2012 meeting. These policies (Discipline, Grievance, Bullying and Harassment, Appraisal, Management of Attendance) were subsequently approved at Cabinet (Resources) Panel on 27 November 2012. The Discipline, Grievance, Bullying and Harassment policies were implemented from 1 February 2013 and the Appraisal and Management of Attendance policies were implemented from 1 April 2013.
- 3.7 PGSS Scrutiny Panel reviewed and endorsed the Phase 2 policies at its 7 March 2013 meeting and these were implemented from 1 April 2013; the policies covered: Recruitment and Selection, Agency Workers, Job Carving; Induction, Capability; Redeployment, Redundancy, Retirement; Equality and Diversity.
- 3.8 Confident, Capable Council Scrutiny Panel reviewed and endorsed the phase 3 policies at its 20 June meeting. The following policies were approved and implemented in July 2013: Working hours; Leave; Support for Carers (maternity/ paternity/ adoption/ fostering); Secondments and acting up; External secondments; Market forces supplements; Casual workers; Personal use of Council ICT and social media; Employees' Codes on Travel; subsistence and hospitality (including gifts and hospitality guidelines); Liability of employees; Service on outside bodies. Policies on Flexible working and the Employees' Code of Conduct were approved and implemented in September following more detailed consultation on proposed revisions.

3.9 Implementation of policies includes the development and roll out of management and employee guidance, workshops for managers, learning support programmes on the learning hub where appropriate and positioning and promoting the policies through the HR intranet pages.

4.0 Phases 4 and 5 Policy Framework

4.1 The original work programme proposed that Phase 4 policies covered the following areas: Restructures, TUPE, Collective Disputes, Performance Development, Coaching and Mentoring, Reward and Benefits, Employee Engagement, Trade Union Facilities.

4.2 The current priorities of the organisation, specifically the need to achieve significant budget cuts through a programme of voluntary redundancies and the detailed work that has been done by HR on the design of the Futureworks system, have prompted a proposed revision to the next phase of reviews and policy developments.

4.3 A key priority for HR is to ensure that the Council's policy suite integrates effectively with the Agresso Business World HR modules in order to achieve an efficient and streamlined Wolverhampton transactional HR service. The detailed design work has enabled us to identify some policy areas which would benefit from an early review so that the HR system design can be signed off effectively; these include: Capability, Grievance, and Disciplinary. It has also identified that we require a Probation policy to underpin the probation process. Therefore these form part of a revised fourth phase, alongside 'new' policies which are essential to the Council's current position i.e. Redundancy, Restructures, Collective Disputes and Employee Engagement. Phase 4 will be delivered in the fourth quarter of this financial year.

4.4 Phase 5 will then comprise 'new' policies/strategies for TUPE, Workforce Planning, Performance Development, Coaching and Mentoring, Leadership, Reward and Benefits, Trade Union Facilities which will be for implementation between April and June 2014.

5.0 Transformation change

5.1 The vision for the Future Works and Future People programmes is to transform the ways of working within the Council to support the vision of a confident, capable Council, ready and able to deliver the change the city needs.

5.2 The changes will be achieved in part, through the implementation of new technology and working practices in Finance, HR Procurement and Payroll but the wider transformation/culture change must be underpinned through the management of change and up to date, fit for purpose workforce strategies including:

- leadership and management development
- workforce planning and development
- succession planning and talent management
- employee engagement

5.3 These workstreams will become HR priorities in the 2014/15 HR business plan.

6.0 Financial implications

6.1 The cost of progressing the HR improvement plan will be met from within existing revenue budgets. The changes to policies will have on-going financial implications. It is not possible to quantify them however, until such time as the policies are implemented. Financial implications will be assessed on a case by case basis.
[DD/10012014/D]

7.0 Legal implications

7.1 The policy reviews take into account up to date employment law and case law.
[JH/09012014/M]

8.0 Equalities implications

8.1 The HR improvement plan and policy framework will help to support and improve the equality agenda across the workforce. The policy reviews take into account current case law and best practice including developments in equality employment law. An equality analysis has been or is being prepared for all major policy areas; where possible these link with the annual equality in employment report and action planning framework.

9.0 Environmental implications

9.1 There are no direct environmental implications arising from this report..

10.0 Human resources implications

10.1 There are direct HR implications arising from this report as the HR policies are at the heart of the employment contract. The consultation framework ensures that key stakeholders are engaged. The policy review seeks to incorporate modernised employment practice into Council terms. The recognised trade unions are consulted.

10.2 The transactional element of the HR structure has been transferred into the 'Hub'. Corporate HR will be restructured as part of the Delivery Directorate restructure to create the capacity to deliver and support the transformational change required.

