



# Cabinet (Resources) Panel

## 30 June 2015

**Time** 5.00 pm      **Public Meeting?** YES      **Type of meeting** Executive  
**Venue** Committee Room 4 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

### Membership

**Chair** Cllr Andrew Johnson (Lab)  
**Vice-chair** Cllr Roger Lawrence (Lab)

### Labour

Cllr Peter Bilson  
Cllr Claire Darke  
Cllr Steve Evans  
Cllr Val Gibson  
Cllr Elias Mattu  
Cllr John Reynolds  
Cllr Sandra Samuels  
Cllr Paul Sweet

Quorum for this meeting is five Councillors.

### Information for the Public

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

**Contact** Linda Banbury, Democratic Support Officer  
**Tel/Email** 01902 555040 or [linda.banbury@wolverhampton.gov.uk](mailto:linda.banbury@wolverhampton.gov.uk)  
**Address** Democratic Support, Civic Centre, 1st floor, St Peter's Square,  
Wolverhampton WV1 1RL

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

# Agenda

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

*Item No.*    *Title*

### MEETING BUSINESS ITEMS

- 1            **Apologies for absence**
- 2            **Declarations of interest**
- 3            **Minutes of the previous meeting** (Pages 5 - 8)  
[To approve the minutes of the previous meeting as a correct record.]
- 4            **Matters arising**  
[To consider any matters arising from the minutes.]

### DECISION ITEM (RED - FOR DECISION BY THE COUNCIL)

- 5            **Future Space** (Pages 9 - 22)  
[To approve funding for offices rationalisation, investment works and car park repairs and to delegate authority to the Cabinet Member for Resources in consultation with the Director of Finance in regard to the procurement route and award of contract]

### DECISION ITEMS (AMBER - DELEGATED TO THE CABINET)

- 6            **Internal communications strategy and plan-on-a-page** (Pages 23 - 38)  
[To review and approve the internal communication and engagement strategy]
- 7            **Media Protocol** (Pages 39 - 52)  
[To review and approve the city council's new media protocol]
- 8            **Refreshed Council Appraisal Scheme** (Pages 53 - 104)  
[To approve new templates, guidance notes and refreshed policy]
- 9            **Fixed Penalty Notices - Anti-Social Behaviour** (Pages 105 - 108)  
[To approve penalty charge]
- 10           **Alternative Environmental Enforcement Trial** (Pages 109 - 118)  
[To enter into a twelve month trial of a new environmental enforcement arrangement, to approve the proposed service specification and to delegate authority to award the contract in regard to ongoing provision]
- 11           **Schedule of Individual Executive Decisions** (Pages 119 - 132)  
[To note the summary of decisions approved by the appropriate Cabinet Member in consultation with the relevant employee]

- 12 **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 PRESS AND PUBLIC**

- 13 **Procurement - award of contracts for works, goods and services** (Pages 133 - 152)

[To award contracts and delegate authority to execute the contracts in respect of the recommendations as required]

Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)

- 14 **Compton Park Access Road** (Pages 153 - 160)

[To approve contract to re-construct the road]

Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)

- 15 **Training and Development Programme to transform the leadership of Wolverhampton schools** (Pages 161 - 166)

[To approve funding for work being undertaken by the Learning and Achievement Service]

Information relating to any individual. Para (1)

- 16 **Refurbishment of the kitchen and bathroom blocks at Showell Road caravan site** (Pages 167 - 170)

[To approve schedule of works and related expenditure]

Information relating to the financial or business affairs of any particular person (including the authority holding that information) Para (3)

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# Cabinet (Resources) Panel

## Minutes - 2 June 2015

### Attendance

#### Members of the Cabinet (Resources) Panel

Cllr Andrew Johnson (Chair)  
Cllr Roger Lawrence (Vice-Chair)  
Cllr Val Gibson  
Cllr Elias Mattu  
Cllr John Reynolds  
Cllr Sandra Samuels  
Cllr Paul Sweet

#### Employees

Linda Banbury	Democratic Support Officer
Kevin O'Keefe	Director of Governance
Mark Taylor	Director of Finance

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

*Item No.*     *Title*

- 1 Apologies for absence**  
Apologies for absence were submitted on behalf of Councillors Peter Bilson, Claire Darke and Steve Evans.
- 2 Declarations of interests**  
There were no declarations of interest.
- 3 Minutes of the previous meeting (14 April 2015)**  
Resolved:  
That the minutes of the meeting held on 14 April 2015 be approved as a correct record.
- 4 Matters arising**  
There were no matters arising.
- 5 Exclusion of press and public**  
Resolved:  
That, 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 under paragraph 3 relating to the business affairs of any particular person (including the authority holding that information).

6 **Care and Support Specialised Housing (CASSH) - Round 2 Bid for Provision of Specialist Affordable Housing with Support**

Councillor Mattu introduced the report, which sought approval for the development of a specialist housing scheme for those with mental health issues.

Resolved:

- a) That approval be given to the development of a specialist housing scheme comprising fourteen flats with support for those with mental health needs as part of the wider development of a cleared site for housing at Fifth Avenue, Low Hill (one of three sites collectively known as the Tap Works Development Scheme, comprising sites on Showell Road, Fifth Avenue and Broome Road).
- b) That, subject to a successful bid to the Homes and Communities Agency (HCA), approval be given to expenditure in the sum of £730,000 from the former Tap Works housing development site allocation in the Housing Revenue Account (HRA) to provide the balance of funding required for the scheme.
- c) That a further report be presented to approve the final arrangements and delivery partner for the Taps Works scheme, to include the proposed Care and Support Specialist Housing (CASSH) scheme and to receive an update on the outcome of the bid to the Homes and Communities Agency (HCA) for grant funding to support the CASSH scheme.

7 **Strategic Procurement - Award of Contracts for Works, Goods and Services**

The recommendations for the award of contracts for works, goods and services were introduced by the relevant Cabinet portfolio holders.

Resolved:

- a) That authority be delegated to the Cabinet Member for Education, in consultation with the Strategic Director for Education, to approve the award of contracts for provision of transport for home to school and swimming when the evaluation process is complete.
- b) That the contract for Debt Refinancing Consultancy for BSF PFI schemes be awarded to Ernst and Young LLP, Birmingham, for a duration of four months from 9 June to 30 September 2015 for a total contract value of £112,000.
- c) That the contract for repair and maintenance of memorial stones be awarded to Memsafe Limited, Gwent, for a duration of five years from 1 August 2015 to 31 July 2020 for a total contract value of £108,625.
- d) That authority be delegated to the Cabinet Member for Children and Young People in consultation with the Strategic Director for People, to approve the award of a contract for Children and Young People Service Transformation Consultancy when the evaluation process is complete.
- e) That authority be delegated to the Leader of the Council, in consultation with the Director of Finance, to approve the award of a contract for phase 2 of client support and economic analysis for the Combined Authority to Metro Dynamics Limited, London, should this be required.
- f) That the contract for Service User Involvement Team (SUIT) with Wolverhampton Voluntary Sector Council be extended for a period of fourteen months from 1 October 2015 to 30 November 2016 with an extension value of £152,265.
- g) That the contract for Advice Agencies Consortia with Citizens Advice Bureau be extended for a period of fourteen months from 1 October 2015 to 30 November 2016 with an extension value of £86,409.

- h) That the contract for Young People People's Counselling Services with Base 25 be extended for a period of fourteen months from 1 October 2015 to 30 November 2016 with an extension value of £70,276.
- i) That the contract for the Intuitive Recovery Service with Intuitive Recovery of City View House, Manchester be extended for a period of fourteen months from 1 October 2015 to 30 November 2016 with an extension value of £49,000.
- j) That authority be delegated to the Director of Governance to execute contracts in respect of the above as required.

8 **Debt Refinancing for Highfields and Penn Building Schools for the Future and Private Finance Initiative Schemes**

Councillor Johnson introduced the report, which sought authorisation to undertake debt refinancing (the Debt Refinancing) for Highfields and Penn BSF PFI schemes in order to secure long term savings to the Council.

The proposal would also require the Council to undertake further borrowing and make associated payments. This borrowing would, however, be on more advantageous terms than existing arrangements and completion of the refinancing of the existing debt would result in significant financial benefits for the Council in both the immediate and longer terms.

Resolved:

- a) That employees be authorised to progress Debt Refinancing for Highfields and Penn BSF PFI schemes as detailed in the report submitted.
- b) That the Council be authorised to enter into a Deed of Variation to the PFI Project Agreement relating to Highfields School and Penn Fields Special School, made between (1) Wolverhampton City Council and (2) Inspiredspaces Wolverhampton (Projectco 1) Limited (the Contractor) dated 30 April 2010, in order to carry out the Debt Refinancing.
- c) That the Council be authorised to enter into any other deeds or contracts necessary for the Debt Refinancing to be completed and/or prepare relevant business cases for submission to the Department for Education (DfE) or HM Treasury.
- d) That authority be delegated to the Cabinet Member for Education and Cabinet Member for Resources, in consultation with the Director of Education and Director of Finance, in regard to the final decision on this matter and the final details of the transaction.
- e) That approval be given to costs of up to £1 million being incurred to progress the Debt Refinancing to be met from the efficiency reserve.
- f) That authority be delegated to the Director of Governance to execute all contract documentation.

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# Cabinet (Resources) Panel Meeting

30 June 2015

<b>Report title</b>	Future Space	
<b>Decision designation</b>	RED	
<b>Cabinet member with lead responsibility</b>	Councillor Andrew Johnson Resources	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Tim Johnson, Strategic Director Place	
<b>Originating service</b>	Corporate Landlord	
<b>Accountable employee(s)</b>	Mark Bassett	Strategic Property Advisor
	Tel	01902 558293
	Email	mark.bassett@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Strategic Executive Board Executive Team	19 May 2015

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## Recommendation(s) for action or decision:

The Cabinet is recommended to:

1. Agree to undertake the “do minimum” and least costly option for the Civic Centre repairs and replacement works.
2. Agree the management and delivery of offices rationalisation and investment works (including the UTC relocation to the Civic Centre and the Civic Centre car park repairs) will be efficiently managed with a single overarching governance structure.
3. Seek approval from Council for an additional capital allocation of £390,197 for asset rationalisation and investment and an additional allocation of £716,382 for car park repairs
4. Allocate funding of £266,000 from the efficiency reserve to meet the revenue programme management costs over the delivery period of the scheme

5. Allocate funding of £612,000 from the regeneration reserve to fund the relocation of the UTC
6. Delegate approval to the Cabinet Member for Resources in consultation with the Director of Finance to the procurement route to be followed and award of contract within approved budget
7. To approve continuation of preparatory work within the existing approved budget

## 1.0 Purpose

- 1.1 Closing buildings we no longer need; making essential repairs to those we do; protecting our sources of income; and running our property estate efficiently are all critical factors in successfully delivering our Medium Term Financial Strategy objectives.
- 1.2 Ensuring continued use of our key corporate building – the Civic Centre – by addressing Health and Safety issues is a priority. If the Council does not act soon building elements including the electrical, ventilation and fire alarm systems could fail such that moving staff out of the building would be the only option resulting in an inability for Council services to be run from the building. More information on these risks are set out in Appendix B
- 1.3 A forced relocation (even on a temporary basis) would negatively impact on services to residents and the City economy as the current occupiers and visitors to the building would no longer be city centre based. This would also mean needing to rent space elsewhere at a cost to the Council, since there are no other suitable buildings owned by the Council available for use.
- 1.4 An intent to achieve efficiency through space saving sits at the core of the proposals set out in this report. Whilst the proposals address the significant financial risks outlined above the proposed programme of work will also deliver net savings to the Council of £517,000 per annum in addition to the following benefits:
  - Managing risks related to business continuity of key Council services
  - Protecting income to the council from car parking charges and rental income
  - Generating capital receipts by selling buildings we no longer need
  - Enabling regeneration of the City
  - Saving money from using less buildings
- 1.5 There is therefore no “do nothing” option. Developing and implementing a credible plan to address these risks is set out in this report. The projects to achieve the above objectives will be managed efficiently and co-ordinated to save money; manage risk and deliver the following outcomes at the earliest opportunity:
  - 30% reduction in office space (Gross Internal Area)
  - 15,000m<sup>2</sup> less office space in use (Gross Internal Area) – equivalent to over 2 football pitches
  - 16 fewer buildings (20 down to 4)
  - Around 2000 employees working from 4 buildings instead of 20
  - Reducing repairs liabilities by £2.4 million by coming out of surplus buildings
  - Generating additional rental income of £300,000 per year
  - Protecting existing car park income of £640,000 per annum
  - Total gross revenue savings of £1.093 million per annum.
- 1.6 This report sets out the issues and seeks approval to effectively and efficiently tackle the risks faced by the Council and at the same time maximise the benefits from the investment in this proposed programme of work.

## 2.0 Background

- 2.1 Future Space is part of the overarching Confident Capable Council (C3) transformational programme structure, alongside the other 'Future' programmes that are supporting Wolverhampton City Council's objective of being a confident, capable council. Future Space will now bring together related property projects to be managed and governed as a single programme.
- 2.2 Matters have progressed since previous submissions to Cabinet (notably November 2012) such as the Disposals Programme (which is now embedded as part of business as usual with some Future Space in scope assets already disposed); the need to keep the Civic Centre and other retained buildings operational by ensuring critical systems remain in use; the Council's new transformation agenda to ensure efficiency in our operations and services.

## 3.0 Key drivers

- 3.1 The key drivers for the programme of work are as set out below:

<b>Closing the buildings we don't need</b> – operating efficiently within the office buildings that we need and disposing of the buildings we don't.
<b>Addressing the essential maintenance needs of our remaining buildings</b> – repairing the Civic Centre mechanical and electrical (M&E) systems and prolonging their operational lifespan; addressing critical structural issues.
<b>Optimising income</b> - protecting existing income streams from assets (such as the Civic Centre Car Park) and investing in buildings where additional income can be generated.
<b>Using less energy</b> – improving energy efficiency in our offices and other buildings and reducing running costs.
<b>Enabling more efficient team-working</b> – working more flexibly within our buildings and providing modern fit-for-purpose workplaces.
<b>Serving our customers more efficiently</b> – focusing on what our customers want and need, using better accessible and inclusive facilities to serve them.

### Options Appraisal – Civic Centre

- 3.2 It was previously reported to Cabinet that the long term occupation of the Civic Centre could not be guaranteed due to the failing M&E systems of a 37 year old building. There is a substantial risk of partial or total failure of these systems (notably heating and cooling; ventilation; fire alarm and electrical systems). An inability to occupy the Civic Centre in part or full would result in a revenue cost to the Council of renting accommodation elsewhere, with an additional adverse economic impact for the reduced occupation within the City Centre and the related spend by a significant number of Council employees and visitors. Consequently a 'do nothing' option is not acceptable. More details are set out in Appendix B.

