

# Confident, Capable Council

## Scrutiny Panel

22 July 2015

**Time** 6.00 pm **Public Meeting?** YES **Type of meeting** Scrutiny

**Venue** Committee Room 1 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

### Membership

**Chair** Cllr Rita Potter (Lab)  
**Vice-chair** Cllr Andrew Wynne (Con)

#### Labour

Cllr Alan Bolshaw  
Cllr Jasbir Jaspal  
Cllr Jacqueline Sweetman  
Cllr Mary Bateman  
Cllr Caroline Siarkiewicz  
Cllr Harbans Bagri  
Cllr Lorna McGregor  
Cllr Milkinderpal Jaspal  
Cllr Payal Bedi

#### Conservative

Cllr Wendy Thompson

#### Liberal Democrat

Quorum for this meeting is three Councillors.

### Information for the Public

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

**Contact** Earl Piggott-Smith  
**Tel/Email** Tel: 01902 551251 or [earl.piggott-smith@wolverhampton.gov.uk](mailto:earl.piggott-smith@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1<sup>st</sup> floor, St Peter's Square,  
Wolverhampton WV1 1RL

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# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies**
- 2            **Declarations of interest**
- 3            **Minutes of previous meeting** (Pages 3 - 12)  
              [For approval]
- 4            **Matters arising**  
              [To consider any matters arising from the minutes]

### DISCUSSION ITEMS

#### CONFIDENT CAPABLE COUNCIL - TRANSFORMATION PROGRAMME - WORKSTREAMS

- 5            **Future Money - making the most efficient use of financial resources** (Pages 13 - 16)  
  
              [Claire Nye, Chief Accountant, to present report on update on budget planning including the Financial Plan]
- 6            **Future People - creating a skilled, flexible workforce** (Pages 17 - 44)  
  
              [Charlotte Johns, Head of Transformation, to present update report including the Organisational Development Strategy]



# Confident, Capable Council Scrutiny Panel

Minutes - 16 June 2015

## Attendance

### Members of the Confident, Capable Council Scrutiny Panel

Cllr Mary Bateman  
Cllr Alan Bolshaw  
Cllr Jasbir Jaspal  
Cllr Rita Potter (Chair)  
Cllr Jacqueline Sweetman  
Cllr Wendy Thompson  
Cllr Andrew Wynne

### Employees

Ian Fegan	Head of Communications
Sue Handy	Head of Customer Service
Charlotte Johns	Head of Transformation
Earl Piggott-Smith	Scrutiny Officer

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

*Item No.*    *Title*

- 1 Apologies**  
Apologies were received from the following members of the panel  
  
Cllr Harbans Bagri  
Cllr Payal Bedi  
Cllr Milkinderpal Jaspal
- 2 Declarations of interest**  
There were no declarations of interest recorded
- 3 Election of Vice Chair**  
The nomination of Cllr Andrew Wynne as Vice- Chair was proposed by Cllr Rita Potter and seconded. Cllr Alan Bolshaw  
  
**Resolved** - That Cllr Wynne be elected as Vice-Chair of the Confident Capable Council Scrutiny Panel for the 2015/16 municipal year.
- 4 Minutes of previous meeting (22.4.15)**  
The minutes of the meeting of 22.4.15 were approved.

5 **Matters arising**  
Budget update and review

Scrutiny Officer confirmed that briefing papers had been sent in response to a request from the panel for further information on the report.

6 **Customer Service Strategy**

Sue Handy, Head of Customer Service, outlined the background to the development of the current strategy detailed in the report. The Head of Customer Services explained that this was a refreshed customer services strategy for the period 2015-2018. The document links to the wider council transformation programme.

The strategy document was informed by the findings and recommendations of the Chanel Shift review. The Head of Customer Services outlined the benefits linked to the introduction of a new customer engagement platform manager information system and the benefits that this will bring to customer and the benefits that will support the delivery of the stated objectives.

The panel queried the intended audience of the strategy document as there was a concern that the document may not be suitable in its current format to the wider public. The panel welcomed the report and praised the quality of the document and the graphics which were informative.

The panel commented that councillors were not explicitly identified in the strategy document as an audience. The panel commented on their experiences of using Customer Services and concern that the current system did not allow proper tracking of the progress of enquiries made on behalf of residents and to be kept informed.

The panel commented that Customer Services staff while the overall experience was positive, there times when staff were not always sure of who should be the best person to deal with a specific query.

The Head of Customer Services explained the limitation of the current customer relationship management system which requires a lot of time consuming tasks to be completed in order to deal with a query and as a result it was difficult to track progress if actions were not followed. The Head of Customer Service acknowledged the issue and explained that the new customer engagement platform relationship management (CRM) system will be introduced in January 2016.

The new CRM system would provide a much more efficient drop-down menu system for staff which would make it easier to record and track progress. The system would allow automatic reminders to the service area after an agreed period, if no response received by an agreed date. The system would also give customers the option to receive automated text or email alerts on progress in dealing with their enquiry.

The panel requested that a report on the impact of the new system be reported to panel meeting on 13 April 2015.

**Resolved:**

The panel welcomed the report and praised the design and content of the customer services strategy document

The panel agreed to receive a report on the impact of introducing a new customer relationship management system in addressing the issues highlighted by the panel at the meeting on 13 April 2015.

**7 Internal communications strategy and plan-on-a-page**

Ian Fegan, Head of Corporate Communications, outlined the background to the improved internal communication and engagement strategy and its relationship to the Council's wider organisational development strategy.

The Head of Corporate Communications commented that the strategy has been informed by responses to the thematic survey completed in November 2014. Employees were asked as part of the survey to submit ideas about improving internal staff communication. The Head of Corporate Communications commented on research findings on the organisational benefits of improving staff communications.

The Head of Corporate Communications detailed the specific actions introduced to respond to the issues highlighted in the survey, for example, monthly briefings from Managing Director, which have proved effective in giving employees information and are well attended sessions and a new weekly core brief update which managers deliver to their employees.

The Head of Corporate Communications commented on the benefits of digital technology as a tool to engage staff, raising awareness of their contribution to the delivery of the corporate priorities and support improved performance.

The panel commented on the research which reported that 54 per cent of survey respondents said that they felt informed about what was happening in the council and expressed concern about the implications.

The Head of Corporate Communications responded that the regular team meetings, core briefs and the monthly meetings with the Managing Director were part of the strategy to engage with more. The Head of Corporate Communications commented on efforts to drive improved internal communication through managers encouraging them talking to their employees and ask them for ideas for improving the performance of the service.

The panel commented that councillors should be included as a target audience in the strategy document.

The Head of Corporate Communications commented that Councillors were on the distribution list for City People as part of the corporate communications strategy to keep Councillors informed about what was happening. The panel agreed that they should be represented as a specific audience in the strategy. The panel commented on the issue of some employees who do not have access to the internet.

The Head of Corporate Communications explained that council information was included in payslips and other options are being considered to keep people informed

**Resolved:**

The panel welcomed the report.