11.0 Schedule of background papers

- 11.1 Report to Confident Capable Council Scrutiny Panel: 10 October 2013
- Report to Confident Capable Council Scrutiny Panel: 20 June 2013
- Report to Performance Governance & Support Services: 07 March 2013
- Report to Performance Governance & Support Services: 30 October 2012
- Report to Performance Governance & Support Services: 6 September 2012
- Report to Performance Governance & Support Services: 26 July 2012
- Report to Performance Governance & Support Services: 2 February 2012
- Report to Performance Governance & Support Services: 17 November 2011

HR Improvement Programme – December 2013

Appendix 1

Report Author:	Gurdeep Sagri		Project/Programme Manager:	Sue Davies
Accountable Assistant Director:	-		Accountable Strategic Director:	Keith Ireland
Overall Project / Programme Budget	Revenue:	No information provided	Capital:	Nil budget as, as expenditure is funded by overall HR budget
Project Timescales	Start Date	September 2012	End Date:	April 2014
Corporate Plan objective:	Confident, Capable Council			
Programme/Project Objective	A programme of strategic and tactical projects designed to improve the effectiveness of the business and realise substantial savings			
Overall Project or Programme RAG status last reporting period	Overall Project or Programme RAG status this reporting period	Comments		
GREEN	GREEN	HR Improvement Programme is currently progressing to agreed timescales		
Overall risk RAG status relating to savings and finance last reporting period	Overall risk status relating to savings and finance this reporting period	Comments		
GREEN	GREEN	No risks reported around savings or finance		
Actions required by SEB/CDB:	None to report			
Information to be noted by SEB / CDB:	None to report			

Key to RAG status reporting for workstreams

RED	Reflects significant delays to progression due to missed milestones within the project / programme or reflects that the project / programme will exceed its end date and or has high reputational damage implications for the council if not delivered
AMBER	Reflects some potential delays to progression due to baseline dates being likely to be exceeded within the project / programme or reflects that the project / programme is likely to exceed its end date and or has some reputational damage implications for the council if delayed
GREEN	Reflects the project / programme is on target and is due to be completed by its target end date

Title of Project/s or workstreams. List all applicable	Project Manager / Workstream Lead	Overall RAG status Last Month	Overall RAG status This Month	Comments – use this space to make general comments around the status of the project or workstream
1. HR Strategy	Sue Davies	N/A	N/A	Further milestones to be identified
2. HR Policy Framework	Sarah Bidwell	GREEN	GREEN	Policy framework timetable & deliverables have been re-configured to reflect revised corporate priorities., specifically Future Works Design & build timetables
3. HR Business Processes – COMPLETED				
4. Learning Hub (Learning & Development Framework)	Susan Serventi	GREEN	GREEN	Project workstream on track
5. Leadership and Management Development	Susan Serventi	GREEN	AMBER	Report produced, procurement process undertaken, awaiting report sign-off to complete procurement process.
6. Coaching	Susan Serventi	GREEN	GREEN	Re-launch of WM Scheme successful, project workstream on track
7. Workforce Planning	Susan Serventi	GREEN	GREEN	Project Plan to be developed
7.1 Workforce Planning Model	Susan Serventi	GREEN	GREEN	Project Plan to be developed
7.2 Apprenticeship Strategy	Susan Serventi	GREEN	GREEN	Review of current scheme with recommendations for future development.
7.3 Succession Planning	Susan Serventi	FUCHSIA	FUCHSIA	On hold. Stage 2 of Workforce Planning Project
7.4 National Graduate Leadership Programme (Talent Management)	Susan Serventi	FUCHSIA	FUCHSIA	On hold
8. Sickness Management – COMPLETED				
8.1. Sickness Management Board – COMPLETED				
8.2. ICT Systems – COMPLETED				
10. Performance Appraisal System – COMPLETED				
11. HR Service Standards	Sue Davies	GREEN	BLUE	First draft produced for Internal HR discussion, version two set to be completed by 31/10/2013, for discussion at the Managers Briefing group
11.1 Support Desk – COMPLETED				
12. T & C Harmonisation Phase	Sue Davies	GREEN	GREEN	Project is on target, TU consultation on-going SEB Approval received, dialogue with key stakeholders
13. HR Delegations	Sue Davies	GREEN	GREEN	Still awaiting feedback from Constitution Review in order to map out milestones

Key Milestones	Baseline Finish Date	Forecast Finish Date	BRAG	Comments / Reason for Slippage
1. HR Strategy				
HR Strategy is a high level document, the implementation of the Strategy is dependent on the HR Workstreams all with individual milestones				
2. HR Policy Framework				
Phase 4 (revised)	31/01/2013	31/01/2013	GREEN	
Phase 5	31/03/2014	31/03/2014	GREEN	
3. HR Business Process – Completed				
4. Learning Hub - (Learning & Development Framework)				
Implementation of Blended Learning Model	31/12/2013	31/12/2013	BLUE	Completed 29/11/13
Design of Role based Learning Plans (using job families)	30/04/2014	30/04/2014	GREEN	
Successful interface of data between Agresso and Learning Hub	30/04/2014	30/04/2014	GREEN	Joint project with Future-Works
Implement training delivery mechanism for Agresso systems	30/04/2014	30/04/2014	GREEN	Joint project with Future-Works
5. Leadership and Management Development				
Senior Leadership Programme (Phase 1)	31/01/2013	31/01/2014	GREEN	Still awaiting approval,. Revised milestone date agreed at Review Meeting on 28/11/2013
Implement Middle Manager Development Pathway	30/04/2014	30/04/2014	GREEN	
6. Coaching				
Comprehensive evaluation of the impact of the WM coaching programme	01/02/2014	01/02/2014	GREEN	
Develop and implement the in-house Coaching Scheme for the wider Council workforce	30/04/2014	30/04/2014	BLUE	Completed 29/11/13
7. Workforce Planning				
Design, develop and implement Workforce Planning Model	30/04/2014	30/04/2014	GREEN	
Design, develop and implement the WCC Apprenticeship Strategy	30/04/2014	30/04/2014	GREEN	
Design, develop and implement succession planning model	30/04/2014	30/04/2014	FUCHSIA	