3.3 Through undertaking firstly an options appraisal and then a feasibility study for the preferred option, the works that can be delivered within the existing budget have been assessed.

Option	Cost Estimate
<p><b>1. New Build Option (for reference only)</b></p> <p>Building a replacement Civic Centre on a new site on a “like-for-like” basis (ie the same floorspace and facilities) projected on a “cost per square metre” approach. The cost estimate also does not include for any purchase of an alternative site.</p> <p><b>Ruled out on the basis of cost and additionally the socio-economic impact of the loss of the Council employees/ visitors to the City Centre; loss of the Civic Centre Car Park; significant risk that the existing site would not be redeveloped.</b></p>	<p>In excess of £50m (build estimate only – does not include any site acquisition)</p>
<p><b>2. Full Refurbishment</b></p> <p>Full refurbishment to all floors above basement level, including M&amp;E replacement and identified additional options such as:</p> <ul style="list-style-type: none"> <li>• Windows replacement</li> <li>• Registry Office refurbishment</li> <li>• Modernised and refurbished toilet facilities</li> </ul> <p><b>Ruled out on the basis of cost vs benefits.</b></p>	<p>£40m - £45m</p>
<p><b>3. Comprehensive Refresh</b></p> <p>Includes the scope of the Do Minimum Option below, plus:</p> <ul style="list-style-type: none"> <li>• Refurbishment to office areas on all floors above basement</li> <li>• Ancillary areas</li> <li>• Members’ areas, Committee Rooms and Council Chamber</li> </ul> <p><b>Ruled out on the basis of cost vs benefits.</b></p>	<p>£30m - £35m</p>
<p><b>4. Do Minimum Option</b></p> <p>Includes the provision of:</p> <ul style="list-style-type: none"> <li>• Essential mechanical and electrical engineering works to keep the building operational</li> <li>• Consequential works necessitated by the essential M&amp;E works</li> <li>• Light refurbishment to ground, first and second floors</li> <li>• A new Customer Service Centre on the ground floor</li> </ul> <p><b>Progressed through Feasibility Stage.</b></p>	<p>Under £20m</p>

3.4 The Do Minimum option was progressed through Feasibility Stage in order to meet the current approved programme budget and deliver maximum revenue savings. This option also factored in the key drivers outlined above (in 3.1).

3.5 In addition to the capital investment identified for the main Civic Centre building, other projects have a clear and direct dependency with these works. Through managing these dependencies and including the projects within the overall programme governance

structure, there is a demonstrable risk management process in action and increased efficiency in the co-ordination and delivery of these complex projects. The programme dependencies include:

- The Civic Centre Car Park to address structural and M&E repair requirements in order to keep the facility safe and operational and secure the future income
- The Urban Traffic Control (UTC) relocation from Heantun House to the Civic Centre as an enabler for the Westside development, but also re-locate the UTC (which provides services across the Black Country) into secure, appropriate accommodation
- Works to Red Lion Street and Bond House which will provide leasing opportunities that contribute additional revenue income to the Council

### **Disposals of surplus assets**

- 3.6 The disposals programme has continued to progress in order to generate revenue savings and capital receipts from the in scope assets which contribute to the business case. Up to date valuations have been provided, which when combined with the realised disposals of Compton Grange and Jennie Lee Centre; and the change in strategy to the Parkfields Centre, has necessitated the updating of the Financial Model. There are 20 buildings within the scope of the programme, of which four will be retained. The full list is included within Appendix A of this report.

### **Governance**

- 3.7 The governance for the programme sits within the Resources portfolio with the Strategic Director, Place as the Senior Responsible Owner (SRO). Programme Board meetings take place monthly chaired by the SRO and attended by representatives from People, Place, and Corporate Services (including Director for Governance and the Chief Accountant). The Cabinet Member for Resources leads on the Programme for the Cabinet and will present regular reports to Cabinet (Resources) Panel to update on progress.

### **Communications**

- 3.8 Good communications and stakeholder engagement are essential to the success of the programme. The Head of Communications is a member of the programme board. Stakeholder engagement will be done in a coordinated way and activity will increase as the programme continues and more a more detailed understanding of the proposals become available for comment and consultation.

## Procurement

- 3.9 The procurement of the principal building contractor for the main Civic Centre works is being progressed on a single stage design and build basis. This approach, as recommended to Cabinet Resources Panel on 29 July 2014, utilises a design developed up to Stage D (detailed design) prior to being issued to tenderers to request their proposals.
- 3.10 There is a potential variation to the single stage design and build procurement approach, whereby two tender stages are utilised. This provides the potential benefits of earlier contractor engagement to deliver expert input to the phasing of the works, and also the opportunity to bring the contractor mobilisation period and start on site dates forward. The programme team will continue to review this option in conjunction with the Head of Procurement and bring forward a recommendation to the Cabinet Member for Resources.
- 3.11 It is recommended that approval for the procurement strategy is delegated to the Cabinet Member for Resources in consultation with the Director of Finance.

## Timescales

- 3.12 The key milestones for the programme are as below – future milestones are subject to change and are provided as an indication only:

### Work to date

- Programme mandate established – November 2012
- Asset rationalisation commences – January 2013
- Initial review and assessment of Council future property needs – June 2013
- Procurement strategy agreed – July 2014

### Future milestones

- UTC relocation from Heantun House completes – September 2015
- Civic Centre Car Park work commences – late January 2016
- Main Civic Centre works commence – early 2016
- Civic Centre Car Park work completes – mid-late 2016
- Main Civic Centre works complete – late 2017

## 4.0 Financial implications

- 4.1 The current capital programme includes from 2015/16 onwards a capital allocation of £19.49 million for the Future Space programme and £1.533 million for the Civic Centre car park repairs. The updated programme has two elements – a programme for asset rationalisation and investment in retained buildings (including fees and programme management costs) and a second element for the repairs to the car park to secure continuity of income. The latest estimates for the two schemes are set out in the table below:

Table 1 - Latest Cost Estimates

Description	Current Approved Budget (£)	Actual Spend to date (£)	Uncommitted Budget (2015/16 onwards) (£)	Latest Cost Estimate (£)	Variance (Approved Budget v Latest Estimate) (£)
Refurbishment of Civic Centre and other retained buildings	19,825,988	336,000	19,489,988	19,880,185	390,197
Civic Centre Car Park Repairs	1,600,000	67,382	1,532,618	2,249,000	716,382
<b>Total</b>	<b>21,425,988</b>	<b>403,382</b>	<b>21,022,606</b>	<b>22,129,185</b>	<b>1,106,579</b>

- 4.2 The capital investment in the Civic Centre would both enable the building to remain operational and also support the transfer of staff from other buildings either owned or rented by the Council. This would generate savings on lease payments and running costs and allow those surplus buildings to be either disposed of or rented out, generating a capital receipt or additional income. The strategy to retain Bond House and Red Lion Street for generating revenue has been a significant contribution to the financial business case.
- 4.3 An analysis has been undertaken of the cost of the works, potential receipts from vacated buildings, running cost savings and rental income generated. The programme envisages 16 in scope buildings have/ will become available for disposal or rental which would generate total capital receipts of £8.2 million. The total refurbishment costs including building works and fees are £19.8 million delivering eventual revenue savings of £1.093 million per annum as shown in Table 2. The net borrowing requirement of £11.6 million (£19.8 million - £8.2 million) over the expected useful life of the building of 35 years would require financing costs of £576,000 per annum. The scheme therefore generates an annual surplus after borrowing of **£517,000 per annum**.



Table 2 - Gross annual budget savings

Year	Gross Savings £000
Previous	116
2015/16	229
2016/17	489
2017/18	544
2018/19	668
2019/20	885
Ongoing	1,093

- 4.5 The expenditure on repairs to the car park will provide greater security of existing income of £640,000 per annum.
- 4.6 One off budgets have previously been approved for the decant of staff during the period of the building works (£525,000) and the loss of income from the car park during the repairs (£100,000). These sums would be met from the efficiency reserve. In addition there will be project management costs of £266,000 that will also require funding from the efficiency reserve.
- 4.7 The programme includes works to relocate the Urban Traffic Control team in the Civic Centre from Heantun House. This would release that property for disposal as part of the Westside regeneration programme. The revised cost for the relocation is £612,000 and it is proposed that this is met from the regeneration reserve. [MF/19062015/K]

## 5.0 Legal implications

- 5.1 There are no immediate legal implications arising from this report. Any refurbishment and construction work will be required to comply with building regulations and all other legislative requirements. [RB/21052015/P]

## 6.0 Equalities implications

- 6.1 An equality screening assessment has been undertaken as part of the business case development in conjunction with the Equality Team. The equality screening assessment has been developed in support of this report.

## 7.0 Environmental implications

- 7.1 Through the design development work the environmental implications will be assessed to understand the impact on the building's performance and energy consumption. The capital investment in the refurbishment of the Civic Centre will result in improved environmental efficiency. Through a reduction in the Council's office estate a reduced carbon footprint is anticipated.

## **8.0 Human resources implications**

8.1 There are no direct human resource implications with this report but the detailed programme development work will specifically address the future working environment and practices within the Civic Centre.

## **9.0 Corporate landlord implications**

9.1 Colleagues from the Corporate Landlord function are actively involved in the programme. The business case for the Future Space programme has been developed in consultation upon with Corporate Landlord colleagues. The content of this report is consistent with the existing Cabinet approvals as reference below.

## **10.0 Schedule of background papers**

10.1

- Full Business Case for the Office Efficiency Programme – Cabinet 14 November 2012
- Future Spaces Programme (formally the Office Efficiency Programme – Cabinet 19 June 2013
- Alternative Design and Construction Arrangements for Future Spaces – Cabinet 29 July 2014

## APPENDIX A

### In Scope Asset List

Asset Name	Status
Compton Grange	Completed
Jennie Lee Centre	Completed
Heantun House	Dispose
Bond House	Retain
10 Kings Street	Dispose
Offices on 1st Floor Sainsburys	Dispose
Wolverhampton Civic Centre	Retain
Red Lion Street (Magistrates Court)	Retain
Bramerton	Dispose
Beckminster House	Dispose
Beldray Building	Dispose
St Judes	Dispose
Initial Assessment Team	Dispose
Oxley Moor House	Dispose
22 Queen Street	Dispose
Ryefield	Retain
Mander House	Dispose
The Parkfields Centre	Dispose
The Maltings	Dispose
Corner House	Dispose

## **APPENDIX B**

### **Civic Centre – Mechanical and Electrical Services**

The majority of mechanical and electrical services in the Civic Centre are original to the late 1960's design and final construction completing in 1978. Whilst the systems were constructed and built to a high standard they are 37 years plus in age. The recommended life expectancy of the type of engineering systems installation is in the region of 25 to 30 years.

Electrically the system has not had any major changes or upgrades during its life. Within the switch gear there exists asbestos, in the form of "Flash Arrestors" which makes any repairs and modifications difficult and dangerous to effect. The earthing system for the circuits does not meet current standards, as the use of computer's was never envisaged to service modern business operations.

The fire alarm system circuits are overloaded and this is causing reliability issues with the detection circuit.

Mechanically the rooftop air handling plant was upgraded and partly replaced in 1999, but the original pneumatic control's system was retained, along with the distribution and duct system.

For the majority of the engineering systems there are no available spares, as they are all outdated. This could lead to the loss of part or all the building to operate, in its primary function for a considerable period of time, whilst a temporary repair solution is devised.

The issues that should be considered include:-

1. Loss electrical power or the ventilation system to the building may cause all or parts of the building to have to be closed to allow the repairs to be effected. This would be embarrassing to the City Council and it's reputation.
2. Risk of electrical fire, caused by the overloading of the earth system or the failure of the circuit protection system.
3. The asbestos within the distribution and safety equipment already leads to issues with the restriction on access to them, for modification, inspection and testing. This could cause extensive periods of shut down and power loss, as a 14 day notice would have to be serviced before the item of issues could be removed and new equipment installed, along with the associated circuitry. The ICT service suite, relies upon its electrical supply through part of this original system, and whilst there is generator back up there is a risk that a failure in the old system will affect the ICT suit.
4. A failure in any of the electrical main or distribution system could cause a very prolonged closure of all or part or all of the building whilst either spare part are made/ found or safe method of overcoming the fault.
5. The electrical system is fed by a single phase distribution system, that is not the modern way of supply, so that changed to any one part to modify or alter it would cause major effects to the whole system. This could lead to it becoming unbalance and unsafe.

6. The building is air tight, so any major failure in the ventilations system, would cause the building to have to be closed and there in no way to naturally ventilate the internal areas of the building.
7. With the many miles of pneumatic air line for the controls, concealed in the structure, the leaks that have developed are very difficult to fine and lead to instability in maintaining the control of the heating and cooling ventilation system. The pipe line is also beginning to develop cracks at its termination points, which is a growing problem that exacerbates the issues.
8. The sprinkler system in the car park and loading bay is so corroded that it is becoming porous in places.
9. Telephone services are still fed in part through the old copper cabling, and its removal is difficult as the records kept are incomplete.
10. Long operational hours of working in the building causes issues with available opportunities to address the larger repair and maintenance problems, since the building is expected to remain in service at all times.

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# Cabinet Resources

30 June 2015

<b>Report title</b>	Internal communications strategy and plan-on-a-page	
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Public Relations	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Managing Director	
<b>Originating service</b>	Corporate Communication	
<b>Accountable employee(s)</b>	Name: Ian Fegan Tel: Email: ian.fegan@wolverhampton.gov.uk	Job title: Head of Corp Comms 01902 554286
<b>Report to be/has been considered by</b>	Cabinet Scrutiny Board, 26 November 2014, Leadership team meetings, May 2015, SEB 19 May 2015, Executive Team 3 June 2015, C3 Scrutiny Panel 16 June 2015	

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## Recommendation(s) for action or decision:

Cabinet Resources is recommended to:

1. Review and approve the internal communication and engagement strategy and plan-on-a-page.

## 1.0 Purpose

- 1.1 The purpose of this report is to set out plans for improved internal communication and engagement as part of the council's wider Organisational and Development Strategy.

## 2.0 Background

- 2.1 As part of the Confident, Capable Council, C3 transformation programme (Future People strand), the Managing Director, has made a commitment to improve internal communication and engagement across the organisation.
- 2.2 There is consensus across all sectors of business and industry that strong, responsive, two-way internal communication and engagement improves employee commitment and advocacy. It also contributes to greater innovation and lower absenteeism.
- 2.3 An internal communication and engagement strategy and supporting plan-on-a-page has been developed as part of the C3 programme. A key part of the development of the strategy was seeking the views of employees on how internal communication could be improved. To this end an employee internal communication survey was run as part of the 100:100 programme.