**8 Corporate Communication Strategy 2015-17**

Ian Fegan, Head of Corporate Communications, outlined the background to the corporate communication strategy document 2015-17. The Head of Corporate Communications explained that the council had previously not had a corporate communication strategy. The aim of the strategy was to introduce industry standard practices that would support the council's corporate strategy and deliver more cost effective and successful campaigns in the future.

The strategy provided an opportunity to evaluate what is currently done and use this evidence to deliver more effective and targeted campaigns. The Head of Corporate Communications explained 'digital by design' was important and that residents will be encouraged to sign up to receive information they want, but not spam email. The ambition is reach a target of 20,000 subscribers to the council email information alerts by the end of 2016. The information would use real time data collected from the CRM system discussed earlier in the meeting to deliver a more cost effective and responsive service.

The Head of Corporate Communications compared the major cost differences to using digital compared to traditional communications methods such as printed information. Six key corporate campaigns are planned for the year.

The panel commented on the research findings which reported that 27% of residents felt able to influence decisions made by the Council and that 25% of residents felt the Council provides value for money. A comment was made about the need to improve the quality of services provided. Head of Corporate Communications accepted the point and that it provided an important factor in improving perception, trust and confidence. Head of Corporate Communications responded that the results were based on findings from 2013 and the focus of the strategy was getting more accurate and updated customer feedback that can be used to improve services.

The panel commented on the survey findings which reported that overall 44 per cent of residents were satisfied with Wolverhampton as a place to live and the importance of recognising the scale of the challenge to improving the situation. The panel commented that the survey findings provide a benchmark to measure future progress.

The panel commented on the reference to businesses in the document and queried if the focus of the strategy was on existing or new potential businesses and also the target area. For example, are the target businesses in the Black Country or nationally as part of a strategy to raise the profile of Wolverhampton.

The Head of Corporate Communications responded that work has been done with Business Champions to develop an annual plan of activity. The plan is to build up an accurate customer database and improve the quality of the intelligence. Head of Corporate Communications commented on evidence from large organisations

nationally of the benefits of having a strong focus on customer satisfaction and collecting feedback.

The panel requested a briefing paper outlining the range of work being done as part of the wider efforts to market the City and encourage more businesses to move to Wolverhampton.

**Resolved:**

The panel requested that a briefing paper be sent outlining the work being done to improve city marketing and engage with the business and retail community.

9 **A marketing strategy for the City Council**

Ian Fegan, Head of Corporate Communications, outlined the background to the development of the marketing strategy for the city council. This report is an update on an earlier report that was presented to Scrutiny Board for comment. The Head of Corporate Communications listed the three main priorities of the strategy and the objectives and linked work streams for achieving them.

The Head of Corporate Communications commented that improving engagement with the business community was an area that needed to be improved and that ideas were being considered to deliver information in a more cost effective way.

The panel queried the level of confidence that the strategy could be delivered. The Head of Corporate Communications detailed current work being done to deliver the strategy and the potential offered by the new CRM system which ensures that decisions are driven by intelligence. The system will provide insights and encourage repeat business. The Head of Corporate Communications commented on the need to work with partners to deliver the strategy.

The panel supported the focus on using business intelligence to underpin the marketing strategy for the City. The panel queried if there was now a clear single marketing brand for Wolverhampton which set out its 'unique selling point'. The panel were concerned about the different types branding being used on publications would lead to confusion about the core brand and reduced its potential impact. The panel made reference to the evidence from witnesses who contributed to the First Impressions of the City scrutiny review which commented on the issue of branding.

The Head of Corporate Communications accepted the point and made reference to the document which talks about a new visual identity and corporate branding focused on the 'City of Wolverhampton'. Wolverhampton is the 19th largest city in England and is the only city in the Black Country. The Head of Corporate Communications commented that not enough is made of Wolverhampton's city status and we need to find a distinctive message.

The Head of Corporate Communications gave the example of the work being done to develop the "Wolverhampton Story". The work is being led by Keren Jones, Service Director, City Economy and is supported by the Business Champions.

The panel commented on the importance of having a clear brand for Wolverhampton which set out the vision for the future and creating a good first impression.

The panel agreed that it would be helpful to be sent a copy of the progress report on implementing recommendations from the first impressions of the city review for information that was presented to Scrutiny Board.

The Head of Corporate Communications agreed to a request to provide a position statement about progress to the panel meeting in January 2016.

The panel discussed the history of Wolverhampton and that this should be part of how the city is marketed in the future.



**Resolved:**

The panel would like a briefing note on what the council is doing to sell Wolverhampton to retailers.

The panel requested that a briefing paper be sent to panel to update on progress in January 2016.

10 **Performance Management Framework**

Charlotte Johns, Head of Transformation, outlined the background to the development of the council's performance management framework and how it supports the refreshed corporate plan priorities. The Head of Transformation explained the different parts of the strategy and its focus on building on existing good practice.

The Head of Transformation gave a summary of the key points detailed in the performance management framework 2015-18 document.

The panel welcomed the report. The panel queried the underlying key performance indicators in the documents that will be used to review progress. The Head of Transformation explained that performance indicators are listed in the Corporate Plan, which will be going to Council on 15 July. It was also explained that going forward different sources of evidence will be used to show progress and a rounded view of performance.

**Resolved:**

The panel welcomed the report.

11 **Refreshed Council Appraisal Scheme**

Charlotte Johns, Head of Transformation, outlined the background to the development of the council's refreshed appraisal scheme. The Head of Transformation explained that changes were made to the previous scheme to simplify the process and respond to feedback. Latest performance shows that 73 per cent of employees receiving an appraisal during a 12 month period. The changes were aimed at increasing the number of employees who had an appraisal within 12 months. The new system would have a series of menu options which will make it easier to complete, with the option of adding comments where appropriate.

The Head of Transformation explained the responsibilities of managers to complete employee appraisals.

The panel welcomed the report. The panel queried if employees had mandatory training on the appraisal system. The Head of Transformation responded that training and support is provided, and that monitoring will be done to check that appraisals are being completed. The Head of Transformation accepted that work was needed to be done to increase the number of appraisals.

The panel queried if consideration could in the future to replacing the system with an online version rather than a paper version as part of the 'digital by design' approach. The Head of Transformation responded that she supported the idea of reducing the paperwork and making the system more efficient, and this will be looked in to.

The panel queried if the appraisal process would help to identify gifted people within the Council. The Head of Transformation explained that different initiatives were being used to grow and retain internal talent. The Head of Transformation

commented on the benefits of the council's participation in the national graduate development programme and on-going work with Wolverhampton University to fill skills gaps

**Resolved:**

The panel welcomed the report.

The panel would like their comments included in the refreshed council appraisal scheme to be presented to (Cabinet Resources) Panel.