Key Milestones	Baseline Finish Date	Forecast Finish Date	BRAG	Comments / Reason for Slippage
Design, Develop and implement a 'grow your own' NGLP scheme (Talent Management)	30/04/2014	30/04/2014	FUCHSIA	
8. Sickness Management – Completed				
10. Performance Appraisal System – Completed				
11. HR Service Standards				
Agreement and Implementation of Quality Standards	30/11/2013	30/11/2013	BLUE	Completed
Monitoring of Quality Standards commences	30/11/2013	30/11/2013	BLUE	Completed
11.1 Support Desk				
Quarterly Reports to PGSS/CDB/SEB	30/12/2013	30/12/2013	GREEN	
12. T&C Harmonisation Phase				
Consultations with groups completed	30/11/2013	30/11/2013	BLUE	Completed
Reach an Agreement on Harmonisation Point	31/12/2013	31/12/2013	GREEN	Revised milestone date agreed at Review Meeting on 01/10/2013
Implementation of changes to T&C's	31/03/2014	31/03/2014	GREEN	Revised milestone date agreed at Review Meeting on 01/10/2013
13. HR Delegations – All milestones Completed				
14. HR Intranet – All milestones Completed				
15. Future Works				
Support creation of Transactional Hub	30/11/2013	30/11/2013	BLUE	Completed
Smooth transition of employees to Transactional Hub	30/11/2013	30/11/2013	BLUE	Completed
16. Transition				
Advice & Support – provide on-going advice on schools SS issues	30/04/2014	30/04/2014	GREEN	
17. Single Status Transition / HR Standard Operating Procedures				
Phase 2 VR Programme	11/11/2013	11/11/2013	BLUE	Completed
List Project/ Programme key dependencies				
Key Dependencies	Required by		Action Required	Owner
No dependencies to report				

Key Achievements since the last reporting period	Tasks planned for the next period
<ul style="list-style-type: none"> Phase 4 policies Realignment to Policy Phases 1, 2 & 3 Agresso workflow 	<ul style="list-style-type: none"> Phase 2 VR Programme Harmonisation of Terms & Conditions Finalise T.O.M. Data Cleansing on the Learning Hub system

Programme / Project issues with an impact rating of 3 or above			
Issue Description	Impact	Mitigating Actions	Score
No issues to report			

Programme / Project Risks with a score of 15 or above or those considered most important to your project / programme								
Risk Description	Impact	Mitigating Actions	Update since last reporting period	Risk Owner	Date required	Probability score	Impact score	Overall risk Score
There is a risk that there will be a lack of join up between Corporate HR and Schools HR Services	This could result in inconsistent advice being given could lead to the Corporate body being at risk and the schools will become frustrated	Ensure clear communication between HR services Apply appropriate controls to ensure a joined up approach	Engagement with Schools HR/ Head Teachers has commenced. Planned approach on-going communications. Development for Standard Operating Procedures for Schools HR. Briefing/Training sessions on Single Status/Collective Agreement commenced	Sue Davies	31/12/2013	3	4	12
There is a risk that there will be a lack of consistent application by Managers of new policies and procedures	This could result in reputational damage to the Council and potential claims of inconsistency	Provide training sessions for managers and make policies readily available on new HR Intranet site and respond to requests though HR Service Desk	Active/significant engagement with council Managers on the new policy suite	Sue Davies	31/12/2013	4	3	12
There is a risk that a strategic and transactional split in HR leads to an initial lack of clarity	This could result in reputational damage to the Council and a delay in issuing letters etc	Ensure clear communications on T. O. M. & Standards in transactional hub	Regular HR briefings have taken place, development of the Standard Operating Procedures and development of HR Standards are all in progress	Sue Davies	31/12/2013	3	3	9



Confidant Capable Council Scrutiny Panel

23 January 2013

Report title	Budget Update and Review	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Wards affected	All	
Accountable director	Keith Ireland, Delivery	
Originating service	Delivery	
Accountable employee(s)	Mark Taylor Tel Email	Assistant Director Finance 01902 55(6609) Mark.taylor@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Consider the arrangements for:
 - a. Ensuring adequate identification and management of budget risks;
 - b. Budget planning and forecasting for future years.
2. Provide feedback to Cabinet on the updated draft five year budget and medium term financial strategy 2014/15 to 2018/19.