## 3.0 Progress and discussion.

- 3.1 During the 100:100 programme, employees were asked for their views and feedback on the council's current approach to internal communication and engagement between 22 October and 17 November 2014. The survey contained 10 core questions.
- 3.2 The purpose of the survey was to engage with employees to seek their views on how we can improve and then to deliver on these (you said: we did). The survey also provides a benchmark for measuring future performance improvement in this area and the proposal would be to repeat this in November 2015.
- 3.3 In total, 516 surveys were completed by the closing date (468 online and 48 hard copies) which represents a total of 9.4% of the total workforce (excluding school-based employees).
- 3.4 The key findings of the above survey have been used to shape the improvement objectives of the internal communication and engagement strategy (**see appendix one**). The strategy also includes wider research to identify best practice.
- 3.5 **Appendix two** sets out the internal communication plan-on-a-page which provides an overview of key objectives and deliverables for the year.
- 3.6 A key aspect of the internal communications and engagement plan for 15/16 is the delivery of key strategic internal work programmes such as the launch of the new corporate plan and the FutureSpace project. Each of these will have their own specific



communication plan but they will need to support the delivery of the core internal communication and engagement objectives.

#### **4.0 Financial implications**

4.1 The Internal Communications 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.

4.2 The internal communication plan will be implemented using existing corporate communications resources.

[GE/27052015/G]

#### **5.0 Legal implications**

5.1 There are no direct legal implications to this report.

[Legal Code: TS/27052015/E]

#### **6.0 Equalities implications**

6.1 There are no equalities implications arising from this report.

#### **7.0 Environmental implications**

7.1 There are no equalities implications arising from this report..

#### **8.0 Human resources implications**

8.1 There are no equalities implications arising from this report..

#### **9.0 Corporate landlord implications**

9.1 There are no equalities implications arising from this report..

#### **10.0 Schedule of background papers**

10.1 *C3 Programme Report to Cabinet Scrutiny Board (included internal communication strategy) on 26 November 2014.*

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## Internal Communications and Engagement Strategy – June 2015 (draft)

Author:	Ian Fegan, Head of Corporate Communication
SEB Lead	Keith Ireland, Managing Director

This strategy aims to improve employee communication and engagement. It supports the City Council's wider Organisational Development (OD) strategy. The Professor of Management and Director of Knowledge Exchange at Sussex University, Katie Truss, defines the importance of engagement:

*“Engagement is about creating wider opportunities for employees to connect with their colleagues, managers and the wider organisation. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job”.*

This view is supported by research:

- engaged employees generate 43% more revenue (Hay Group)
- 59% of engaged employees say that work brings out their most creative ideas, whereas only 3% of the disengaged agree (Gallup)
- engaged staff generally take fewer sick days.

There is consensus across all sectors of business and industry that strong, responsive, two way internal communications lead to a higher degree of staff engagement, commitment and advocacy. To cite some recent examples of available case-studies:

- ANZ Bank's 'Breakout Story'.
- Somerset County Council's 'Let's Make A Difference' campaign.
- Swindon Borough Council's 'A Great Place To Work' programme.

Locally, the council has its own research to draw on although the last Employee Opinion Survey happened in 2010 when 2500 staff took part. More recently as part of the 100:100 initiative, 516

(November 2014) responses were received in response to an internal communications survey between 22 October and 17 November 2014. Key findings included:

- 54 per cent of respondents feel well informed about what's going on in the council, while 44 per cent of respondents are aware of the council's corporate priorities and how they contribute to them
- Employees want to hear news from their line managers. They also want to be able to feedback information, rather than it just being a top-down approach. Currently 56 per cent of respondents said this is how they received council news
- City People is a key source of information for employees, with 94 per cent of them receiving updates from the intranet site. All-staff emails from the Managing Director also proved to be a significant channel of communication, with 75 per cent of respondents saying that that is where they receive news on council developments
- More than half of respondents said that they had team meetings once a month or less – despite the fact that they would prefer to hear news from their managers.
- Only 21 per cent of respondents said that senior managers actively seek their ideas and opinions, which explains the increased desire for two-way communication.

## Objectives

1. Increase the number of employees who are aware of the City Council's corporate priorities and understand how they contribute to them from 44 per cent (Nov 14) to 80 per cent by end of November 2015.
2. Increase the number of employees who feel informed about what's going on at the council by 20 per cent from 54 per cent (Nov 14) to 74 per cent by end of November 2015

	<ol style="list-style-type: none"> <li>3. Increase the number of employees who feel proud to serve the people of Wolverhampton and work for the City of Wolverhampton Council (baseline year November 2015)</li> <li>4. Increase the percentage of employees who regularly receive information from, and feel informed about developments via, their line manager (by 10% from 2014 Baseline survey)</li> </ol>
<b>Strategy</b>	<ol style="list-style-type: none"> <li>1. The most important thing to note about this strategy is that it is based on evidence – and that this evidence will be generated continuously throughout the internal communications process. As part of the evidence-gathering we will measure : <ul style="list-style-type: none"> <li>• Perceptions and attitudes</li> <li>• Performance outcomes (for example, reduced sickness absence, levels of innovation, ideas submitted).</li> </ul> </li> <li>2. The second key element has already been introduced as a guiding principle – that council employees should be aware of any major change or significant challenge before the news reaches the media (including social media).</li> <li>3. Senior managers are crucial to success and they must be encouraged to lead by example – it is a given that ‘followers’ model leaders’ behaviour. Managers across the organisation will play a vital part in helping employees understand that ‘360° communication’ is everybody’s business.</li> <li>4. Though the strategy will be ‘digital by design’, it still relies on face-to-face communications, whether in the flesh or through video. This is particularly important given the limits of access to the council’s digital infrastructure for internal communications. That being said, digital channels exist which could be grafted on to our existing infrastructure. We will say a little more about these in the section on <b>Implementation</b>.</li> </ol>

5. The strategy also depends on the creation of a 'human intelligence' network to feed messages up the line to senior managers on behalf of those lacking the confidence to do so themselves. In other organisations, employees performing this role are known as 'Communications Champions', but that title may not be appropriate for the council. As their function would be to send information 'inwards and upwards' rather than 'downwards and outwards', these people might be better described as 'Advocates'. Rather than making their recruitment the subject of a specific campaign, recruitment messages would be communicated continually through all available channels.
6. In terms of branding, all visual communications will carry the C<sup>3</sup> logo as an endorsement. Event names will be variations on the 'Let's Talk' theme – for example, 'Let's Talk Leadership' for the successor to Directions and 'Let's Talk Live' for digital discussion events.
7. Development of a new City People 'social intranet' site for the council, led by Corporate Communications and supported by ICTS, HR and others. This will support enhanced two-way communication.
8. As part of the council's wider OD strategy, the development of a toolkit for managers to support internal communication and engagement.

## Implementation

A more detailed view of how we intend to deliver improved internal communication and engagement can be found in the 'Plan-on-a-page' at **Appendix One**.

Key messages:

- First and foremost we're here to serve the people of Wolverhampton and to deliver a stronger economy, stronger communities and a confident, capable council
- Everyone who works for the council – whatever their job role, whether they come into

direct contact with the public or not – has a part to play in achieving these corporate priorities

- Despite the financial challenges we face, we want the City of Wolverhampton to be a thriving and prosperous place with opportunities and fairness for all – our job is making this happen
- We are committed to doing all we can to protect and safeguard those who are the most vulnerable in our communities
- The City Council is committed to improving internal employee communication and engagement as part of its C3 transformation programme. '360 communication' – top down, bottom up, across boundaries – is everyone's responsibility. It encourages teamwork, mutual understanding and support and can help us deliver results for our communities
- We are one team – success for one part of the council is success for the whole council and we all have a stake in it
- We need to think smarter about the way we work so our services are efficient, effective and affordable. Working smarter means better use of our assets and technology and closer working with partners to get better value for every pound we spend

1. Target audiences:

- All council employees with access to the corporate network
- All operational council employees without access to the digital network
- Middle managers



- Wider Leadership – Grade 10 and above
- SEB and Service Directors
- Trade Unions (Unison, GMB, Unite)
- Cabinet
- City Councillors

2. 'Who does what':

- Cabinet Leads – Cllr Roger Lawrence, Leader of the Council and Cllr Paul Sweet, Cabinet Member for Governance and Performance
- SEB Lead – Keith Ireland, Managing Director
- Communication Leads – Head of Corporate Communications supported by Internal Communications Officer

3. Key communications channels:

- Weekly Core Brief
- Leadership briefings and manager cascades, possibly involving video.
- Interactive digital discussions between senior managers and employees via 'Cover It Live' or a similar digital bolt-on of the type mentioned in the **Strategy** section.
- Specific internal communications campaigns which will require separate plans including launch of the new corporate plan and the Futurespace Programme as priorities for

2015/16

- 'News from the Managing Director' emails and City People stories.
- 'Corporate Core' walkabouts – these will be essential for engaging employees outside the Civic Centre.
- Payslip inserts – still the most reliable method of reaching 'offline' employees.
- The Wall – wall space within the office located on each floor of the Civic Centre for employees to add their thoughts, opinions, ideas and feedback

4. Action plan – see POAP for detailed activity.

## Evaluation

1. Objectives 1, 2 and 3:

- November 2014 Internal Communications Survey establishes baseline.
- Snap 'temperature check' surveys on specific issues track progress.
- November 2015 Internal Communications Survey tracks shift.
- Campaign reach and number of responses/feedback (for example, levels of engagement with the '100:100' campaign).
- Output measures such as number of City People articles and level of engagement, number of Core Briefs delivered, number of News from the Managing Director emails
- Qualitative analysis/surveys from specific events/briefings eg Leadership Briefings

- Regular quarterly measurement through departmental KPIs produced in week one of July, October, January 2016 and April 2016

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# Internal Communications and Engagement Plan

## Helping deliver a Confident, Capable Council



### Key Activities

#### Vision and Leadership

- Develop the role of leaders within the organisation as the primary channel through which two-way employee communication takes place
- Increase the visibility of the senior management team across directorate boundaries
- Provide regular, timely updates on developments to employees through existing and new channels
- Digital by design through a new 'social' intranet homepage and digital engagement events

#### Promote internal campaigns

- Raise employee awareness of the new Corporate Plan priorities and understanding of how they contribute to its success
- Provide on-going strategic communication support to the FutureSpace transformation programme to support new ways of working and cultural change
- Provide on-going communication support and advice to the 100:100 internal transformation and employee engagement campaign

#### 'Be proud' - raising awareness of our achievements

- Provide ongoing communication support and advice to Annual Employee Star awards to celebrate the achievements of our employees
- Develop and launch a 'Top Job' blog on the intranet homepage to encourage employees across the organisation to recognise the 'extra mile' work of colleagues
- Develop a 'Star of the Month' feature on City people focusing on the individual achievements of employees

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First and foremost, we're here to serve the people of Wolverhampton and to deliver a stronger economy, stronger communities and a confident, capable council

- Everyone who works for the council – whatever their job role, whether they come into direct contact with the public or not – has a part to play in achieving these corporate priorities
- Despite the financial challenges we face, we want the City of Wolverhampton to be a thriving and prosperous place with opportunity and fairness for all – our job is making this happen

### Our key messages

- We are committed to doing all that we can to protect and safeguard those who are the most vulnerable in our communities.
- The City Council is committed to improving internal employee communication and engagement as part of its C3 transformation programme. '360 communication' – top down, bottom up, across boundaries – is everyone's responsibility. It encourages teamwork, mutual understanding and support and can help us deliver results for our communities
- We are one team – success for one part of the council is success for the whole council and we all have a stake in it
- We need to think smarter about the way we work so our services are efficient, effective and affordable. Working smarter means better use of our assets and technology and closer working with partners to get better value for every pound we spend.

### Evaluating success

Using the November 2014 internal communication survey as a benchmark we will:

- Increase the number of employees who are aware of the City Council's corporate priorities and understand how they contribute to them from 44% (Nov 14) to 80% by end of November 2015
- Increase the number of employees who feel informed about what's going on at the council by 20% from 54% (Nov 14) to 74% by end of November 2015
- Increase the number of employees who feel proud to serve the people of Wolverhampton and work for the City of Wolverhampton Council. (Baseline year November 2015)

	April 15	May 15	June 15	July 15	August 15	September 15	October 15	November 15	December 15	January 16	February 16	March 16
<b>Vision and Leadership</b>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 1, 8, 15, 22, 29</li> <li>• City Brief (off site) payslip insert 17 April</li> <li>• Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing 12 May (pm)</li> <li>• SEB Core Brief Weds 6, 13, 20, 27</li> <li>• Core Brief (off site) payslip insert 15 May</li> <li>• SEB on the spot session</li> </ul>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 3, 10, 17, 24</li> <li>• Ask the Exec digital, 11</li> <li>• Core Brief (off site) payslip insert 19 June</li> <li>• Meet the Team exec sessions</li> <li>• Quarterly review</li> <li>• Comms Champions recruited</li> <li>• City Brief, e-update for Cllrs 11, 17, 23, 29</li> <li>• Corporate Plan (CP) (full comms strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing 23 July</li> <li>• SEB Core Brief Weds 1, 8, 15, 22, 29</li> <li>• Core Brief (off site) payslip insert 17 July</li> <li>• SEB on the spot session</li> <li>• 'The Wall'</li> <li>• City Brief, e-update for Cllrs 6, 12, 20, 27</li> </ul>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 5, 12, 19, 26</li> <li>• Ask the Exec digital, 13</li> <li>• Core Brief (off site) payslip insert 14 August</li> <li>• City Brief, e-update for Cllrs 3, 10, 17, 24</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing 24 September</li> <li>• SEB Core Brief Weds 2, 9, 16, 23, 30</li> <li>• Core Brief (off site) payslip insert 18 September</li> <li>• SEB on the spot session</li> <li>• Quarterly review of performance</li> <li>• City Brief, e-update for Cllrs 1, 7, 14, 21, 28</li> </ul>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 7, 14, 21, 28</li> <li>• Ask the Exec digital, 8</li> <li>• Core Brief (off site) payslip insert 16 October</li> <li>• City Brief, e-update for Cllrs 5, 12, 19, 26</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing 19 November</li> <li>• SEB Core Brief Weds 4, 11, 18, 25</li> <li>• Internal communication employee survey, 2</li> <li>• Core Brief (off site) payslip insert 20 November</li> <li>• SEB on the spot session</li> <li>• City Brief, e-update for Cllrs 2, 9, 16, 23, 30</li> </ul>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 2, 9, 16</li> <li>• Ask the Exec digital, 10</li> <li>• Core Brief (off site) payslip insert 18 December</li> <li>• Quarterly review of performance</li> <li>• City Brief, e-update for Cllrs 7, 14, 21, 28</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing</li> <li>• SEB Core Brief Weds 6, 13, 20, 27</li> <li>• Core Brief (off site) payslip insert ?? January</li> <li>• SEB on the spot session</li> <li>• City Brief, e-update for Cllrs 4, 11, 18, 25</li> </ul>	<ul style="list-style-type: none"> <li>• SEB Core Brief Weds 2, 9, 16</li> <li>• Ask the Exec digital, 11</li> <li>• Core Brief (off site) payslip insert ?? February</li> <li>• City Brief, e-update for Cllrs 1, 8, 15, 22, 29</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership briefing</li> <li>• SEB Core Brief Weds 2, 9, 16</li> <li>• Core Brief (off site) payslip insert ?? March</li> <li>• Quarterly review of performance</li> <li>• SEB on the spot session</li> <li>• City Brief, e-update for Cllrs 7, 14, 21, 28</li> </ul>
<b>Promote Internal Campaigns / Initiatives</b>	<ul style="list-style-type: none"> <li>• 100:100</li> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute' part of Meet the Team exec sessions</li> <li>• FutureSpaces (full internal comms strategy)</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> <li>• New City People homepage (social intranet)</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> <li>• Internal communication employee survey, 2</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• Analyse results of employee survey</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>	<ul style="list-style-type: none"> <li>• City People Daily updates</li> <li>• City People Weekly News digest</li> <li>• 'How we contribute to CP' part of Meet the Team exec sessions</li> </ul>
<b>'Be proud' - Raising Awareness of our Achievements</b>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star certificate part of Meet the Team exec sessions</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star certificate part of Meet the Team exec sessions</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Launch of Top Job blog</li> <li>• Star certificate part of Meet the Team exec sessions</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 Communication support</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 Communication support</li> <li>• Top Job blog</li> <li>• Internal Communication survey 2</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 Communication support</li> <li>• Top Job blog</li> <li>• Analyse results of employee survey</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 Communication support</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 Communication support</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Star of the Month' City people feature</li> <li>• Star Awards 2016 ceremony</li> <li>• Top Job blog</li> <li>• City People Daily updates</li> <li>• One x positive story each week on employee generated initiatives and achievements</li> </ul>