The meeting closed at 19:20

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# Confident Capable Council Scrutiny Panel

## 22 July 2015

<b>Report title</b>	Budget Update and Review	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Mark Taylor, Director of Finance	
<b>Originating service</b>	Strategic Finance	
<b>Accountable employee(s)</b>	Claire Nye	Chief Accountant
	Tel	01902 55(0478)
	Email	claire.nye@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>		

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### 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.

## 1.0 Purpose

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

*Reports relating to the Council's Budget and Medium Term Financial Strategy*

- Transportation Capital Programme – 2015/16 and future years
- Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial strategy
- Financial Plan

## 2.0 Background

- 2.1 As set out in the Confident Capable Council Scrutiny Panel work plan, regular updates on the budget and medium term financial strategy will be received throughout the year. This is the first report of this nature during 2015/16.

- 2.2 Three reports focussing on the Council's finances have been recently received by Cabinet as set out below:

*Cabinet, 11 March 2015*

- Transportation Capital Programme – 2015/16 and future years

*Cabinet, 23 June 2015*

- Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial strategy
- Financial Plan

In order to minimise printing costs, the Panel Chair has agreed that full versions of the reports will not be circulated again. It is recommended, however, 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 and Cabinet (Resources) Panel agenda papers to this meeting. Summaries of the relevant reports are shown below.

## 3.0 Transportation Capital Programme – 2015/16 and future years

- 3.1 The Council's transportation capital programme includes separate allocations each year for the development of the highways network and for structural maintenance of the network.

- 3.2 This report was presented to Cabinet on 11 March 2015 to seek approval for a programme of capital funded schemes to develop and maintain the transportation network for the financial years 2015/16, 2016/17 and 2017/18, subject to available

resources and annual review. Cabinet was also asked to note the expenditure and progress made in delivering the schemes in the Transportation Capital Programme during 2014/15.

#### **4.0 Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial strategy**

- 4.1 This report was considered by Cabinet on 23 June 2015 and contained details of the General Fund and Housing Revenue Account capital programmes outturn position at the end of 2014/15 together with an update on their financial performance as at quarter one of 2015/16.
- 4.2 The report recommended variations to the approved General Fund programme totalling an increase of £49.1 million bringing the total revised capital programme to £270.2 million. This increase is financed through the use of external resources.
- 4.3 The report also noted that the approved General Fund capital budget for 2015/16 amounts to £78.0 million and expenditure to the end of quarter one 2015/16 was £6.2 million, which represents 8.0% of the approved budget.

#### **5.0 Financial Plan**

- 5.1 The refreshed Financial Plan was presented to Cabinet for information prior to its approval by the Cabinet Member for Resources in consultation with the Director of Finance, under previously delegated powers.
- 5.2 The Plan consists of ten sections and focusses on the Council's latest medium term financial forecasts, how the Authority is responding to severe cuts in its grant funding and its determination to continue to invest in the services which stakeholders have identified as being a priority.

#### **6.0 Financial Implications**

- 6.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel  
[MH/09072015/D].

#### **7.0 Legal Implications**

- 7.1 These are detailed within the individual reports to Cabinet and Cabinet (Resources) Panel  
[TS/13072015/I].

#### **8.0 Equalities Implications**

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

## **9.0 Environmental Implications**

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

## **10.0 Schedule of Background Papers**

Transportation Capital Programme – 2015/16 and future years, Cabinet 11 March 2015.

Capital budget outturn 2014/15 including quarter one capital budget monitoring 2015/16 and financial strategy, Cabinet 23 June 2015.

Financial Plan, Cabinet 23 June 2015.





## **Confident Capable Council Scrutiny Panel**

22 July 2015

<b>Report title</b>	Future People	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance and Performance	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Transformation	
<b>Accountable employee(s)</b>	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	Cabinet	23 June 2015

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

The panel is recommended to:

1. Review the council's approach to Organisational Development, including the Organisational Development Strategy.

## **1.0 Purpose**

- 1.1 The purpose of this report is to provide information on the council's approach to Organisational Development including the Organisational Development Strategy, part of the 'Future People' objective in the Corporate Plan.

## **2.0 Background**

- 2.1 The council's recently approved Corporate Plan includes a priority of a 'Confident Capable Council', and a specific objective around 'Future People'. This objective is concerned with ensuring we have the right people, with the right skills doing the right things for the City of Wolverhampton.
- 2.2 The key document underpinning this objective is the Organisational Development Strategy which was approved by Cabinet on 23 June, subject to scrutiny of the document.
- 2.3 The Future People priority concerns all aspects of our 'people', and following a request from the Chair of the Confident Capable Council Scrutiny Panel, this report also includes details on the Council's Whistleblowing Policy.

## **3.0 Our Approach – Organisational Development (OD) Strategy**

- 3.1 The OD strategy has been developed in consultation with all directorates of the council, using evidence on our workforce and key issues which are not only affecting our workforce today, but may impact on the Council going forward.
- 3.2 The OD strategy proposes four key priorities for the year ahead, in order support the delivery of the Corporate Plan. They are:
- i. Leadership & management
  - ii. Employee engagement
  - iii. Future skills – the directorate specific initiatives required to support workforce planning for the future
  - iv. Equality and diversity
- 3.3 The OD strategy is underpinned by more detailed delivery plans which form the work plan for the OD team within the Transformation service area. Resources will be reconfigured in order to support the delivery of the plan within the service area.
- 3.4 The OD strategy will be subject to an annual review, and regular update reports on progress will be sent to SEB on a minimum of a quarterly basis.
- 3.5 The OD Strategy's fourth priority, around equality and diversity, has also been reviewed by the Council's Equalities Advisory Group, which endorsed the importance of ensuring we have a diverse workforce which is treated equitably and fairly.

#### **4.0 Whistleblowing Policy**

- 4.1 The Council has a Whistleblowing Policy in place, which is available on the council's intranet pages. A campaign to promote awareness was last conducted a year ago.
- 4.2 The importance of this policy was recently also raised at Audit Committee in the context of fraud prevention. More regular communications on the policy are planned, and employees will be alerted to the policy in the new corporate induction which is proposed in the Organisational Development (OD) strategy.
- 4.3 The Whistleblowing policy is separate to the council's suite of Human Resource policies, which include policies for issues such as employee grievances or allegations of bullying and harassment.
- 4.4 In addition to whistleblowing, there are regular opportunities for employees to feedback on their ideas for organisational improvement. The second priority of the OD strategy is solely concerned with employee engagement, and includes activity such as the council's employee suggestion scheme the Bright Ideas Portal, which builds on the success of the 100.100 campaign.

#### **5.0 Financial implications**

- 5.1 The OD strategy is part of the Future People work stream. The C3 programme is intended to deliver transformation, improve efficiency and the increase the quality of services and will, therefore, directly contribute towards the delivery of the Medium Term Financial Strategy, including challenging savings requirements.
- 5.2 The OD strategy will be delivered within existing resources and provides a framework against which our reducing resources can be prioritised to ensure maximum impact on the delivery of our strategic objectives. [GE/27052015/S]

#### **6.0 Legal implications**

- 6.1 There are no legal implications arising from this report. [RB/2205/2015/N]

#### **7.0 Equalities implications**

- 7.1 The fourth strand of the OD strategy is solely focused with equalities and diversity, and brings together a number of key issues and areas for focus which have previously been discussed and agreed by the Councillor Equalities Advisory Group.