1.0 Purpose

- 1.1 To bring to the Panel's attention information about the Council's finances that has recently been reported to the Cabinet and Cabinet (Resources) Panel, including:

Reports to Cabinet (Resources) Panel 26 November 2013 relating to Monitoring of the 2013/14 Budgets

The forecast outturn position for 2013/14 against capital budgets as at quarter two, and the forecasts for 2014/15 to 2017/18;

The Council's treasury management activities during the second quarter of 2013/14 and the forecasts for the remainder of the year.

Reports to Cabinet (Resources) Panel 17 December 2013 relating to Monitoring of the 2013/14 Budgets

The forecast outturn position for 2013/14 against revenue budgets as at quarter two.

Reports to Cabinet (Resources) Panel 26 November 2013 relating to the Council's Housing Revenue Account (HRA) Business Plan

HRA Business Plan update Quarter Two 2013/14.

- 1.2 To bring to the Panel's attention, and request feedback on, the update to the draft five year budget and medium term financial strategy 2014/15 to 2018/19 that was reported to the Cabinet on 8 January 2014

2.0 Background

- 2.1 As set out in Scrutiny Panel's work plan, the Panel will receive regular updates on the budget and medium term financial strategy throughout the year. This is the third report of this nature for 2013/14.
- 2.2 As stated in the last report to Panel on the draft budget and medium term financial strategy 2014/15 to 2018/19 the Panel is to consider the response of Cabinet to the comments made by Scrutiny Board during the November/December round of meetings, together with any new savings proposals that may emerge.

***In order to minimise printing costs the Panel Chair has agreed that full versions of the reports will not be circulated again - however it is recommended that panel members review the reports ahead of the meeting, and are requested to please bring the full versions that were circulated with the relevant Cabinet agenda papers to this meeting**

3.0 Draft five year budget and medium term financial strategy 2014/15 to 2018/19

- 3.1 An update to the draft five year budget and medium term financial strategy 2014/15 to 2018/19 was reported to Cabinet on 8 January 2014. This update was prepared following receipt of the provisional settlement figures for 2014/15, illustrative settlement figures for 2015/16 and additional information from government. The settlement figures revealed a further substantial cut in projected government funding.
- 3.2 The report identified that the budget deficit over five years (before proposed savings of £64.4 million) had increased to £123.0 million. It was noted that significant uncertainty over future funding still exists and the projected deficit over the medium term could change significantly.
- 3.3 As a result of the increased deficit Cabinet approved the adoption of an adapted revised strategy requiring services to be cut deeper and faster, namely:
- a. Cease expenditure during the remainder of 2013/14 on all but absolutely essential items, in order to limit the call on general balances
 - b. Subject to the outcome of budget consultation accelerate the implementation of some of the existing 165 savings proposals to bring forward a minimum of £4 million into 2014/15, in time to be incorporated into the February 2014 Cabinet Budget report
 - c. Identify a minimum of £5 million of new savings proposals, or increases in the value of the existing 165 proposals, for 2014/15, in time to be incorporated into the February 2014 Cabinet Budget report, subject to consultation as necessary
 - d. Identify a further minimum of £10 million of new savings proposals, or increases in the value of the existing 165 proposals, for 2015/16, in time to be incorporated into the July 2014 Cabinet Budget report
 - e. That a report be presented to Cabinet to change the terms of the Council's redundancy policy to statutory minimum. It should be noted that it cannot be guaranteed that the Council will be able to allow employees to access a full pension between the ages of 55 and 60 after 31 March 2014.
 - f. Review the capital programme and Treasury Management Strategy to identify further savings
- 3.4 The results of the budget consultation and of budget scrutiny have not yet been considered by Cabinet. Reports are being prepared and the response of Cabinet will be reported back to this Panel
- 3.5 The following table provides a summary of the six main areas of risks associated with the Medium Term Financial Strategy, using the corporate risk management methodology.

Risk	Description	Level of Risk
Financial and Budget Management	Risks that might materialise as a result of the impact of non-pay inflation and pay awards, staff vacancy factors, VAT rules, loss of ICTS facilities, treasury management activity and the impact of single status and budget management failure.	Amber
Transformation Programme	Risks that might materialise as a result of not identifying savings, not delivering the savings incorporated into the budget and not having sufficient sums available to fund the upfront and one-off costs associated with delivering savings and downsizing the workforce.	Red
Income and Funding	Risks that might materialise as a result of income being below budgeted levels, claw back, reduction to government grant or increased levels of bad debts.	Red
Service Demands	Risks that might materialise as a result of demands for services outstretching the available resources.	Amber
Third Parties	Risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.	Amber
Government Policy	Risks that might materialise as a result of changes to Government policy including changes in VAT and personal taxation rules.	Red

3.6 The overall risk associated with the Medium Term Financial Strategy for the 5 year period 2014/15 to 2018/19 budget is currently assessed as Red.