\* Key: white text = completed CP = Corporate Plan

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## Cabinet Resources

### 30 June 2015

<b>Report title</b>	Media Protocol
<b>Cabinet member with lead responsibility</b>	Councillor Roger Lawrence Public Relations
<b>Key decision</b>	No
<b>In forward plan</b>	No
<b>Wards affected</b>	All
<b>Accountable director</b>	Keith Ireland, Managing Director
<b>Originating service</b>	Corporate Communication
<b>Accountable employee(s)</b>	Ian Fegan Tel: 01902 554286 Job title: Head of Corp Comms Email: <a href="mailto:ian.fegan@wolverhampton.gov.uk">ian.fegan@wolverhampton.gov.uk</a> . Kevin O'Keefe Tel: 01902 554910 Job title: Director of Governance Email: <a href="mailto:kevin.o'keefe@wolverhampton.gov.uk">kevin.o'keefe@wolverhampton.gov.uk</a>
<b>Report to be/has been considered by</b>	SEB, 19 May 2015 Leadership Teams, SEB 19 May, Executive Team 3 June 2015

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

Cabinet Resources is recommended to:

- Review and approve the city council's proposed new media protocol

## **1.0 Purpose**

- 1.1 Effective communication between the City of Wolverhampton Council and its many stakeholder groups is crucial to the success of the Corporate Plan. It is also essential if the council is to raise awareness of the benefits of the services it provides, encourage greater participation in decision-making and inform people about how public money is being spent.
- 1.2 The protocol aims to ensure a consistent and coordinated approach to dealing with the local, regional and national media. It aims to clarify the responsibilities of city council employees and elected councillors. It does not aim to stifle dialogue and debate, particularly given the role democratically elected local councillors have as the representatives of the communities they serve.
- 1.3 The protocol is split into three sections:
  - The roles and responsibilities of councillors and employees in dealing with the media
  - A brief overview of how media relations are managed within the council
  - The professional support available from the corporate communications team and contact details.

## **2.0 Background**

- 2.1 The traditional media / press play an important role in civic society. As a 'critical friend' they challenge the decisions the council makes and hold the organisation to account for its decisions and actions. However, they also have an important role in keeping communities informed about the work of the city council and helping to improve life for local people by raising awareness, perception-busting and helping to change behaviour.
- 2.2 Social media is also a critical tool in helping the council achieve its corporate objectives. It is increasingly used by journalists as a way of contacting organisations. Guidance on effective use of social media can be found in the city council's separate *social media policy*.

## **3.0 Current position**

- 3.1 There is currently no documented media protocol in place to ensure a consistent and coordinated approach across the council.

## **4.0 Option for discussion**

- 4.1 A draft media protocol is set out in **Appendix one** below.



## **5.0 Financial implications**

- 5.1 The Media Protocol is part of the Future Practice 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.  
[GE/27052015/X]

## **6.0 Legal implications**

- 6.1 There are no legal implications.[Legal Code: TS/27052015/G]

## **7.0 Equalities implications**

- 7.1 There are no equalities implications.

## **8.0 Environmental implications**

- 8.1 There are no environmental implications.

## **9.0 Human resources implications**

- 9.1 There are no HR implications.

## **10.0 Corporate landlord implications**

- 10.1 Not applicable

## **11.0 Schedule of background papers**

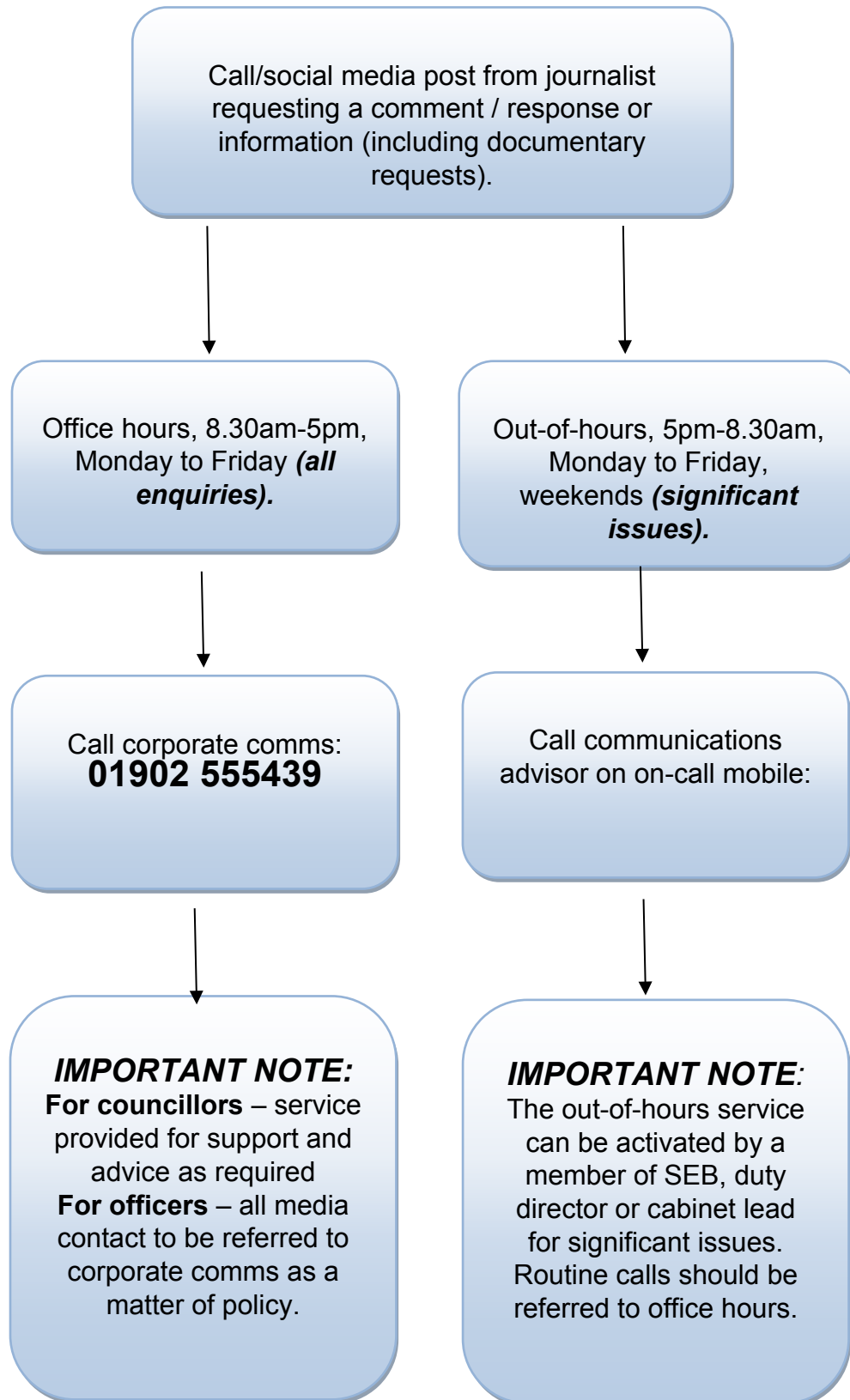
- 11.1 Not applicable



**Dealing with the media: roles and responsibilities, June 2015  
<DRAFT>**

Author:	Ian Fegan, Head of Corporate Communication
SEB Lead	Keith Ireland, Managing Director

**1. Quick guide**



## 2. Introduction

Effective communication between Wolverhampton City Council and its many stakeholder groups is crucial to the success of our Corporate Plan. It is also essential if we are to raise awareness of the benefits of the services we provide, encourage greater participation in decision-making and inform people about how we are spending public money.

The traditional media / press play an important role in civic society. As a 'critical friend' they challenge the decisions we make and hold us to account for our actions. However, they also have an important role in keeping communities informed about the work of the city council and helping to improve life for local people by raising awareness, perception-busting and helping to change behaviour. Social media is a critical tool in helping us achieve our corporate objectives. It is also increasingly used by journalists as a way of contacting organisations. Guidance on effective use of social media can be found in the city council's separate *social media policy*.

This protocol aims to ensure a consistent and coordinated approach to dealing with the local, regional and national media. It aims to clarify the responsibilities of city council employees and elected councillors. It does not aim to stifle dialogue and debate, particularly given the role democratically elected local councillors have as the representatives of the communities they serve. The protocol is split into three sections:

- The roles and responsibilities of councillors and employees in dealing with the media
- A brief overview of how media relations are managed within the council
- The professional support available from the corporate communications team and contact details.

## 3. The roles and responsibilities of councillors and employees

### 3.1 Elected councillors

The city council is keen to take every opportunity to inform stakeholders and positively promote the work of the council.

As democratically elected representatives, cabinet members are the key spokespeople for the council in all communications activity and will lead on issues relating to their portfolio. As a general guide:

- The Leader is the main spokesperson on national and local issues and cross-cutting policies. The Deputy Leader is also available to speak in the absence of the Leader
- Cabinet members are spokespeople for the council on their respective portfolios
- Other leading councillors (such as scrutiny chairs, planning and licensing chairs/vice chairs) can speak on issues within their own areas of remit and expertise
- The Mayor is the spokesperson on all matters of a civic or ceremonial nature.

In those rare circumstances where a cabinet member is unavailable to speak on behalf of the council or clear a quote, employees can speak (see also 3.2 below) and/or clear quotes. This decision must be taken with a member of the corporate communications team.

All statements and news releases should be initially approved by a senior officer and then cleared by the relevant cabinet lead.

The city council is also keen to avoid quotes being attributed to a nameless spokesperson. Where a quote or statement is needed to respond to a specific enquiry and it is inappropriate to attribute the quote to a councillor, then a senior officer should be named. There may be occasions however where the media still attributes the quote to a spokesperson.

Wherever possible and appropriate, councillors should brief the corporate communications team on any media enquiries they deal with *directly*. This helps ensure a consistent and coordinated approach when dealing with issues that have wider organisational or reputational impact. Communication officers are then in a position to deal more effectively and efficiently with follow-up enquiries from other journalists and better support councillors.

### **3.2 Employees**

In relation to more specialist, technical or operational information, employees are also important spokespeople for the City of Wolverhampton Council. In these circumstances, it is expected that senior officers – strategic directors/service directors and heads of service - will usually conduct media interviews. This will normally take place, wherever possible, following discussion with the relevant cabinet member.

Any officer who is contacted directly by the media without advance knowledge, agreement or preparation must immediately redirect the call to the corporate communications team (contact details can be found at the end of this document). This includes all documentary filming requests.

As a general rule, in order to protect yourself and the reputation of the city council, employees should not be speaking to the media without advance notice, agreement or preparation. No employee should ever:

- Publicise confidential information gained in the course of their work
- Bring the council into disrepute by the extremity of their views.

Employees should also be aware of the strict rules on impartiality and publicity that apply to their work as officers (not in relation to them in a private capacity). Practically this means that in their work they are not allowed to enter into any form of communication that supports or promotes, or may be interpreted as supporting or promoting, the political views of any councillor or group of councillors.

For certain senior posts which are politically restricted, this restriction also means that in their private capacities they must not enter into any communication that could be criticised in this way.

## **4. A brief overview of how we deal with the media**

### **4.1 Media enquiries**

On average the council's communication team deals with around 3 - 4,000 media enquiries a year. To effectively demonstrate openness and transparency, that we are a confident, capable

council and to manage the reputation of the council, it is essential that every effort is made to respond to media enquiries as quickly as possible and meet their deadlines. The proliferation of 24-hour news channels, blogs and social media means that a damaging news story can have a significant impact on public confidence and be broadcast to a national or even international audience within minutes. Rapid responses are vital to safeguard reputation, and may be accompanied by other targeted stakeholder communication using other channels.

As a bare minimum all media enquiries should be responded to within 24 hours unless an extended deadline is given. For daily papers or broadcast media, councillors and officers will be expected to approve responses to the deadlines given, and in instances that seriously threaten the city council's reputation, should make it a priority to approve responses to help mitigate reputational damage.

Reporters will not be directed to submit Freedom of Information (FOI) requests to access information that is readily available, except in the very rare occasion that the scale and complexity of the enquiry calls for additional time.

*Ideally, no story should be broadcast or printed without a comment from the city council.*

## **4.2 Media interviews**

All interview requests, including participation in documentaries (see 4.5 below), should come through the communications team.

In response to interview requests, councillors are always given the first opportunity to speak. If they are not available or they agree that an officer would be more appropriate then again it is expected that senior officers will handle media interviews, supported by the corporate communications team. Other officers, with the agreement of their respective strategic director/service director or head of service, can also undertake interviews. It is advised that anyone speaking on our behalf should have some form of media training, which can be organised by the corporate communications team.