#### **8.0 Environmental implications**

- 8.1 There are no environmental implications arising from this report.

**9.0 Human resources implications**

9.1 To deliver the OD strategy, there is a detailed work plan which underpins it primarily drive by the Transformation Team. However the HR operational work plan is also in synergy with the OD strategy.

**10.0 Corporate landlord implications**

10.1 There are no corporate landlord implications.

Appendix 1 – OD Strategy

Appendix 2 – Whistleblowing Strategy



# City of Wolverhampton Council's Organisational Development Strategy 2015-16

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Working as one to  
serve our city

# CONTENTS



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## 1

## Introduction

### Our Purpose and Vision

We are passionate about delivering great services and making life better for everyone in Wolverhampton. This is summed up in our mission statement:

# Working as **one** to serve our city

The vision for Wolverhampton is to be a city where the local economy is strong and sustainable, where our communities achieve their full potential, our people live longer and are supported in times of need, but in order to achieve these we need a stronger council that is ready and able to deliver change. This is set out in our Corporate Plan.

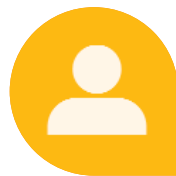
In order to deliver the Corporate Plan, we need to have a workforce that has the right skills and understands how what they do makes a difference. This is part of being a 'Confident Capable Council' – our key priority underpinning the delivery of a stronger economy and stronger communities.

A transformation programme has been established to ensure that the City of Wolverhampton is a 'Confident Capable Council' and one of the key areas of work as part of this is 'Future People'. The Future People programme brings together a number of projects, initiatives and actions across the city to ensure that we have a workforce ready and able to meet the challenges ahead.

## Our priorities



*A stronger  
economy*



*Stronger  
communities*



*A confident  
capable council*

## 2

## Organisational development at the City of Wolverhampton Council

Organisational Development (OD) is a planned approach to improve organisational performance through aligning strategy, people and processes.

This strategy is aimed at promoting a corporate approach to the management of our people and supporting a culture shift which enables the organisation to become 'confident and capable'.

In order to be effective, Organisational Development needs to be planned and implemented at three levels:

- Organisational
- Team
- Individual

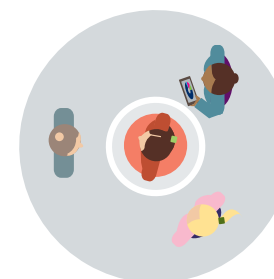
This strategy provides a framework to address issues such as structures, systems, skills, behaviour, attitudes, culture and leadership, primarily through our people. It sets out our approach to make the City of Wolverhampton a good place to work.

Organisational Development needs to be planned and implemented at three levels:

### ORGANISATIONAL



### TEAM



### INDIVIDUAL





## 3

## Strategic context

The environment in which the council works is constantly changing, meaning the organisation needs a flexible and agile workforce ready to take on the challenges ahead.

Since 2010 in response to the economic downturn, the Government's priority has been to reduce public sector borrowing. This has resulted in funding cuts in local government of an unprecedented scale. Over the last five years, the value of general grants awarded to the City of Wolverhampton Council by central government has reduced by over 50% in real terms leaving the council with over £148 million less to spend in 2015/16 than in 2010/11.

This means we need to develop more **commercial** and **entrepreneurial** skills within our workforce, and it becomes even more important that we work as one council, to eliminate any inefficiency or duplication of effort. This will mean we have to work in a **matrix** way, utilising **project and programme management** skills to work across services. We need to be better at commissioning and procuring services, alongside **robust financial management** to enable us to meet the budget challenge.

Devolution is a key topic for local government, and particularly pertinent to Wolverhampton. We are the lead authority for developing a Combined Authority for the West Midlands region.

We are also a member of the 'Key Cities' group, asking Government to devolve more fiscal powers to Key Cities in order to spark economic growth. This means **influencing** and **collaboration** skills amongst our leaders and managers is key, to ensure that Wolverhampton is effective in working in partnership.

Jaguar Land Rover's new Engine Manufacturing Centre at the i54 Business Park



# 4

## Our priorities for 2015-16

For 2015-16, our priorities are:

1. Leadership and Management
2. Employee engagement, including a new induction approach
3. Future workforce



*People*



*Place*



*Corporate*

4. Equality and Diversity



# 5

## Our strategy



### Leadership and management

We will support and develop our leaders to manage effectively in order to deliver our corporate plan

### Employee engagement

We will develop a culture in which employees feel motivated to serve our city as one council

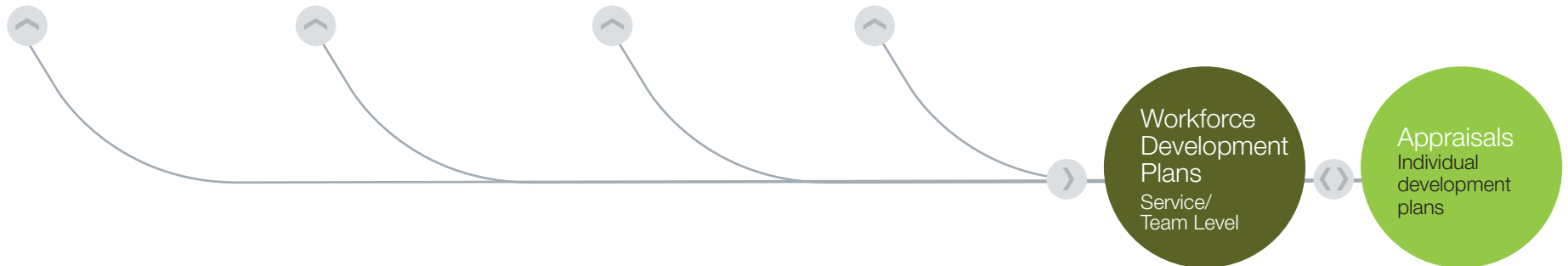
### Future skills

We will ensure that there is a robust workforce planning in place to ensure we have the right people with the right skills. This is broken down by:

People | Place | Corporate

### Equality and diversity

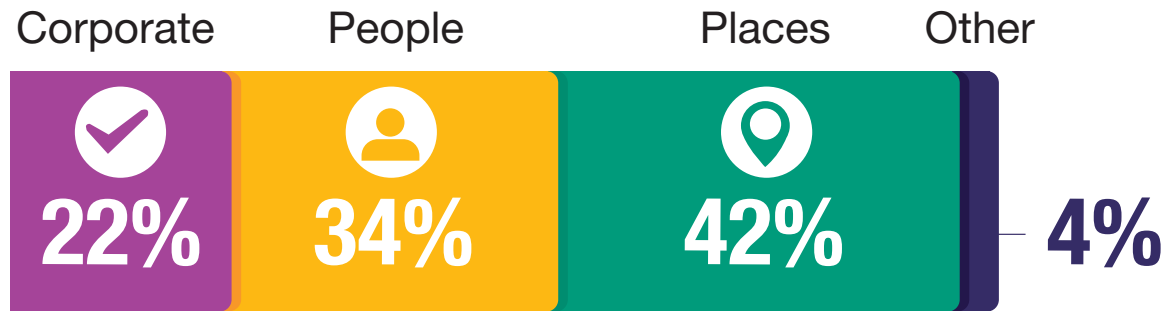
We are committed to equality and diversity in our workforce



# 6

## Our current workforce

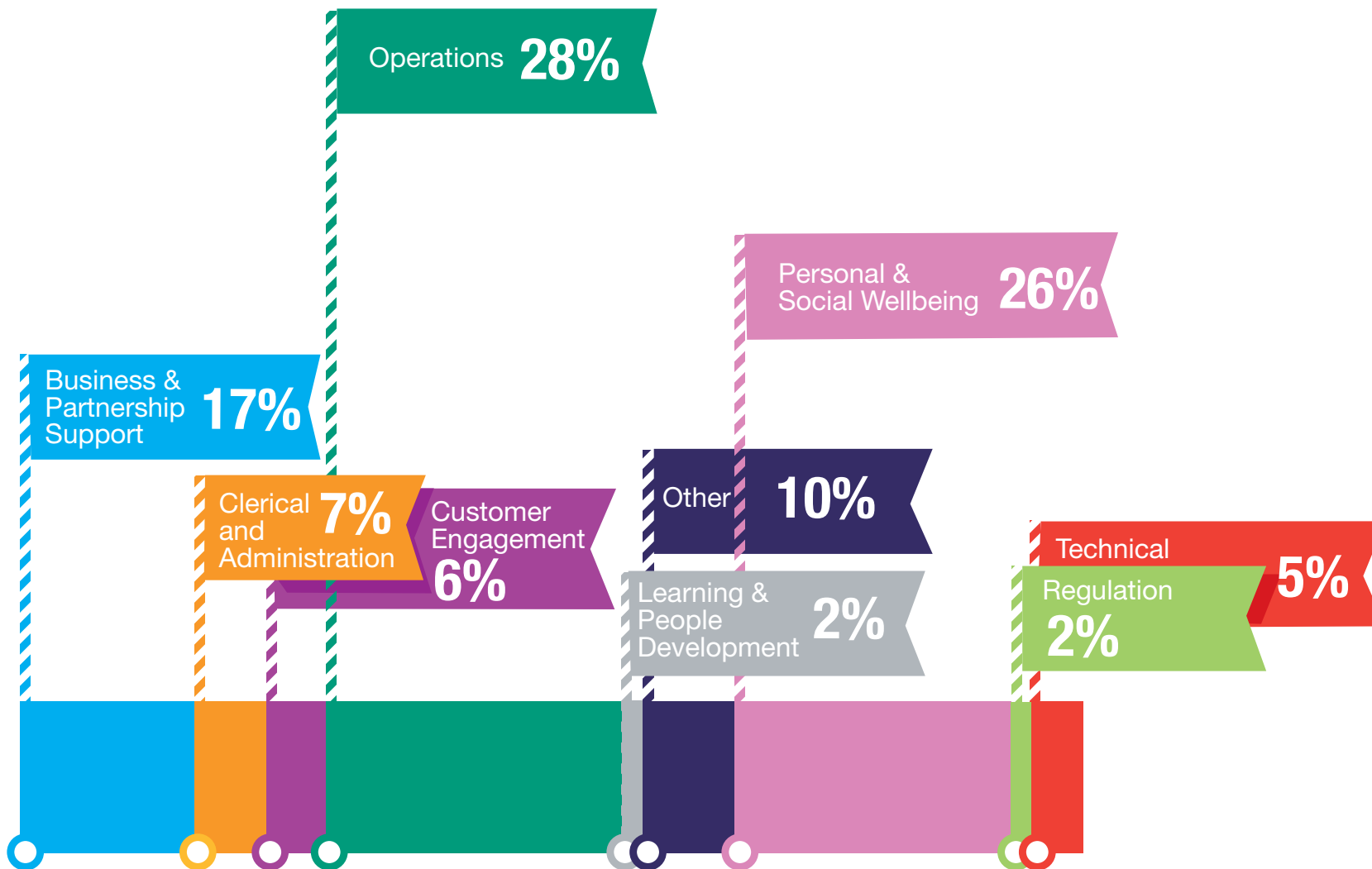
Directorates



As at March 2015

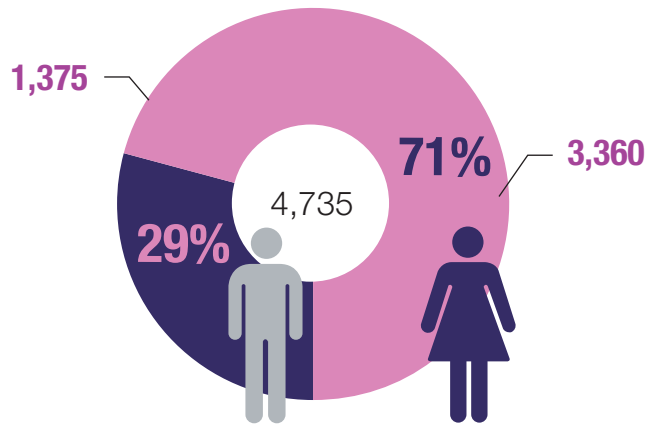
Roles

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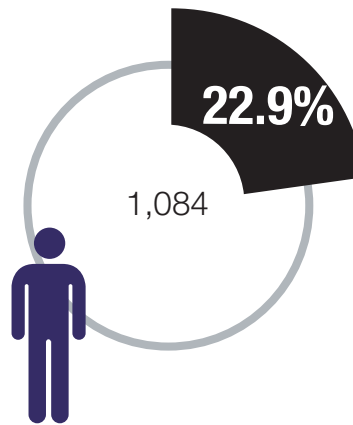