4.0 Capital Budget Monitoring 2013/14 as at Quarter Two

4.1 Cabinet (Resources) Panel approved the revised medium term General Fund (excluding housing) capital programme of £290.8 million for the period 2013/14 to 2017/18. Including General Fund private sector housing, the total General Fund capital programme is £310.5 million.

4.2 Variations approved to the capital programme totalled £30.0 million with the detail being shown in Appendices A-G of the report

4.3 Appendix M to the report provides an analysis of the risks associated with the capital programme, along with details of the risk control measures that are in place in order to

manage and mitigate these risks as far as possible. The overall risk associated with the Programme continues to be quantified as Amber.

5.0 Treasury Management Activity Monitoring as at Quarter Two

- 5.1 Overall the council is continuing to operate within the Prudential and Other Indicators approved by the council, and also within the requirements set out in the council's approved Treasury Management Policy Statement.
- 5.2 Revenue savings of £870,000 for the General Fund and £2.8 million for the Housing Revenue Account are forecast from treasury management activities in 2013/14.
- 5.3 A mid-year review of the Treasury Management Strategy Statement has been undertaken and the Council has operated within the limits and requirements approved by Council in March and September 2013.

6.0 Revenue Budget Monitoring 2013/14

- 6.1 Overall a net over spend of £6.8 million (2.65%) is projected against the General Fund net budget requirement of £255.7 million. This represents an increase of £1.8 million against the Quarter 1 forecast of £5.0 million, primarily due to a continued increase in the number of Looked after Children placements in addition to an increase in physical and learning disabilities care management and assessment expenditure.
- 6.2 Options to deliver additional one-off savings during 2013/14 need to be considered urgently to address the projected over spend and reduce the call on the General Fund balance. Strategic Directors and Assistant Directors are working to identify urgent action that can be used to deliver savings to address this projected overspend.
- 6.3 A summary of the risks associated with the General Fund 2013/14 budget are shown in Table 15 to the report. Overall the level of risk remains at Red.
- 6.4 The Council is planning its budget amidst a high degree of uncertainty, which brings with it risks. As well as specific mitigating actions on individual issues, risks have been addressed in a number of different ways:
 - The Assistant Director Finance will work closely with, and where necessary challenge, the Chief Executive, Strategic Directors, Assistant Directors, Heads of Finance and leading Councillors throughout the budget process in order that such risks are identified, understood and effectively managed;
 - The planning of the budget and service plans are designed to ensure that account can be taken of the need for proper planning of change and of the financial impact in later years of decisions taken now;
 - The process of planning the budget will afford the opportunity for services to identify emerging budget pressures, including those related to legislative requirements and demographic changes. Where necessary these will result in new investment, and

- Account will be taken, in planning the budget for future years, of any issues which emerge as part of the process of monitoring the budget during 2013/14.

7.0 HRA Business Plan Update Quarter Two 2013/14

- 7.1 The forecast revenue outturn for 2013/14 was a surplus before allocations of £10.5 million, compared to a budgeted surplus of £11.4 million.
- 7.2 In performing the quarter two update of assumptions and estimates within the HRA business plan, a forecast shortfall in the 30-year business plan of £248.7 million was identified. This was due to three primary factors:
- The Government announcement of the end of rent convergence;
 - An increase in the projected right to buy sales following the Government increasing the level of discounts available to tenants;
 - An increase in the projected capital expenditure requirement.
- 7.3 Actions to address the shortfall were approved by Cabinet (Resources) Panel as follows:
- Subject to consultation with tenants, to implement above-inflationary rent increases, noting that this would mean a rent increase of c.6.25% in April 2014, and 3.5-4% in subsequent years
 - to put in place an indicative freeze in managing agents' allowances for the next five years;
 - to review capital expenditure plans, and to resist any further increases in capital expenditure except where that expenditure results in a net contribution to the plan and is affordable in the short-term (for example, new-build housing projects).
- 7.4 Appendix C to the report provides a detailed analysis of the risks associated with the HRA Budget and Capital Programme, along with details of the risk control measures that are in place in order to manage and mitigate the risks as far as possible. The overall risk associated with the budget continues to be quantified as Amber.

8.0 Financial implications

- 8.1 These are detailed within the reports to Cabinet and Cabinet (Resources) Panel.
[NA/15012014/H]

9.0 Legal implications

- 9.1 These are detailed within the reports to Cabinet and Cabinet (Resources) Panel.
[AS/15012014/I]

10.0 Equalities implications

- 10.1 These are detailed within the reports to Cabinet and Cabinet (Resources) Panel.

11.0 Environmental implications

11.1 These are detailed within the reports to Cabinet and Cabinet (Resources) Panel.

12.0 Human resources implications

12.1 These are detailed within the reports to Cabinet and Cabinet (Resources) Panel.

13.0 Schedule of background papers

Reports to Cabinet (Resources) Panel 26 November 2013 relating to Monitoring of the 2013/14 Budgets

The forecast outturn position for 2013/14 against capital budgets as at quarter two, and the forecasts for 2014/15 to 2017/18;

The Council's treasury management activities during the second quarter of 2013/14 and the forecasts for the remainder of the year.