## **4.3 News Releases**

News releases are one of the tools – but not the only tool - we use to disseminate information to the media. Council news releases can only be distributed by the communications team who will ensure that they contain:

- Factual information i.e. what is happening, where, how much, implications, etc.
- Quotes, usually from a cabinet member and if required an officer, although we may also include quotes from partners, businesses or local people wherever relevant
- Wherever possible, an appropriate photo will be circulated with the news release or a photo opportunity organised.

All news releases should be initially approved by a senior officer and then cleared by the relevant cabinet lead.

News releases are emailed to appropriate distribution lists, published on the council's website and – dependent upon the audience – promoted on corporate social media sites.

The corporate communications team ensures that resources are used to promote and explain the policies and actions of the council as a whole. It is not appropriate for the corporate communications team to promote views of individual councillors that are not the views of the council as a whole.

If we are issuing or participating in a joint news release with our partners we will ensure the following:

- The City of Wolverhampton Council's role or contribution is identified appropriately and the release includes quotes from named councillors or officers
- The content of the news release includes key corporate messages linking our activity to our Corporate Plan priorities
- The draft text of the news release is shown and approved by the relevant cabinet member and officers
- The method, manner and timing of distribution are agreed in advance with the relevant communications officer.

If the city council commissions an organisation or partner to provide services on its behalf, that organisation must share and approve any news release or activity relating to that work with the communications team, who will also consider whether or not to include a quote. For major projects or partnerships, a separate communications or media protocol may be agreed and followed.

#### **4.4 Statements**

Generally statements are issued to communicate the city council's position on a specific issue. They should therefore be short and to the point. They should be attributed to a named person, either a cabinet lead or senior operational officer as appropriate. All statements should be approved initially by a senior officer and then cleared finally by the relevant cabinet lead. In certain instances, these statements may form the basis of wider stakeholder communication, for example to our employees on City People.

#### **4.5 Documentary requests**

All documentary requests need to be referred to the corporate communications team for initial assessment and evaluation at the earliest opportunity. Any decision to get involved in regional or national documentaries needs to support the council's core priorities and will ultimately need to be authorised by the senior executive board (SEB) and the Leader *prior* to any formal agreement with producers to take part.

#### **4.6 Briefing and alerting councillors and officers**

Where possible, the communication team will alert senior councillors and managers to emerging media issues. On issues that if not handled promptly and professionally could undermine public confidence, the matter will be escalated to the appropriate Strategic Director, Cabinet Member and/or Leader as soon as possible. The circulation list for these alerts will be dependent on the topic, however as a guide it should include:

- The Leader
- The Deputy Leader
- Relevant Cabinet Member

- Local Councillor (if the issues involves somewhere/ someone in their ward)
- Managing Director
- Relevant Director/Service Director
- Any other officers directly involved
- The Head of Communications
- Communication Advisors
- Head of Customer Services.

Where appropriate, this may include The Leader of the Opposition, with prior agreement of the Managing Director, Leader or relevant cabinet member, for example in the event of a natural disaster or emergency situation.

#### **4.7 Out of hours contact**

Members of the communications team are available between 8.30am – 5pm, Monday to Fridays for all media enquiries, advice and information.

For urgent media enquiries and support outside of these hours relating to significant issues please contact the on-call communications advisor (see the flowchart at section one above for how to do this).

#### **4.8 Elections**

As a general rule, proactive publicity will be kept to an absolute minimum during election periods.

It is not appropriate for the corporate communications team to quote elected councillors in any materials during the run up to elections (the period following publication of candidates' names), until the day after the election. During this 'purdah' period quotes will be attributable to officers.

It is not appropriate to allow council-owned premises to be used for broadcast media interviews with politicians during the run-up to elections. This is to avoid any impression of favouritism on the part of the council towards the interviewee. For more guidance on media and communication during the pre-election or 'purdah' period, see **Appendix one** below.

#### **4.9 Forward planning**

As well as the briefings which will take place under 4.6 above, the communications team will also deliver a weekly briefing to the Leader and Deputy Leader on media and communications for the fortnight ahead.

#### **4.10 Media monitoring service**

The communications team will provide a weekly media monitoring service and emailed monthly report. These will include the headline, overview and sentiment of each article. A quarterly dashboard will also be produced and distributed to senior councillors and officers showing coverage by corporate priority and source of coverage (proactive vs reactive).



## 5. Support available to you

Help dealing with media enquiries is available from the city council's corporate communication team based on the second floor of the Civic Centre. The team is responsible for distributing all news releases, responding to all media enquiries, evaluating the impact of publicity and facilitating media training for elected councillors and officers.

A member of the communications team will also attend Cabinet and full Council meetings to provide support and facilitate dealing with the media.

The corporate communications team will deliver a pre-agreed work-plan for the year consisting of integrated communications campaigns that will support the city council deliver on its priorities. This includes a proactive approach to media relations.

A concise media interview training session, which includes role play scenarios and live interview recording and feedback, will be provided to appropriate officers.

Practical advice and support is also offered to schools and other city partners, particularly in times of difficulty/crisis or success. This could involve general media guidance, checking news releases, fielding media calls or helping to write statements.

### 5.1 Contact details:

A senior member of the corporate communication team can be contacted on **01902 555439**. Alternatively, you can contact individual team members on the numbers below:

Tim Clark, Principal Communication Advisor, 01902 554076, [tim.clark@wolverhampton.gov.uk](mailto:tim.clark@wolverhampton.gov.uk)

Paul Brown, Communication Advisor, 01902 555497, [paul.brown@wolverhampton.gov.uk](mailto:paul.brown@wolverhampton.gov.uk)

Shelley Jones, Communication Advisor, 01902 551139, [shelley.jones@wolverhampton.gov.uk](mailto:shelley.jones@wolverhampton.gov.uk)

Out of office hours, for major and critical issues, the on-call communications advisor can be contacted.

If you have any questions about the content of this protocol or require further clarification please contact Ian Fegan, Head of Corporate Communications, 01902 554286  
[ian.fegan@wolverhampton.gov.uk](mailto:ian.fegan@wolverhampton.gov.uk)

## 6. Evaluation and review

This protocol will be reviewed every two years through the Senior Executive Board (SEB) or before-hand should this be required due to local or national developments.

## **Appendix one: Pre-election (purdah) guidance on communications**

### **Introduction**

This document is based on LGA guidance. It includes frequently asked questions and other key points to provide assistance to senior officers, communications team staff and councillors on how to handle communication during the pre-election period of heightened political sensitivity.

### **1. Do we shut-down completely during purdah?**

Communications does not have to shut down completely during purdah. The ordinary functions of the council should continue, but some restrictions apply, by law, to publicity involving all councillors and officers.

### **2. Is pre-election period a legal requirement or just for guidance?**

Pre-election restrictions are governed by Section 2 of the Local Government Act 1986, as amended in 1988. Essentially councils should **“not publish any material which, in whole or in part, appears to be designed to affect public support for a political party.”**

Section 4 of the Act makes clear that councils need to have regard for the code of recommended practice that supports the Act. A new code of practice was published in 2011 which replaced all previous guidance.

### **3. What are the restrictions that apply?**

The essential points from the 2011 code are:

- in general you should not issue any publicity which seeks to influence voters
- do not publish any publicity on controversial issues
- do not report views on proposals in a way which identifies them with individual councillors or groups of councillors
- consider suspending hosting third party material or closing public forums if these are likely to breach the codes of practice.
- publicity relating to individuals involved directly in the election should not be published unless expressly authorised by statute.
- you are allowed to publish factual information which identifies the names, wards and parties of candidates at elections
- do not make references to individual politicians or groups in press releases or for content on any other communication channels
- do not arrange proactive media or events involving candidates or standing councillors
- do not issue or publish photographs which include candidates or standing councillors

- do not supply council photographs or other materials to councillors or political group staff unless you have verified that they will not be used for campaigning purposes (this would involve using public money/resources to support a particular candidate or party)
- do not host third party blogs or e-communications
- do not republish comments/views from politicians, for instance by retweeting or sharing social media posts
- do not help with national political visits (as this would involve using public money to support a particular candidate or party). These should be organised by political parties with no cost or resource implications for the council.
- do not launch any new consultations. Unless it is a statutory duty, don't start any new consultations or publish report findings from consultation exercises, which could be politically sensitive
- in terms of ongoing campaigns, you should always think carefully if a campaign could be deemed likely to influence the outcome of the election and you should not use councillors in press releases and events in pre-election periods. In such cases you should stop or defer them. An example might be a campaign on an issue which has been subject of local political debate and/or disagreement.

## 5. So what exactly what can we do?

- We continue to discharge normal council business (including determining planning applications, even if they are controversial).
- Stick to publishing factual information to counteract misleading, controversial or extreme (for example, racist/sexist information). An example might be a media story which is critical of the council, such as a media enquiry claiming that the salaries of all the council's senior managers have increased by five per cent. If this is not true, a response such as 'none of the council's senior management team have received any increase in salary in the last 12 months' is acceptable. It is perfectly right and proper that the council responds, **as long as it is factual**.
- Use relevant senior, lead officers rather than cabinet members or other councillors for reactive media releases
- Use a politician who is involved in an election when the council is required to respond in particular circumstances, such as in an emergency situation or where there is a genuine need for a member-level response to an important event beyond the council's control. Normally this would be the civic mayor (as opposed to the elected mayor in those areas with elected mayors) or chairman (that is, someone holding a politically neutral role). If the issue is so serious, it is worth considering asking the council's group leaders to agree to a response which would involve all of them.
- Continue to run campaign material to support your own local campaigns. If the campaign is already running and is non-controversial (for example, on issues like recycling or foster care) and would be a waste of public money to cancel or postpone them, then continue.

## 6. What's covered by publicity? Is it just the media?

Publicity is defined as “**any communication, in whatever form, addressed to the public at large or to a section of the public.**” We would therefore have to apply the code of practice to

our work with the media, on social media and other digital channels, events and internal communications.

### **7. Is there a guiding principle I can apply if I have a tricky situation?**

A good test is to ask yourself 'could a reasonable person conclude that you were spending public money to influence the outcome of the election?' In other words it must pass the 'is it reasonable' test. Ultimately, you must always be guided by the principle of fairness. It is crucial that any decision you take would be seen as fair and reasonable by the public and those standing for office.

### **8. What if I issue a news release to the local paper before purdah but they decide to hold off printing the story until after purdah?**

In the week before purdah we should include a guidance note to reporters and editors, along with a second, officer-led version of the original news release, to ensure that they are aware of the restrictions that apply from the official notification of the pre-election period:

Note to reporters / editors: From 30 March 2015, Wolverhampton City Council will be subject to pre-election restrictions as governed by Section 2 of the Local Government Act 1986, as amended in 1988. This sets out that we should "not publish any material which, in whole or in part, appears to be designed to affect public support for a political party." If you intend to publish this news release after 30 March 2015, please use the alternative, version provided with quotes attributable to senior officers and not elected members. Thank you for your cooperation and understanding.

### **9. Who can I ask for advice and guidance?**

The head of corporate communications should be the first point of contact and they can then escalate issues to the council's director of governance.

Ends



# Cabinet (Resources) Panel

## 30 June 2015

<b>Report title</b>	Refreshed Council Appraisal Scheme	
<b>Cabinet member with lead responsibility</b>	Councillor Paul Sweet Governance	
<b>Key decision</b>	Yes	
<b>In forward plan</b>	Yes	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Keith Ireland, Corporate	
<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
	C3 Scrutiny Panel	16 June 2015
	Cabinet (Resources) Panel	30 June 2015

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

Cabinet (Resources) Panel is recommended to:

1. Approve the new individual employee and team appraisal templates, the guidance notes for manager and the refreshed appraisal policy.

## **1.0 Purpose**

- 1.1 The purpose of this report is to seek approval for the new appraisal documentation that supports the council in achieving the new corporate plan objectives and the organisational development strategy.

## **2.0 Background**

- 2.1 The council last reviewed the appraisal scheme and the supporting documentation in March 2013. Since the introduction of the documentation there has been an increase in the number of appraisals completed but this has not resulted in the council achieving its expected 100% target.
- 2.2 Feedback received from managers was that the appraisal documentation was onerous to complete and a simpler recording document would help improve the process.
- 2.3 As a result, the appraisal templates, guidance and policy have been reviewed by the Transformation service. A simplified version of the paperwork with tick boxes has been developed and tested in pilot areas.
- 2.4 The review of the paperwork, guidance and policy has been done alongside the recent audit of compliance the appraisal scheme following poor performance in this area. The guidance and policy has been updated to respond to key findings in the audit – such as migration of the HR SharePoint appraisal data on to Agresso, which will be launched alongside this new paperwork.

## **3.0 Changes to the scheme**

- 3.1 The appraisal recording templates that support the scheme have been reduced to two templates. One to record individual appraisals and one to record team appraisals. The team appraisal document can only be used by designated teams who have large numbers of employees who do the same job role. The manager's guidance and the appraisal policy have both be adjusted to state clearly when a team appraisal can be undertaken and this has been clarified and agreed with the relevant Heads of Service for the designated areas.
- 3.2 The appraisal templates have been simplified and now have tick boxes that assist managers and employees to rate performance in relation to their job role and the council's expected behaviours which are part of the new corporate plan.
- 3.3 The review of the current work plan and the new work plan within the document has been redesigned to mirror the corporate plan templates. This supports managers and employees to be able to evidence more clearly how the planned activities of the employees work role fit with the corporate plan objectives.
- 3.4 A number of senior managers have been consulted in the design of the new templates and they are currently piloting the documents within their own services. Initial feedback has been very positive.

- 3.5 The manager's guidance has been updated to reflect the changes to the templates and process and minor adjustments have been made to the appraisal policy to reflect the new proposed process and paperwork.
- 3.6 The suite of templates, guidance and policy can be found in appendix 1 and have undergone pre-decision scrutiny by the Confident Capable Scrutiny Panel on 16 June.
- 3.7 Work is also on-going to ensure an improvement in the council's performance in this area, responding to issues raised in the recent audit of this process.

#### **4.0 Financial implications**

- 5.1 The council appraisal scheme is part of the Future Performance 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.  
[GE/27052015/W]

#### **6.0 Legal implications**

- 5.1 There are no legal implications arising from this report. [RB/21052015/Q]

#### **6.0 Equalities implications**

- 6.1 There are no equalities implications arising from this report.

#### **7.0 Environmental implications**

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

#### **8.0 Human resources implications**

- 8.1 There have been no major significant changes to the policy and the documents have been shared with trade unions for information.

#### **9.0 Corporate landlord implications**

- 9.1 There are no corporate landlord implications.