As at March 2015

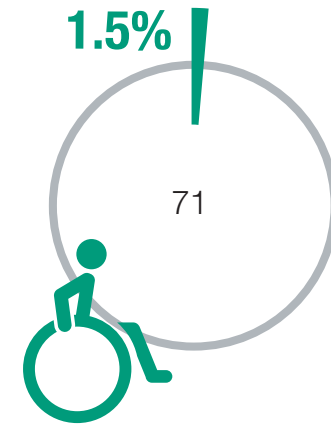
Employee headcount



Black and Minority Ethnic



Disability



As at March 2015

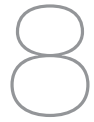
## 7

## Our behaviours

**PRIDE: our core behaviours***Working as one to serve our city*

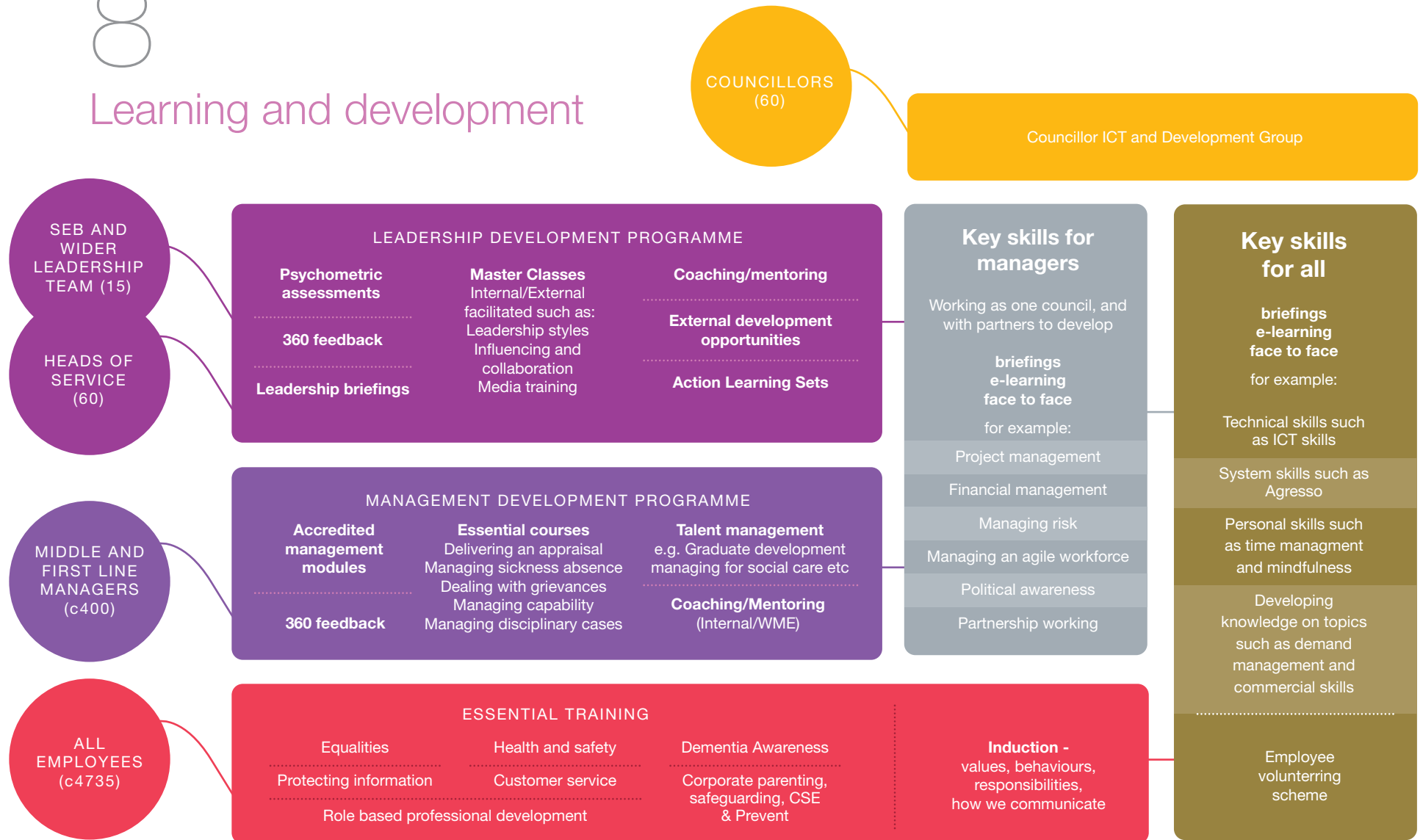
## How we will behave

<b>P</b>	<b>Put customers first - <i>be customer focused</i></b>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
<b>R</b>	<b>Raise the profile of the City - <i>be positive</i></b>	We are confident advocates for the city and the council. We are positive about what we do and work actively with our partners to build confidence.
<b>I</b>	<b>Inspire trust and confidence - <i>be open</i></b>	We value each other's contribution, empathise with colleagues, are self-aware and remain open in difficult situations. We are flexible and open-minded in our approach. We listen and respond to new ideas.
<b>D</b>	<b>Demonstrate a can-do and tenacious attitude - <i>be a change agent</i></b>	We take the initiative, take ownership of problems and see them through, challenging where appropriate and acknowledge uncertainties. Importantly, we will be evidence-led in our decision-making.
<b>E</b>	<b>Encourage teamwork - <i>be a team player</i></b>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.



# Learning and development

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Figures as at March 2015



# 1 Leadership and Management

## In 2015-16 we will

## Accountable Officer

<p>Develop and implement a Leadership Development Programme for senior leaders in the organisation, including:</p> <ul style="list-style-type: none"> <li>• Commissioning a series of masterclasses on leadership behaviours and 'wicked issues' including using internal expertise and city partners where possible</li> <li>• Setting up an executive coaching and mentoring scheme for our top 75 managers</li> <li>• Setting up an Action Learning Set approach for leaders, ensuring at least one learning set is established</li> <li>• Implementing a 360 feedback process for our top 75 managers</li> </ul>	Head of Transformation
Implement of a management development programme including a manager's toolkit	Head of Transformation
Develop an approach to talent management in the organisation, including participation in the national graduate development programme and local 'grow your own' initiatives	Head of Transformation
Ensure bi-monthly leadership briefings with regular opportunities for people at all levels in the organisation to present	Head of Corporate Communications
Explore links with other leadership initiatives in other local public sector organisations to support integrated working	Head of Transformation

## Why is this important?

In order to deliver our corporate plan in a complex and challenging environment, excellent leadership and management is required.



## How will we monitor our progress?

% managers who feel well communicated with

% of managers undertaking 360 feedback

Conduct a survey of managers to capture their views and opinions.

## 2 Employee engagement

### In 2015-16 we will

### Accountable Officer

Implement an all employee induction programme, to include a face to face welcome session	Head of Transformation
Implement the internal communications strategy, including regular 'Core Briefs', service based employee sessions and team meetings	Head of Corporate Communications
Continue the 'Bright Ideas Portal' – the employee suggestion scheme	Head of Transformation
Develop and implement a pay and rewards plan, to include an employee benefits scheme	Head of Transformation
Implement an employee recognition scheme including the 'Star Awards', employee of the month and a 'top job blog'	Head of Transformation
Deliver a workplace health approach as part of Obesity Challenge Strategy, including adoption of a workplace health charter	Head of Healthier Place
Develop the council's on-line and digital platforms for employees, including a council LinkedIn page and use of technology in the learning and development offer	Head of Transformation
Provide opportunities for employee volunteering in the city, that support the city's ambitions	Head of Economic Inclusion
Review and improve the organisation's consultation model with the trade unions	OD Strategy & Policy Manager
Further embed the council's behaviour framework in to the council's way of working	Head of Transformation

### Why is this important?

This priority is focussed with creating an environment where employees are motivated to serve our city as one council.