Report to Cabinet (Resources) Panel 17 December 2013 relating to Monitoring of the 2013/14 Budgets

The forecast outturn position for 2013/14 against revenue budgets as at quarter two.

Report to Cabinet (Resources) Panel 26 November 2013 relating to the Council's Housing Revenue Account (HRA) Business Plan

HRA Business Plan update Quarter Two 2013/14.

Report to Cabinet 8 January 2014 relating to the draft budget and medium term financial strategy

5 Year Budget and Medium Term Financial Strategy 2014/15 to 2018/19



Confident, Capable Council, Councillor Scrutiny Panel

23 January 2014

Report title	FutureWorks – Programme Update	
Originating service	Delivery Directorate	
Accountable employee(s)	Huw McKee Tel Email	Programme Manager 01902 554036 huw.mckee@wolverhampton.gov.uk
Report to be/has been considered by	None	

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the progress to date on the FutureWorks programme and provide any feedback or questions to the programme team.

1.0 Purpose

- 1.1 To provide an overview of progress on the FutureWorks programme since Agilisys was appointed in April 2013 and work commenced, covering:
- An overview of progress against key programme milestones
 - A summary of the outcome of the recent review of the programme business case
 - An update on the approach and plan for benefits realisation.
 - An update on the approach and plan for user training.

2.0 Background

- 2.1 The vision for the FutureWorks programme is to transform the ways of working within the wider council to support the vision of a Confident, Capable Council; a better, stronger council, ready and able to deliver the change this city needs.
- 2.2 This will be achieved through the implementation, in partnership with Agilisys, of new technology and working practices in finance, HR, procurement, payroll and some additional support service activities across the council. It very much aligns with and complements the customer services review that is currently underway.
- 2.3 The council is seeking to re-establish a strong, corporate core which will provide a framework to achieve its ambitions as set out in the 2012-2015 Corporate Plan, under the Confident, Capable Council objective.
- 2.4 The business need that this programme is addressing is:
- Providing a foundation for change
 - Reducing operational risk
 - Improving efficiency, simplifying the way the council does business
 - Removing barriers to sustained service improvement
- 2.5 The current mainframe systems are used and supported by teams based in the Delivery Directorate:
- Finance
 - Procurement
 - Human Resources
 - Payroll
 - Parts of ICT.
- 2.6 While the primary focus will be on services provided by the Delivery Directorate, during the design and implementation phases, also in-scope are:
- the tools and business processes used by the schools services team in the Schools, Skills and Learning Division of the Education & Enterprise Directorate;
 - any activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model.

2.7 The impacts of in-scope services are pervasive as they support the provision and management of all front-line services to customers of the council, Wolverhampton Homes, West Midlands Pension Fund and schools and academies in the city.

3.0 FutureWorks – Programme Update

3.1 The key programme milestones and progress against them are summarised in the table below:

Date	Milestone	Status
April 2014	Contract signed with Agilisys	COMPLETE
May 2013	Programme Initiation Document approved by the programme board	COMPLETE
June 2013	Completion of High Level Design stage	COMPLETE
July 2013	Target operating model for the Hub approved by the programme board	COMPLETE
	Final business case for the programme approved by Cabinet	COMPLETE
August 2013	IT solution build infrastructure implemented and software acceptance testing complete	COMPLETE
September 2013	Detailed solution design approved by programme board	COMPLETE
October 2013	Training strategy approved by programme board	COMPLETE
November 2013	Hub delivery plan defined and approved by the programme board	COMPLETE
December 2013	Completion of solution build and configuration in Agresso	COMPLETE
January 2014	Project Team and integration testing complete	ON TARGET
	Training Plan approved by the programme board	ON TARGET
February 2014	User acceptance testing complete	ON TARGET

April 2014 Go-Live ON TARGET

September 2014 Self-service roll-out complete ON TARGET

3.2 The terms of reference and membership for the programme board were approved by Cabinet on 22 May, *FutureWorks Programme – Governance Arrangements*.

Business Case Review – November 2013

3.3 A desktop review of the final business case was completed during November 2013. The objective of the review was to identify any significant developments, updated information sources and changes in underlying assumptions and objectives for the programme since the final business case was approved by Cabinet in July 2013.

3.4 The main updates identified include:

Background/Context

- Confirmation that the predicted budget gap in the council’s medium term financial strategy has increased to in excess of £100 million (previously reported as £59 million at July 2013, based on the medium term financial strategy at the time)

Benefits Realisation

- Approval of the Benefits Approach & Plan by the programme board in November 2013; including an updated assessment of the baseline position and confirmation how the £3.45 million benefits (savings) target will be realised
- Confirmation of an additional requirement, since the budget report to Cabinet in October 2013, to deliver budget savings of £300k by April 2018 plus a further £416k by April 2019
- Confirmation of the benefits (savings) relating to the ICT staff and resources that are directly impacted by the programme as a consequence of mainframe decommissioning