**Wolverhampton City Council Individual Appraisal Checklist and Record**



<b>Name</b>		<b>Period Covered</b>	
<b>Job Title</b>		<b>Telephone Number</b>	
<b>Service/ Team</b>		<b>Date of Appraisal</b>	

**Assessment of performance (tick as appropriate)**

Measure	Well ahead of standard	More than satisfactory – slightly above job requirements	Less than satisfactory – needs slight improvement	Unsatisfactory – below the standard reasonably expected
<b>Job knowledge</b> Does the employee demonstrate the required knowledge to do the job role properly?	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Exceptionally high level of knowledge of own and related work	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Has a good working knowledge of own job and related work	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Lack of job knowledge sometimes hinders progress	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Inadequate knowledge of own job role
Manager's Comments				
<b>Job skills</b> Does the employee demonstrate required skills to undertake their role properly	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Exceptionally skilled in own job requirements and can support others	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Has very good skills in relation to own job requirements	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Sometimes lacks the required skills to undertake the job role	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Inadequate skill to undertake job role
Manager's Comments				
<b>Punctuality</b> What is the employee's punctuality pattern?	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Very punctual	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Punctual levels are acceptable, rarely late.	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Lateness levels are higher than expected	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Frequently late
Manager's Comments				



Core Behaviours					
P.R.I.D.E.	Measure	Well ahead of standard	More than satisfactory – slightly above job requirements	Less than satisfactory – needs slight improvement	Unsatisfactory – below the standard reasonably expected
<b>P</b> -Put customers first- <i>be customer focused</i>	<b>Customer Focused</b> To what extent does the employee demonstrate they are customer focussed in their work?	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Highly customer focussed on all occasions and encourages others, exceeds standards	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Good customer focus meets standards goes the extra mile on occasions	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Occasionally has to be reminded of customer standards and requirements	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Disregards the needs of the customer or the standards
Manager's Comments					
<b>R</b> - Raise the profile of the City- <i>be positive</i>	<b>Positivity</b> To what extent does the employee demonstrate a confident and positive attitude to their work and work with partners?	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Has a highly positive attitude in actions and words about their work and that of others, is a good role model	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Is very positive about their own work role and how they can promote this positivity with others	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Sometimes negative when there are difficulties and lacks the motivation to seek resolution.	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Is negative and cannot see any positives in a situation.
Manager's Comments					
<b>I</b> - Inspire trust and confidence- <i>be open</i>	<b>Openness</b> To what extent does the employee recognise and value their own and others contribution to the work?	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Remains open minded in difficult situations, is self-aware and fully values others contributions	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Is self-reflective and is also able to see other point of view when resolving a problem	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Can recognise own views and those of others to some extent when solving a problem but may not take them into account	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Lacks self-awareness and is unable to see anyone else point of view.
Manager's Comments					

<p><b>D-Demonstrate</b> a can-do and tenacious attitude- <i>be a change agent</i></p>	<p><b>Change Agent</b> To what extent does the employee take the initiative; own problems, see them through; challenge where appropriate. Decision making will need to be evidence led.</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Takes full ownership of a problem, will challenge where appropriate, seeks a solution and will see it through to positive conclusion making well informed decisions based on appropriate evidence</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Can identify an issue, may challenge and offer alternative solutions but may need some support to identify appropriate evidence to inform the decision and see it through.</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Can identify a problem based on anecdotal information; identifies a solution but cannot provide an evidence base; may not challenge or take any further action</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Views problems and issues as someone else responsibility. Wants to be told how to solve an issue or problem.</p>
<p>Manager's Comments</p>					
<p><b>E</b>ncourage teamwork- <i>be a team player</i></p>	<p><b>Teamwork</b> How well does the employee work with others to accomplish the goals of the job, work group and council?</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Works together, sharing ideas, priorities and problem, actively seeks sustainable solutions to problems. Has a one council approach</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Recognises the value of and works co-operatively and flexibly with others across services to meet common council goals.</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Usually gets along reasonably well team colleagues but occasionally unhelpful</p>	<p><input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Uncooperative, resists change</p>
<p>Manager's Comments</p>					

**Review of current work plan**

**Responsible Officer**

**Period Covered**

What?

Why?

When?

With What?

So What?

Corp. Plan Ref	Action/Activity	Anticipated Outcome/Result	Timescales		Resources/ Support needed	Performance Measures
			Proposed Start Date	Proposed End Date		
Corporate Plan Activity Reference or 'Business As Usual' (BAU)	Please specify a description for the action or activity.	What is the expected outcome/result that will be experienced when the action has been completed successfully?	What date is the action anticipated to start?	What date is the action anticipated to be completed?	What resources, support or development is required to enable the delivery of this action/activity	What performance measures will be used to measure progress and assess the outcome of this action? Use the corporate plan reference where the measures feature in the corporate plan.

Measure	Well ahead of standard	More than satisfactory – slightly above job requirements	Less than satisfactory – needs slight improvement	Unsatisfactory – below the standard reasonably expected
<b>Overall marking score</b> <i>(This must also include assessment of performance against current work plan objectives)</i>	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Well ahead of standard team performance	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> More than satisfactory – slightly above team requirements	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Less than satisfactory – needs slight improvement within team	<input type="checkbox"/> <b>Employee</b> <input type="checkbox"/> <b>Manager</b> Unsatisfactory – below the standards of the team than reasonably expected
Manager's Comments				

**New work plan** (*objectives to be set at or in run up to appraisal meeting*)

**Responsible Officer**

**Period Covered**

What?

Why?

When?

With What?

So What?



Corp. Plan Ref	Action/Activity	Anticipated Outcome/Result	Timescales		Resources/ Support needed	Performance Measures
			Proposed Start Date	Proposed End Date		
<i>Corporate Plan Activity Reference or 'Business As Usual' (BAU)</i>	<i>Please specify a description for the action or activity.</i>	<i>What is the expected outcome/result that will be experienced when the action has been completed successfully?</i>	<i>What date is the action anticipated to start?</i>	<i>What date is the action anticipated to be completed?</i>	<i>What resources, support or development is required to enable the delivery of this action/activity</i>	<i>What performance measures will be used to measure progress and assess the outcome of this action? Use the corporate plan reference where the measures feature in the corporate plan.</i>

Employee review of learning & development needs	Manager review of learning & development needs
<p><i>Have you completely these mandatory eLearning courses? For example:</i></p> <input type="checkbox"/> Protecting Information <input type="checkbox"/> Equality and Diversity <input type="checkbox"/> Customer Service- Every Contact Counts <input type="checkbox"/> Safeguarding Awareness <input type="checkbox"/> Dementia Awareness <input type="checkbox"/> Child Sexual Exploitation <input type="checkbox"/> Other <i>Other learning and development needs</i>	

Manager summary of performance

Comments by employee on this appraisal <i>(to be completed after appraisal meeting within three working days)</i>

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Employee signature		Date	
Manager signature		Date	

**City of Wolverhampton Council      Team Appraisal Checklist and Record**



<b>Team name</b>		<b>Period Covered</b>	
<b>Job title/role</b>		<b>Date of Appraisal</b>	
<b>Service area</b>		<b>Location</b>	

**Assessment of performance (tick as appropriate)**



<b>Measure</b>	<b>Well ahead of standard</b>	<b>More than satisfactory – slightly above job requirements</b>	<b>Less than satisfactory – needs slight improvement</b>	<b>Unsatisfactory – below the standard reasonably expected</b>
<b>Job knowledge</b> Does the team demonstrate the required knowledge to do the job role properly?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> High level of knowledge of team related work	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Has a good working knowledge of team related work	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Lack of job knowledge within team which sometimes hinders progress	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Inadequate knowledge of team job role
Manager's Comments				
<b>Job skills</b> Does the team demonstrate required skills to undertake their role properly?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Highly skilled and well-motivated team	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Very good skills within team	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Lacking certain skills within the team	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Inadequate skills within the team
Manager's Comments				
<b>Punctuality</b> What is the team's pattern of punctuality?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Very punctual	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Punctual levels are acceptable, rarely late.	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Lateness levels are higher than expected amongst the team	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Frequently late
Manager's Comments				

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Core Behaviours					
P.R.I.D.E.	Measure	Well ahead of standard	More than satisfactory – slightly above job requirements	Less than satisfactory – needs slight improvement	Unsatisfactory – below the standard reasonably expected
<b>P-</b> Put customers first- <i>be customer focused</i>	<b>Customer Focused</b> To what extent does the team demonstrate they are customer focussed in their work?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> The team is highly customer focussed on all occasions and above standard	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Good customer focus meets standards goes the extra mile on occasions	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Occasionally have to be reminded of customer standards and requirements	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Disregards the needs of the customer or the standards
Manager's Comments					
<b>R-</b> Raise the profile of the City- <i>be positive</i>	<b>Positivity</b> To what extent does the team demonstrate a positive attitude to their work?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Have a highly positive attitude in actions and words about their work and are good role models	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Are very positive about their own work roles and how they demonstrate this to others	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Sometimes negative when there are difficulties and lack the motivation to seek a resolution.	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Are negative and rarely see any positives in their work
Manager's Comments					
<b>I-</b> Inspire trust and confidence- <i>be open</i>	<b>Openness</b> To what extent does the team recognise and value their own work?	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Remain open minded in difficult situations, are self-aware and fully value their work	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Are self -reflective and able to see other points of view when resolving problems	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Can recognise different views when problems arise but may not take them into account	<input type="checkbox"/> <b>Team</b> <input type="checkbox"/> <b>Manager</b> Lack awareness and are unable to see anyone else's point of view.
Manager's Comments					



<p><b>D-Demonstrate</b> a can-do and tenacious attitude- <i>be a change agent</i></p>	<p><b>Change Agent</b> To what extent does the team take the initiative; own problems, see them through; challenge where appropriate. Decision making will need to be evidence led.</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Takes full ownership of a problem, will challenge where appropriate, seeks a solution and will see it through to positive conclusion making well informed decisions based on appropriate evidence</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Can identify an issue, may challenge and offer alternative solutions but may need some support to identify appropriate evidence to inform the decision and see it through.</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Can identify a problem based on anecdotal information; identifies a solution but cannot provide an evidence base; may not challenge or take any further action</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Views problems and issues as someone else responsibility. Wants to be told how to solve an issue or problem.</p>
<p>Manager's Comments</p>					
<p><b>P</b> <b>Page 65</b> - Encourage teamwork- <i>be a team player</i></p>	<p><b>Teamwork</b> How well does the team work to accomplish their goals?</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Work very well together and respond enthusiastically to new challenges</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Co-operative and flexible team</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Usually work well together with occasional lapses</p>	<p><input type="checkbox"/> <b>Team</b>   <input type="checkbox"/> <b>Manager</b> Uncooperative towards each other and commonly resisting any changes within the workplace</p>
<p>Manager's Comments</p>					

**Review of current team work plan**

**Responsible Officer**

**Period Covered**

What?

Why?

When?

With What?

So What?

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Corp. Plan Ref	Action/Activity	Anticipated Outcome/Result	Timescales		Resources/ Support needed	Performance Measures
			Proposed Start Date	Proposed End Date		
<i>Corporate Plan Activity Reference or 'Business As Usual' (BAU)</i>	<i>Please specify a description for the action or activity.</i>	<i>What is the expected outcome/result that will be experienced when the action has been completed successfully?</i>	<i>What date is the action anticipated to start?</i>	<i>What date is the action anticipated to be completed?</i>	<i>What resources, support or development is required to enable the delivery of this action/activity</i>	<i>What performance measures will be used to measure progress and assess the outcome of this action? Use the corporate plan reference where the measures feature in the corporate plan.</i>

Measure	Well ahead of standard	More than satisfactory – slightly above job requirements	Less than satisfactory – needs improvement	Unsatisfactory – below the standard expected
<b>Overall assessment of current team work plan objectives</b>	<input type="checkbox"/> Team <input type="checkbox"/> Manager Well ahead of standard team performance	<input type="checkbox"/> Team <input type="checkbox"/> Manager More than satisfactory – slightly above team requirements	<input type="checkbox"/> Team <input type="checkbox"/> Manager Less than satisfactory – needs improvement within team	<input type="checkbox"/> Team <input type="checkbox"/> Manager Unsatisfactory – below the standard expected
Manager's Comments				

**New team work plan** (*objectives to be set at or in run up to appraisal meeting*)

**Responsible Officer**

**Period Covered**

What?

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With What?

So What?

Page 68

Corp. Plan Ref	Action/Activity	Anticipated Outcome/Result	Timescales		Resources/ Support needed	Performance Measures
			Proposed Start Date	Proposed End Date		
<i>Corporate Plan Activity Reference or 'Business As Usual' (BAU)</i>	<i>Please specify a description for the action or activity.</i>	<i>What is the expected outcome/result that will be experienced when the action has been completed successfully?</i>	<i>What date is the action anticipated to start?</i>	<i>What date is the action anticipated to be completed?</i>	<i>What resources, support or development is required to enable the delivery of this action/activity</i>	<i>What performance measures will be used to measure progress and assess the outcome of this action? Use the corporate plan reference where the measures feature in the corporate plan.</i>

Team review of learning & development needs	Manager review of team learning & development needs
<p><i>Have you completely these mandatory eLearning courses? For example:</i></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Protecting Information</li> <li><input type="checkbox"/> Equality and Diversity</li> <li><input type="checkbox"/> Customer Service- Every Contact Counts</li> <li><input type="checkbox"/> Safeguarding Awareness</li> <li><input type="checkbox"/> Dementia Awareness</li> <li><input type="checkbox"/> Child Sexual Exploitation</li> <li><input type="checkbox"/> Other</li> </ul> <p><i>Other learning and development needs</i></p>	

<b>Manager summary of overall performance of team</b>
<p style="font-size: 2em; font-weight: bold; transform: rotate(-90deg); position: absolute; left: -50px; top: 50%; transform: translateY(-50%);">Page 69</p>

<b>Comments by team on this appraisal</b> <i>(to be completed by team on the same day of appraisal)</i>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Are your objectives clear?</li> <li><input type="checkbox"/> Do you understand your job role?</li> <li><input type="checkbox"/> Do you understand how your job fits within the Council's vision?</li> <li><input type="checkbox"/> Do you have any other comments?</li> </ul>

Manager signature		Date	
Employee signature		Date	
Employee signature		Date	
Employee signature		Date	
Employee signature		Date	
Employee signature		Date	
Employee signature		Date	



**Guidance for Employees and Managers**  
**Individual Performance Appraisal and Learning  
Development Review**

Version	3.0
Published	June 2015
Review date	May 2016

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## **1. Introduction**

These guidance notes are intended to be a quick and easy reference document for employees and managers involved in using the council's Performance Appraisal and Personal Development Review process. It provides an overview of the process including a summary of the main elements and some guidance on completing the appraisal documents.