### How will we monitor our progress?

- Increase employee satisfaction
- Increase % of employees who are aware of the corporate plan
- Reduce sickness absence
- Turnover/retention rates
- Increase involvement in corporate initiatives e.g. Bright Ideas Portal.

### 3a Future Skills – Corporate

#### In 2015-16 we will

#### Accountable Officer

Improve the availability and analysis of workforce data to inform our planning	OD Strategy & Policy Manager
Deliver a new appraisal scheme, and a mechanism for capturing organisational training requirements coming from these discussions	Workforce Development Manager
Implement an apprenticeship offer including adult and 16-18 opportunities	Workforce Development Manager
Provide a rounded learning and development offer for employees, including maintenance of the Learning Hub and face to face sessions. Specific priorities for 2015-16 will include: <ul style="list-style-type: none"> <li>• Project management – improve the effective management of projects and programmes</li> <li>• Business intelligence – improve the analysis of data in order to increase our evidence base</li> </ul>	Workforce Development Manager
Develop and review our HR policy framework to support the development of a more flexible and agile workforce, linked to our Future Space programme of transformation	OD Strategy & Policy Manager
Ensure development pathways for key job roles are in place	Workforce Development Manager
Develop a workforce planning approach, restructuring and recruitment framework based on role profiles	Head of Transformation
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Explore viability of a corporate external accreditation scheme such as Investors in People	Head of Transformation
Support the transfer of knowledge after conferences and events through standard briefing templates and upload to a searchable Policy Portal	Head of Transformation

#### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through a number of corporate initiatives to develop skills. We also will understand the skills required to support corporate services going forward.



#### How will we monitor our progress?

Reduce expenditure on agency workers

100% of employees completed mandatory courses.

## 3b Future Skills – People

### In 2015-16 we will

### Accountable Officer

Improve front line social work practice in children's social care, through targeted training programme to improve recording, care plans, assessment and risk management	Workforce Development Manager
Recruit and retain excellent Newly Qualified Social Workers, experienced social workers and social work managers	Heads of Service
Transform adults and children's services through ensuring CPD plans are in place for all practitioners and service managers supporting business objectives and contributing to succession planning and talent management	Heads of Service/ Senior managers
Submit an application to the 'Think Ahead' programme to support developing mental health social workers	Service Director, Disability & Mental Health
Ensure that employment initiative programmes provide opportunities for care leavers	Workforce Development Manager
Provide role appropriate training to all employees on the Care Act	Service Director, Older People
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Ensure development pathways for key job roles are in place	Workforce Development Manager
Develop a 'Corporate Parenting' e-learning course for all employees	Service Director Children & Young People

### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through specific initiatives to resolve workforce skill and planning issues for the People directorate.



### How will we monitor our progress?

% increase in permanent social work professionals with matched decrease on the reliance of agency workers

Performance management targets achieved through improved service and appraisal outcomes for practitioners.

Performance management targets achieved through improved service and appraisal outcomes for managers

% of apprenticeships for care leavers

Improve response to and outcomes from Social Work Health Check.

### 3c Future Skills – Place

#### In 2015-16 we will

#### Accountable Officer

Provide support to our employees so that they can act as ambassadors for the city of Wolverhampton	Head of Transformation
Develop and implement service specific workforce development plans as appropriate	Heads of Service, supported by OD
Ensure development pathways for key job roles are in place	Workforce Development Manager
Deliver key worklessness initiatives in the city around <ul style="list-style-type: none"> <li>• Work placements and Volunteering</li> <li>• Traineeships and Internships</li> <li>• Apprenticeships</li> </ul> Including creating a 'Placement Hub' centralised opportunity system, developing employer relationships to support growth in opportunities for employees and developing education and employer links to prepare young people for the world of work	Education Business Relationships Manager

#### Why is this important?

We must have the right people with the right skills to deliver our corporate plan. We will achieve this through specific initiatives to resolve workforce skill and planning issues for the Place directorate.



#### How will we monitor our progress?

Performance management targets achieved through improved service and appraisal outcomes for officers

Performance management targets achieved through improved service and appraisal outcomes for managers.

## 4 Equality and Diversity

### In 2015-16 we will

### Accountable Officer

Maintain pay equality and conduct equal pay audits	OD Strategy & Policy Manager
Conduct a data drive to ensure we have accurate and up to date information on protected characteristics and our workforce/applicants	OD Strategy & Policy Manager
Use intelligence to develop support and interventions for specific groups, working with national bodies such as Stonewall as appropriate	OD Strategy & Policy Manager
Participate in events such as International Day against Homophobia, Biphobia and Transphobia	Head of Transformation
Investigate the overrepresentation of certain protected characteristics in the disciplinary and grievance process including setting up employee reference groups, reviewing allegations and dip sampling cases	OD Strategy & Policy Manager
Investigate why the council is more successful at recruiting and employing a higher % of BME employees in casual and temporary posts in comparison to permanent roles	OD Strategy & Policy Manager
Continue to monitor leavers information including an anonymous exit survey	OD Strategy & Policy Manager
Improve employee awareness of equalities issues, and confidence in talking about them	Head of Transformation

### Why is this important?

The council is committed to equality and diversity, and ensuring that our workforce is representative of the communities that it serves.



### How will we monitor our progress?

Workforce representative of our community

Increase % of underrepresented groups in management positions

Satisfaction of our employees by protected characteristic.

**wolverhampton.gov.uk** 01902 551155

 WolverhamptonToday  @WolvesCouncil  WolverhamptonToday

City of Wolverhampton Council, Civic Centre, St. Peter's Square,  
Wolverhampton WV1 1SH

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# Whistleblowing Policy and Procedure

## Policy statement

Every employer faces the risk that something will go badly wrong in their organisation and ought to welcome the opportunity to address it as early as possible. Whenever such a situation arises the first people to know of such a risk will usually be employees yet while these are the people best placed to speak up before damage is done, they often fear they have the most to lose if they do (otherwise known as “whistleblowing”). They may also feel that speaking up would be disloyal to their colleagues or to the Council and they may fear harassment or victimisation. In these circumstances it may be easier to ignore the concern rather than report what may just be a suspicion of malpractice.

The Council is committed to the highest possible standards of openness, probity and accountability. In line with that commitment we actively encourage employees, and others that we deal with, who have serious concerns about any aspect of the Council’s work to come forward and voice those concerns.

This document makes it clear that you can raise concerns without fear of victimisation, subsequent discrimination or disadvantage. This whistleblowing policy and procedure is intended to encourage and enable employees to raise serious concerns within the Council rather than overlooking a problem.