Programme Scope

- Establishment of a separate workstream for the replacement of seven additional residual mainframe applications
 - Fuel Issues System (FIS)
 - Periodic Receipts Register (PRR)
 - Public Building Cleaning (PBC)
 - Schedule of Rates Catering (SOR)
 - Technical Salaries (TEC)
 - Technical Ordering (ORT)
 - Pension BACS (PENC)
- Approval of programme changes relating to implementation of additional Due North (procurement) modules and self pay kiosks by Wolverhampton Homes

Stakeholders

- Establishment of a dedicated business change workstream to ensure effective stakeholder engagement, communications and business readiness. This included the recruitment of additional full-time programme roles to contribute to communications and engagement activities
- Appointment of a full time business change manager for schools to ensure effective interaction with schools and help ensure that planned changes in the role of the Schools, Skills & Learning division in the Education & Enterprise directorate are taken into account

Target Operating Model

- Approval by the Programme Board of the Target Operating Model for in-scope services, based on Agilisys's recommended tiers of service
- Identification of additional in-scope roles (9.1 FTE) and their relocation to the Hub in November 2013
- The Transactional Hub is now known as the Hub

Other

- Confirmation of the scope of the FutureSpaces programme and the timescales for implementation; so they can be taken into account by this programme
- Confirmation that a new-format equality analysis is required in readiness for go-live in April 2014.

3.5 The main outcome of this review has been to confirm that there have not been any developments, updated information sources or changes in underlying programme assumptions and objectives that have a significant impact on the business case for the programme since it was approved in July 2013.

3.6 The fact that the Programme is being managed effectively means that the developments or changes that have arisen since the final business case was approved have been accommodated within established governance and decision-making arrangements

Benefits Realisation – Approach and Plan

3.7 The cashable benefits (saving) target for the programme of £3.45 million is included in the council's medium term financial strategy. This target was established in prior to commencing the procurement process; the underlying assumptions were tested during competitive dialogue with Agilisys in early 2013 and confirmed to be realistic. This savings target for the FutureWorks programme is in addition to the current medium term financial strategy requirement for the council to deliver more than £100 million savings by 2018/19.

3.8 In summary, the most significant cashable benefits as a consequence of the programme are:

Reduce staff costs in line with Target Operating Model.

2014/15 – target is £1 million recurrent savings

- This will be achieved in the main through voluntary redundancies and deletion of vacant in-scope posts as a consequence of reducing reliance on agency staff and interims; a significant number of in-scope posts have been filled on a temporary basis over recent months in anticipation of the downsizing after the new systems and processes are introduced.

2015/16 onwards – target is a further £2.45 million recurrent savings

- The FTE reductions for Year 2 onwards are achievable through implementation of the new target operating model based on the Hub and introduction of manager and employee self-service, resulting in cross-skilling, smaller in-scope teams and further economies of scale.

Reduced ICT operating costs

Implementation of Agresso will enable a net reduction in the number of system support posts in ICT along with associated reductions in system running costs as a consequence of decommissioning existing mainframe systems and hardware.

Decommission non-Mainframe systems

Three minor, non-mainframe applications that are currently used by Finance and Procurement will no longer be required when Agresso becomes operational, therefore the software licence budgets can cease.

Credit Card levy

The Assistant Director, Finance is submitting proposals that credit card transaction charges will be passed on to customers when Agresso goes live. These charges are currently met by the council therefore the additional income stream is being counted as a benefit of the programme.

User Training - Approach and Plan

- 3.9 As reported to this Panel in September 2013, preparing for effective user training will be critical to the success of the FutureWorks programme. A training strategy has been developed in partnership with Agilisys. The purpose is to set out the methodology,

principles and standards for the training that will take place in preparation for the new systems and processes that go live in April 2014. It covers the following:

Scope	<ul style="list-style-type: none"> • The number of staff to be trained and when their training will take place
Outline delivery plan	<ul style="list-style-type: none"> • Key dates and planned training activities
Approach	<ul style="list-style-type: none"> • Training needs analysis • Training plans • Preparation of training materials • How 'enabling' training is being addressed • Training administration arrangements • The 'go live' support arrangements
Delivery and evaluation methods	<ul style="list-style-type: none"> • Outlines the approach that is being used to ensure that quality standards are met
Training environment	<ul style="list-style-type: none"> • Requirements and responsibilities for making the arrangements
Training resources	<ul style="list-style-type: none"> • Key training roles and how they are being resourced
Handover to business as usual	<ul style="list-style-type: none"> • Ensuring that the council is well-prepared to continue training activity after Agilisys's work is complete
Training assumptions, risks and dependencies	<ul style="list-style-type: none"> • How they will be managed

4.0 Financial implications

4.1 As reported to Cabinet on 8 December 2009, an annual revenue budget of £2.5 million was established for the replacement of the core mainframe applications. This budget was incorporated into the medium term financial strategy (MTFS) for three financial years starting in 2010/11, making a total of £7.5 million. The reserve was increased by a further £4.0 million in 2010/11.