All employees play their part in the council's ambitions and activities that underpin its mission – working as one to serve our city; and our priorities as set out in the Corporate Plan.

The appraisal process is an integral part of performance management in the council, and creating a 'golden thread' to all that we do. Through clear and accountable performance management the council will ensure its goals and objectives are being consistently met.

### **1.1 Council Commitment**

The council remains committed to ensuring that all employees have access to an individual or a team appraisal (where appropriate). All appraisals must be conducted under the same conditions and to the same standards.

### **1.2 PRIDE: Our Core Behaviours**

Wolverhampton is committed to working as one to serve our city. We have PRIDE in our work and this is underpinned by the council's five core behaviours which support the Corporate Plan.

It is essential that both the manager and employee(s) fully understand these behaviours and evidence them when completing the objectives in the Work Plan and the learning and development needs.

The appraisal meeting provides a good opportunity to reflect and discuss the behaviours; identifying examples of good practice and issues to be resolved. It is also the employee's opportunity to make suggestions that could improve the council's performance as an employer, provider of services and community body.

# PRIDE: our core behaviours

*Working as one to serve our city*

How we will behave		
<b>P</b>	<b>Put customers first -</b> <i>be customer focused</i>	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 -</b> <i>be positive</i>	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 -</b> <i>be open</i>	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 -</b> <i>be a change agent</i>	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 -</b> <i>be a team player</i>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

WCC 1216 04/15

## 1.3 Purpose of Appraisal

The appraisal is where employees have an uninterrupted one to one discussion with their manager in order to review performance and ensure that:

- achievements, strengths and areas for improvement are recognised and acknowledged;
- personal development needs are identified;
- Employees are confident they are fully engaged in planning for the future;
- Managers are providing the appropriate support at the right time.

Appraisal is not a disciplinary or grievance process, nor does it link to pay and grade. There are separate HR processes for these areas. The annual appraisal meeting should contain no surprises.

A manager should be having regular 1:1 meetings where individuals can discuss specific problems affecting performance in order that resolutions can be identified, recorded and monitored.

## 1.4 Who is Appraised and when?

- Everyone who is directly employed by the council will need to complete an annual appraisal, this does not including agency staff.
- New employees and those who have been employed in a new job role will be required to successfully complete a successful induction and probation period before undertaking their first appraisal meeting.
- The council follows a cascade approach for example, the Leader appraises the Managing Director, Managing Director appraises Service Directors, Service Directors appraise their Heads of Service and they in turn appraise their managers and so on.
- Managers who have had their own appraisal must ensure that all their employees are appraised within a reasonable timescale to ensure all performance within the service / team is leading to the achievement of the Corporate Plan objectives.
- Managers should not defer carrying out their employees' appraisals even in rare circumstances where they have not received their own appraisal.

The process is cascaded down to ensure the objectives of the council run through the appraisals of all its employees. All employees should then be able to see how their team targets help the team, service and the directorate contribute to achieving the Council's Corporate Plan objectives.

## 2. Appraisal

### 2.1 Individual appraisal

There is a requirement for all employees to receive an individual appraisal unless the employee is employed in a team where a team appraisal has been agreed as the most expedient method of appraising a large number of employees who report to one manager and have the same job role. The groups defined as being eligible to undertake a team appraisal are set out in 2.2 below all other employees should undertake an individual appraisal.

### 2.2 Team appraisal

A service area may have a significant numbers of employees undertaking the same job role with the same performance level requirements. These employees are more often under the management of one manager or supervisor because of the nature and type of work role they undertake. Under these specific circumstances it is impractical for one manager to effectively undertake individual appraisals. In these circumstances **only** a team appraisal should be undertaken.

The teams that are allowed to participate in team appraisal are the following:

- **Operational Services** - Head of Operational Services
  - Bus Drivers
  - Passenger Assistants
  
- **Public Realm**- Head of Service Public Realm
  - Highways Operatives including street lighting;
  - Public Realm Environmental Operatives (staff that carry out predominately street cleansing and grounds maintenance works including schools);
  - School crossing patrols
  - Aboricultural Operatives
  - Rangers and Countryside Rangers
  - Car park Operatives
  
- **Facilities**- Head of Service- Facilities
  - Cleaners
  - Caretakers – community and relief
  - Meals on Wheels Drivers
  - Education drivers
  - General Assistants
  - Mobile cleaners
  - Mobile General Assistants

There are separate guidance notes for managers and employees who are engaged in a team appraisal process.

### **3. Roles in the Individual Appraisal process**

#### **3.1 The Manager**

It is the manager's role to facilitate the appraisal process and encourage the employee to be able to speak openly and honestly. The manager needs to be confident in their own skills in giving open and honest evidence informed feedback, praise and recognition for targets achieved and activities well done. They also need to be adept in providing constructive feedback and providing guidance on areas for improvement or further development.

A manager should have detailed knowledge of the employee(s) job role or an overall lead role for the employee(s) area of work.

There may be occasions where an employee will report to more than one manager. In these circumstances the managers involved and the employee will need to agree who is the most appropriate manager to conduct the appraisal. It is likely to be the manager who is able to observe the employees performance on a regular basis and conducts the regular 1:1 or the Team Supervision. However both managers should be in a position to provide evidence to support the appraisal.

The manager is responsible for:

- Planning and communicating the date of the appraisal meeting to the employee.
- Arranging a time and place for the employee to carry out the self – assessment at least two weeks before the appraisal meeting.
- Requesting the completed self-assessment from the employee one week before the appraisal meeting if not already received.
- Prepare for the appraisal meeting which includes own assessment of employee performance with evidence gathered to support identification of employee’s performance levels.
- Leading the appraisal meeting discussion and completion of records including signatures.
- Transferring any learning and development requirements onto the service area learning and development plan.
- Submitting the confirmation appraisal record through the reporting tool on Agresso.
- Storing the appraisal records securely and ensuring the employee has a copy of the appraisal document.

### **3.2 The Employee**

The role of the employee in the appraisal is to;

- Prepare for the meeting by carrying out a self –assessment against the checklists, reviewing previous objectives and identify future objectives and developments. The appraisal record document can be used as a template to guide the self- appraisal process.
- The self -assessment against the checklist should be sent to the manager one week before the planned employee appraisal interview.
- Contribute to the appraisal meeting including providing a description of the evidence that supports their assessment level, suggested objectives for the new work plan and identification of any development needs.
- At the conclusion of the appraisal meeting where objectives are agreed they will sign and return the appraisal to the manager within three working days.
- Employees are entitled to an individual copy of the final document at the conclusion of the appraisal.

### **3.3 The manager’s manager**

The role of the manager’s manager is to review the appraisal process and the completed documentation in the event of a dispute. They should:

- assess the process and standard and consistency of the evidence presented when there is a dispute and mediate.
- identify any additional training requirements that the either the manager or employee may have and ensure that this is undertaken.
- request to see completed appraisal documentation for their direct reports within their service area from time to time so that they can audit and to ensure the quality and consistency of appraisals within their service.

#### **4. The Individual Performance Appraisal Checklist and Record document and Assessment Process**

The Individual Performance Appraisal Checklist and Record document is completed as part of the appraisal process. The document is divided up into three parts.

*Part one- Assessment of Employee performance and behaviours against current work plan.*

This comprises of a set of measures that the employee uses to self-assess their performance and behaviours prior to the meeting by completing the checklist boxes. They should assess themselves against their job role and current work plan. All self-assessments must be evidence informed this means that examples of why the assessment is judged to be at this level must be available if requested.

The manager also completes the same process for the employee and the assessments are fully discussed at the appraisal meeting. The manager is required to complete the comments box under each performance measure and behaviour in support of the final assessment.

*Part two- Setting the new work plan and review of learning and development needs*

The activities and actions and measures need to be identified within the new work plan and must relate to the employee(s) role and show how they link to service needs and the outcomes of the Corporate Plan objectives as appropriate. The employee needs to be able to understand how their objectives and performance contribute to the Corporate Plan and the manager needs to support this and provide guidance and record.

The employee will be responsible for reviewing their learning and development needs and ensuring that they have completed all mandatory training requirements. The manager will complete the final review of learning and development needs and record on the document.

*Part three- Employee and Manager Comments*

After the appraisal meeting the employee completes the section on comments on the appraisal process. The employee has three working days to complete and return to

their manager. The manager then completes the summary of overall performance within two weeks.

Once the appraisal process has been completed the document is signed by all parties and confirmation of completion is recorded by the manager on the HR intranet within three weeks of appraisal meeting.

Link to documents and flowchart can be found [here](#).

## **5. Reporting Mechanism**

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed on Agresso.

The manager needs to record the essential learning and development needs on the Service Development Plan.

The above appraisal logging arrangements enable reports to be run showing names of employees by service area and directorate who have received an appraisal in the last 12 months together with the dates of the next appraisal. This helps the council to monitor appraisal occurrence and set performance targets.

The Council's Internal Audit team will be responsible for auditing compliance with the Appraisal process. This is further outlined in the Appraisal Policy.

## **6. Storage**

The appraisal is between the employee, the manager and the manager's manager (if there is a dispute). Completed appraisals must be stored securely either electronically or manually by the manager so that they are not accessible to others.

Each employee needs to retain a signed copy for their reference.

## **7. Learning and Development Support**

The primary source of appraisal learning and development support for both managers and employees is the eLearning platform the Learning Hub which can be found [here](#). All mandatory eLearning courses that must be completed can be found [here](#).

For more information about development support please contact the Workforce Development Team on 01902 554085 or [workdev@wolverhampton.gov.uk](mailto:workdev@wolverhampton.gov.uk).

There are a range of eLearning modules and face to face development opportunities for additional support on the appraisal process.

**eLearning modules:**

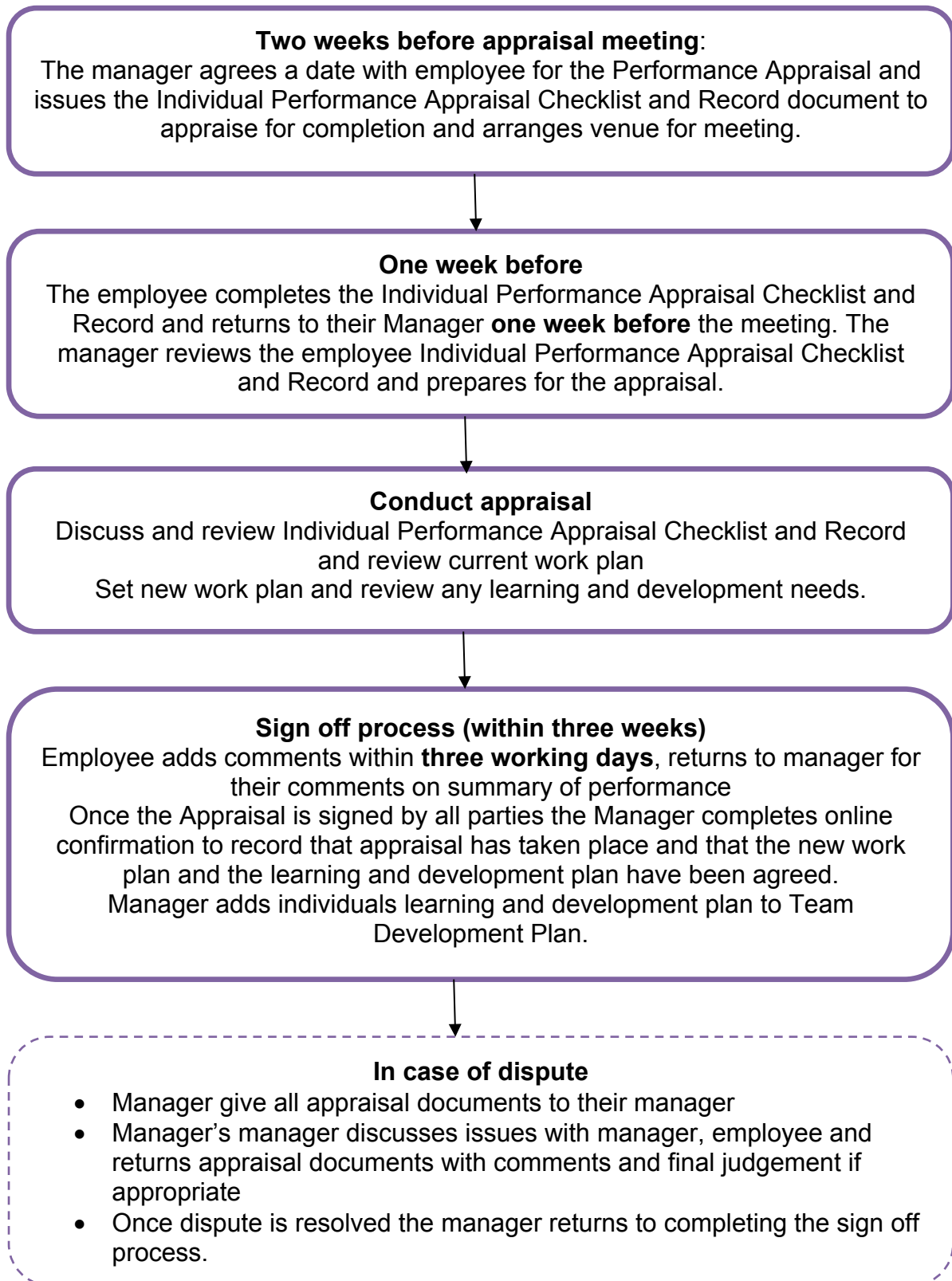
- Developing Performance Management skills
- Setting Performance objectives and Managing Performance
- Giving and Receiving Feedback

**Face to face sessions offered:**

- Preparing for your Appraisal
- Delivering an Appraisal
- Setting SMARTER Objectives
- Delivering Objective Feedback
- How to Create and Write Learning and Development Plans
- Managing Different People



## 8. Appraisal Process Chart



## **9. Glossary of Terms**

### **Annual Appraisal**

The yearly appraisal meeting where objectives are reviewed, new ones established and Personal development requirements are agreed within the team.

### **Confirmation Record**

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed. This can be completed through Agresso.

### **Council's priorities and objectives**

These are detailed in the council's Corporate Plan.

### **Employee(s)**

The employee who receives the performance appraisal or teams of employees who receive a team appraisal.

### **Facilitate**

Facilitate means to help the employee to become fully involved in the appraisal process.

### **Manager**

The manager or team leader is responsible for facilitating and managing the appraisal process.

### **Objectives**

Objectives should be written so that the team knows what they are expected to do and the standard of performance that they will need to achieve.

### **One to one (1:1) or Team Supervision**

This is sometimes referred to as supervision. One to one is a regular formal meeting between the manager and the employee or teams of employees. One to one or Team supervision should take place every four to eight weeks and should include a recorded review of the work and the development plan including achievements.