Whistleblowing is the popular term used when someone who works in an organisation raises a concern that could threaten customers, colleagues, the public or the organisation’s own reputation. As an early warning system, whistleblowing can help alert employers to risks such as:

- a danger in the workplace;
- fraud in, or by the organisation;
- offering, taking or soliciting bribes;
- damage to the environment;
- failure to comply with appropriate professional standards;
- gross waste or mismanagement of funds;
- serious misuse or abuse of authority;
- misreporting performance data; or
- neglect of people in care.

### **Whistleblowing concerns as distinct from grievances**

Whistleblowing is where an employee has a concern about danger or illegality that has a public interest aspect to it. A grievance or private complaint is, by contrast, a dispute about the employee’s own employment position and has no additional public interest dimension. Therefore, any issues surrounding an employees’ own contracts of employment, bullying or harassment, should be raised under the existing Council policies for these issues (copies of which can be obtained on the Council’s intranet site). Where issues involve potential cases of fraud, bribery or corruption, employees should also refer to the Council’s anti-fraud and corruption policy and procedure.

## Aims of this policy and procedure

The aims of the whistleblowing policy and procedure are as follows:

- To encourage employees to feel confident about raising concerns and to question and act on those concerns.
- To provide ways for employees to receive feedback where appropriate on any action taken as a result.
- To reassure employees that if they raise concerns in the public interest and reasonably believe them to be true (\*known as a public interest disclosure), the Council will not tolerate any reprisal against an employee because they have raised a concern under the policy, and will treat any such reprisal as a disciplinary matter which might lead to dismissal. However, this assurance is not extended to those who maliciously raise a concern that they know is false, which is also considered a disciplinary matter.
- To ensure that employees are aware of the options available to them if they are dissatisfied with the Council's response.

\* No agreement made before, during or after employment, between an employee and the Council will preclude that employee from making a public interest disclosure.

## Who is covered by the policy and procedure?

The Council's whistleblowing policy and procedure applies equally to employees, Councillors, job applicants, volunteers, agency workers and Council contractors, suppliers and partners.

## Raising a concern

While it is hoped this policy and procedure will reassure employees to raise concerns internally, the Council accepts that employees can safely contact an appropriate external body. Therefore, you may wish to, or benefit from, talking the matter through in confidence with such an external body. If so, independent and confidential advice is available through the organisation Public Concern at Work, who can be contacted as follows:

### Public Concern at Work

3<sup>rd</sup> Floor  
Bank Chambers  
6 -10 Borough High Street  
London  
SE1 9QQ  
(Tel: 020 7404 6609)  
([www.pcaw.org.uk](http://www.pcaw.org.uk))



Public Concern at Work is a whistleblowing charity that aims to protect society by encouraging workplace whistleblowing. They operate a free, confidential advice line for workers with whistleblowing dilemmas.

If you decide to go ahead with raising a whistleblowing concern, the Council hopes that you will feel able to raise it with your line manager. Where you do not feel that is an option or a sensible course (for example because the issue may involve your manager), or if the concern has been raised locally but remains unaddressed, the concern can be safely raised at a higher level by using the Council's confidential whistleblowing hotline:



**Whistleblowing hotline: (01902) 550550**

(24 hours a day, 7 days a week, answerphone out of office hours)

Alternately, concerns can be raised directly with the following officers:

**Peter Farrow - Head of Audit Services**

Tel: (01902) 554460

e-mail: peter.farrow@wolverhampton.gov.uk

**Kevin O’Keefe – Director of Governance/Monitoring Officer**

Tel: (01902) 554910

e-mail: kevin.o’keefe@wolverhampton.gov.uk

This policy and procedure is intended to provide you with an avenue within the Council to raise concerns. The Council hopes you will be satisfied with any action taken. If you are not, and if you feel it is right to take the matter outside the Council, the following may be useful contact points:

**Public Concern at Work** (contact details above)

**The Council’s external auditors:**

PricewaterhouseCoopers (PwC)

Cornwall Court

19 Cornwall Street

Birmingham

B3 2DT

(Tel: 0121 265 5000)

Whilst anonymous allegations will be assessed and action taken where appropriate, it is much more difficult to properly investigate matters raised anonymously. The whistleblowing policy and procedure is designed to protect anyone raising concerns and individuals utilising the provisions of the policy are encouraged to identify themselves. Obviously, feedback relating to any investigation which has been undertaken can only be provided where contact details are known.

**How will the Council respond?**

Where a concern is raised, whether formally under the policy or not, the manager will listen carefully, avoid pre-judging the issue and decide whether it should be dealt with under the whistleblowing policy.

Some concerns may be more suitable to be investigated and dealt with by managers through alternative Council procedures such as the disciplinary or grievance processes. Also, concerns or allegations which fall within the scope of other specific procedures (for example, child protection issues) will normally be referred for consideration under those procedures.

Where it is decided that it is a whistleblowing concern, and in all cases where a concern is raised formally (by invoking the policy), the manager should notify the head of audit services. A decision will then be taken between both parties, as to the most appropriate way, dependent upon how serious and urgent the risk is, in which way the concern can be investigated, for example an audit services investigation, other internal investigation, referral to the police or other external organisation.

You will be told how and by whom your concern will be handled, and be given an estimate of how long any investigation will take.

If you would like an update or feedback following the raising of your concern, you will be told, where appropriate the outcome of the investigation. However, due to the legal obligations of confidentiality the Council owes other employees, it might not be able to freely provide feedback on the outcome of any disciplinary action taken against another employee.

The Council will respect confidentiality and your identity will be kept confidential if you request, unless disclosure is required by law. However, the Council cannot guarantee that others may not try to deduce (correctly or otherwise) your identity. If you are wrongly identified as having raised a concern, the protection offered to whistleblowers within the policy, will also apply to you.

### **Reporting**

The Head of Audit Services will maintain a record of all key details of concerns raised under the whistleblowing policy and procedure and will report on whistleblowing concerns and their outcomes, as necessary to the Audit (Monitoring of Audit Investigations) Sub-Committee in accordance with the principles on confidentiality.

In the event that a member of the Audit Sub-Committee is dissatisfied with any aspect of how the concern has been dealt with, the matter will be referred back to the main Audit Committee or the Council's external auditors.

An annual report summarising activity undertaken under the Council's whistleblowing policy and procedure will also be submitted to the Audit Committee. This report will include:

- a record of the number and types of concerns raised and the outcomes of investigations;
- feedback from individuals who have used the arrangements;
- any complaints of victimisation;
- any complaints of failures to maintain confidentiality;
- a review of other existing reporting mechanisms, such as fraud, incident reporting or health and safety;
- a review of other adverse incidents that could have been identified by staff (e.g. complaints, publicity or wrongdoing identified by third parties);
- a review of any relevant litigation; and
- a review of staff awareness, trust and confidence in the arrangements.

### **Review of the whistleblowing policy and procedure**

The Council's whistleblowing policy and procedure will be reviewed on an annual basis by the Head of Audit Services and the Audit Committee to ensure that it remains up to date, fit for purpose and represents generally accepted good practice.