4.2 After taking into account the 2011/12 and 2012/13 outturn the reserve has been reduced to £6.6 million. £1.8 million has previously been approved by Cabinet and approval for £3.5 million has been requested in the quarter one monitoring. It is important to note that the reserve was set up to cover the one off costs of the programme rather than covering the full cost of ownership over several years.

- 4.3 The projected expenditure for 2013/14 is £6.2 million, it is anticipated that £3.5 million of this will be capitalised. The projection for 2014/15 is £2.4 million with the potential to capitalise £0.9 million.
- 4.4 The cost as quoted by Agilisys of £6.0 million only includes those areas in-scope as agreed during the evaluation process. Any further development/upgrades or implementation of systems that are out of scope will require a business case to establish further funding.
- 4.5 The savings that have been reported in the medium term financial strategy are £1.0 million in 2014/15 and a further £2.4 million in 2015/16; these savings will be delivered from a contribution of employee and non-employee budgets as a result of the implementation of the new system
- 4.6 The budget for the programme is expected to outturn with a small underspend at programme close.
[DM/07012014/F]

5.0 Legal implications

- 5.1 There are no adverse legal implications arising from the matters set out above, the project team will continue to receive legal advice and assistance as required.
- 5.2 The programme is partly governed by the contract between the Council and Agilisys.
[MB/03012014/E]

6.0 Equalities implications

- 6.1 An initial equality assessment was completed for the programme when procurement commenced in 2012 and was included as an appendix to the Final Business Case that was approved by Cabinet in July 2013. Work is now underway to review and update the analysis using the latest corporate guidance and templates in preparation for when the new systems and processes go-live in April 2014.

7.0 Environmental Implications

- 7.1 Bidders' environmental management & sustainability policies were assessed at PQQ stage during the procurement process to ensure that they meet the Council's minimum requirements.
- 7.2 Implementation of new technology and working practices through this programme will significantly reduce the requirement to hold paper records.
- 7.3 A key deliverable from the programme will be improved management information for decision-making. This includes information, for example, about usage of supplies and services, to enable more sustainable procurement decisions.

8.0 Human resources implications

8.1 The current number and cost of in-scope staff in the Delivery directorate are detailed in the table below:

Service	Annual Salary Budget £000	FTE
Finance	3,380	94.9
Human Resources	2,859	80.1
Payroll	626	24.0
Procurement	758	19.5
Risk Management & Insurance <small>NOTE 1</small>	295	7.7
Total	7,767	224

NOTE 1 – Risk Management & Insurance staff are in-scope for the Hub but not in scope for Target Operating Model savings.

- 8.2 Also in-scope are any of the above activities that are currently carried out in other directorates, in particular transaction processing, where it is concluded that they will be provided more effectively as part of the new Target Operating Model . The scope of these activities and staff numbers (3.1FTE) has been quantified when planning implementation of the Hub and these staff are being dealt with in the same manner as in scope employees/resources within the Delivery directorate. Since November 2013 Hub staff have been co-located in the same area of the civic centre. In December 2013 a new Head of Service for the Hub was appointed and recruitment into the next tier of management roles commenced.
- 8.3 Briefing meetings have been held with in-scope in the Delivery directorate over recent months to raise awareness of the programme and the potential implications for existing teams and roles.
- 8.4 Further consultation meetings are planned over coming months as the detailed restructure proposals that underpin the Target Operating Model are finalised and the specific impacts are known.
- 8.5 Fortnightly meetings are being held with the trade unions to consult on the proposals and regular updates are provided to the Joint Consultative Panel.
- 8.6 All appointments to roles will be made in line with the council's HR policies and procedures.

9.0 Schedule of background papers

Report to Performance, Governance and Support Services Scrutiny Panel – 21 June 2012 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 25 July 2012 - *Shared Services Transformation Programme*

Report to Cabinet (Resources) Panel – 11 September 2012 - *Shared Services Transformation Programme*

Report to Cabinet – 14 November 2012 - *Shared Services Transformation Programme*

Report to Performance, Governance and Support Services Scrutiny Panel – 24 January 2013 - *Shared Services Programme Update*

Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - *Shared Services Transformation – Contract Award*

Report to Cabinet (Resources) Panel – 3 April 2013 and Cabinet 10 April 2013 - *Shared Services Transformation – Full (Outline) Business Case*

Report to Cabinet (Resources) Panel – 21 May 2013 and Cabinet 22 May 2013 - *FutureWorks Programme – Governance Arrangements*

Report to Confident, Capable Council Scrutiny Panel – 18 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

Report to Cabinet (Resources) Panel – 23 July 2013 and Cabinet 24 July 2013 - *FutureWorks Programme – Progress Update and Final Business Case*

Report to Confident, Capable Council Scrutiny Panel – 5 September 2013 - *FutureWorks Programme – Progress Update and Target Operating Model*

Report to Cabinet (Resources) Panel – 11 September 2013 - *FutureWorks Programme – Progress Update and Target Operating Model*

Report to Confident, Capable Council Scrutiny Panel – 10 October 2013 - *FutureWorks – Training Strategy*