**Guidance for Employees and Managers**

**Team Performance Appraisal and Learning  
Development Review**

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Wolverhampton is committed to working as one to serve our city. We have PRIDE in our work and this is underpinned by the council's five core behaviours which support the Corporate Plan.

It is essential that both the manager and employee(s) fully understand these behaviours and evidence them when completing the objectives in the Work Plan and the learning and development needs.

The appraisal meeting provides a good opportunity to reflect and discuss the behaviours; identifying examples of good practice and issues to be resolved. It is also the employee's opportunity to make suggestions that could improve the council's performance as an employer, provider of services and community body.

# PRIDE: our core behaviours

*Working as one to serve our city*

How we will behave		
<b>P</b>	<b>Put customers first -</b> <i>be customer focused</i>	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 -</b> <i>be positive</i>	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 -</b> <i>be open</i>	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 -</b> <i>be a change agent</i>	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 -</b> <i>be a team player</i>	We work as one council, sharing ideas, each other's priorities and problems. We work together to develop shared, sustainable solutions to complex problems.

WCC 1216 04/15

## 1.3 Purpose of Appraisal

The appraisal is where employees have an uninterrupted one to one discussion with their manager in order to review performance and ensure that:

- achievements, strengths and areas for improvement are recognised and acknowledged;
- personal development needs are identified;
- Employees are confident they are fully engaged in planning for the future;
- Managers are providing the appropriate support at the right time.

Appraisal is not a disciplinary or grievance process, nor does it link to pay and grade. There are separate HR processes for these areas. The annual appraisal meeting should contain no surprises.

A manager should be having regular 1:1 meetings where individuals can discuss specific problems affecting performance in order that resolutions can be identified, recorded and monitored.

## 1.4 Who is Appraised and when?

- Everyone who is directly employed by the council will need to complete an annual appraisal, this does not including agency staff.
- New employees and those who have been employed in a new job role will be required to successfully complete a successful induction and probation period before undertaking their first appraisal meeting.
- The council follows a cascade approach for example, the Leader appraises the Managing Director, Managing Director appraises Service Directors, Service Directors appraise their Heads of Service and they in turn appraise their managers and so on.
- Managers who have had their own appraisal must ensure that all their employees are appraised within a reasonable timescale to ensure all performance within the service / team is leading to the achievement of the Corporate Plan objectives.
- Managers should not defer carrying out their employees' appraisals even in rare circumstances where they have not received their own appraisal.

The process is cascaded down to ensure the objectives of the council run through the appraisals of all its employees. All employees should then be able to see how their team targets help the team, service and the directorate contribute to achieving the Council's Corporate Plan objectives.

## 2. Team Appraisal

### 2.1 When do you undertake a team appraisal?

A service area may have a significant numbers of employees undertaking the same job role with the same performance level requirements. These employees are more often under the management of one manager or supervisor because of the nature and type of work role they undertake. Under these specific circumstances it is impractical for one manager to effectively undertake individual appraisals. In these circumstances **only** a team appraisal should be undertaken.

The teams that are allowed to participate in team appraisal are the following:

- **Operational Services** - Head of Operational Services
  - Bus Drivers
  - Passenger Assistants
- **Public Realm**- Head of Service Public Realm
  - Highways Operatives including street lighting;
  - Public Realm Environmental Operatives (staff that carry out predominately street cleansing and grounds maintenance works including schools);

- School crossing patrols
  - Aboriginal Operatives
  - Rangers and countryside Rangers
  - Car park Operatives
- **Facilities- Head of Service- Facilities**
    - Cleaners
    - Caretakers – community and relief
    - Meals on Wheels Drivers
    - Education drivers
    - General Assistants
    - Mobile cleaners
    - Mobile General Assistants

### **3. Roles in the Team Appraisal process**

#### **3.1 The Team Manager**

To make a team appraisal manageable it is advisable to break team appraisals down into groups of six in an appraisal group. This allows for everyone to be practically involved in the appraisal process. This process would not however preclude an individual to seek an individual appraisal if specifically requested.

It is the manager's role to facilitate the appraisal process and encourage the employees of the team to be able to speak openly and honestly. The manager needs to be confident in their own skills in giving open and honest evidence informed feedback, praise and recognition for targets achieved and activities well done. They also need to be adept in providing constructive feedback and providing guidance on areas for improvement or further development.

The manager should only use a team appraisal to appraise the performance of a team overall. Any individual issues should be addressed through 1:1 meetings. The manager must identify prior to the team appraisal whether or not any team members need an individual appraisal. See the appraisal policy or Individual Performance Appraisal and Learning and Development guidance notes for more information.

A manager should have detailed knowledge of the job role or an overall lead role in the teams area of work to be able to conduct the appraisal.

There may be occasions where an employee will report to more than one manager. In these circumstances the managers involved and the employee will need to agree who is the most appropriate manager to conduct the appraisal. It is likely to be the manager who is able to observe the team's performance on a regular basis and conducts the regular Team Supervision. However both managers should be in a position to provide evidence to support the appraisal.

The manager is responsible for:



- Planning and communicating the date of the appraisal meeting to the team.
- Arranging a time and place for the team to come together to carry out a team self –assessment at least two weeks before the appraisal meeting.
- Requesting the completed self -assessment from the team spokesperson one week before the appraisal meeting if not already received.
- Prepare for the appraisal meeting which includes own assessment of team performance with evidence gathered to support identification of team’s performance levels.
- Leading the appraisal meeting discussion and completion of records including signatures.
- Transferring any learning and development requirements onto the service area learning and development plan.
- Submitting the confirmation appraisal record through Agresso.
- Storing the appraisal records securely and ensuring the team members has a copy of the appraisal document.

### **3.2 Employees within the team**

The role of employees in team appraisal is to:

- Work together to prepare for the meeting by collectively carrying out a self – appraisal against the checklists, reviewing previous objectives and identify future objectives and developments. The appraisal record document can be used as a template to guide the self- appraisal process.
- The agreed assessment against the checklist should be sent to the manager one week before the planned team appraisal interview.
- Contribute to the team appraisal meeting including providing a description of the evidence that supports their assessment level, suggested objectives for the new work plan and identification of any team development needs.
- At the conclusion of the appraisal meeting where objectives are agreed they will sign the appraisal.
- Each employees involved in the team appraisal can ask for an individual copy of the final document at the conclusion of the meeting.

### **3.3 Team manager’s manager**

The role of the manager’s manager is to review the appraisal process and the completed documentation in the event of a dispute. They should:

- assess the process and standard and consistency of the evidence presented when there is a dispute and mediate.
- identify any additional training requirements that the either the manager or employee may have and ensure that this is undertaken.

- request to see completed appraisal documentation for their direct reports within their service area from time to time so that they can audit and to ensure the quality and consistency of appraisals within their service.

#### **4. The Team Appraisal Checklist and Record document and Assessment Process**

The annual Team Appraisal Checklist and Record document is completed as part of the appraisal process. The document is divided up into three parts.

*Part one – Assessment of team performance and behaviours against current work plan.*

This comprises of a set of measures that the team works on together to self-assess team performance and behaviours prior to the meeting by completing the checklist boxes. They should assess themselves against their job role and current work plan. All self-assessments must be evidence informed this means that examples of why the assessment is judged to be at this level must be available if requested.

The manager also completes the same process for the team and the assessments are fully discussed at the appraisal meeting. The manager is required to complete the comments box under each performance measure and behaviour in support of the final assessment.

*Part two- Setting of the new team work plan and review of learning and development needs.*

The activities and actions and measures identified within the new work plan need to relate to the teams role and service needs to show how they link to the outcomes of the Corporate Plan objectives as appropriate. The team needs to be able to understand how their objectives and performance contribute to the Corporate Plan and the manager needs to support this and provide guidance and record.

The team will be responsible for reviewing their learning and development needs and ensuring that they have completed all mandatory training requirements. The manager will complete the final review of learning and development needs and record on the document.

*Part three – At the appraisal meeting the team completes the section on comments on the appraisal process and the manager completes the summary of overall performance.*

Once the appraisal process has been completed the document is signed by all parties and confirmation of completion is recorded by the manager on the HR intranet.

Link to documents and flowchart with timescales can be found [here](#).

## **5. Reporting Mechanism**

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed on Agresso.

The manager needs to record the essential learning and development needs on the Service Development Plan.

The above appraisal logging arrangements enable reports to be run showing names of employees by service area and directorate who have received an appraisal in the last 12 months together with the dates of the next appraisal. This helps the council to monitor appraisal occurrence and set performance targets.

The Council's Internal Audit team will be responsible for auditing compliance with the Appraisal process. This is further outlined in the Appraisal Policy.

## **6. Storage**

The appraisal is between the team, the manager and the manager's manager. Completed team appraisals must be stored securely either electronically by the manager so that they are not accessible to others. Each employee from the team needs to retain a signed copy as reference.

## **7. Learning and Development Support**

The primary source of appraisal learning and development support for both managers and employees is the eLearning platform the Learning Hub which can be found [here](#). All mandatory eLearning courses that must be completed can be found [here](#).

For more information about development support please contact the Workforce Development Team on 01902 554085 or [workdev@wolverhampton.gov.uk](mailto:workdev@wolverhampton.gov.uk).

There are a range of eLearning modules and face to face development opportunities for additional support on the appraisal process.

### **eLearning modules:**

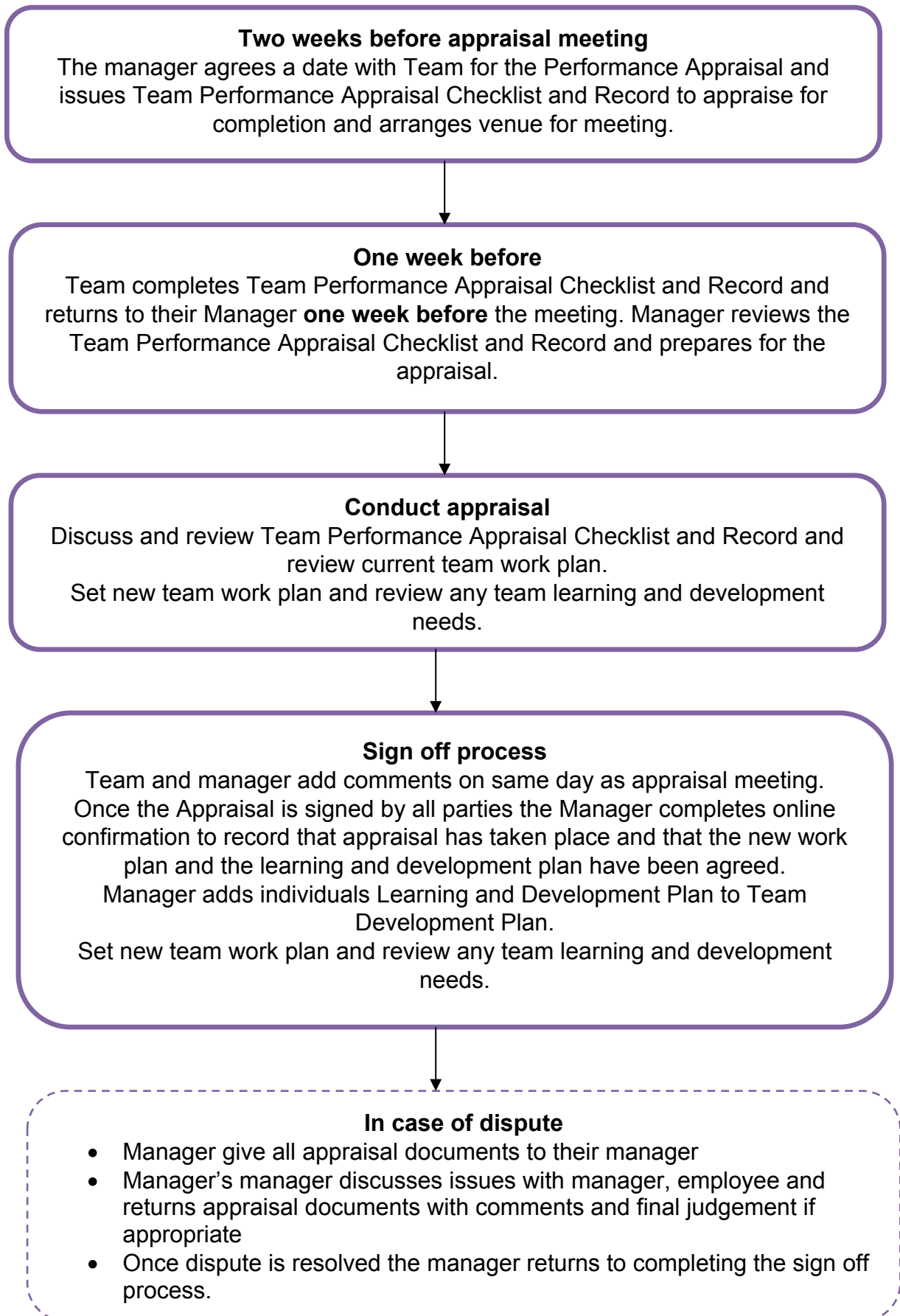
- Developing Performance Management skills
- Setting Performance objectives and Managing Performance
- Giving and Receiving Feedback

### **Face to face sessions offered:**

- Preparing for your Appraisal
- Delivering an Appraisal

- Setting SMARTER Objectives
- Delivering Objective Feedback
- How to Create and Write Learning and Development Plans
- Managing Different People

## 8. Appraisal Process Chart



## **9. Glossary of Terms**

### **Annual Team Appraisal**

The yearly appraisal meeting where objectives are reviewed, new ones established and Personal development requirements are agreed within the team.

### **Confirmation Record**

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed. This can be completed through Agresso.

### **Council's priorities and objectives**

These are detailed in the council's Corporate Plan.

### **Employee(s)**

The employee who receives the performance appraisal or teams of employees who receive a team appraisal.

### **Facilitate**

Facilitate means to help the employee to become fully involved in the appraisal process.

### **Manager**

The manager or team leader is responsible for facilitating and managing the appraisal process.

### **Objectives**

Objectives should be written so that the team knows what they are expected to do and the standard of performance that they will need to achieve.

### **One to one (1:1) or Team Supervision**

This is sometimes referred to as supervision. One to one is a regular formal meeting between the manager and the employee or teams of employees. One to one or Team supervision should take place every four to eight weeks and should include a recorded review of the work and the development plan including achievements.

### **Performance Team Appraisal**

The process that assesses the team's performance and achievements in relation to a set of agreed work objectives that support the delivery of the Council's Corporate Plan.

### **Team**

A service area may have a significant numbers of employees undertaking the same job role with the same performance level requirements. These are defined in the Policy.

### **Team Development Plan**

This is a summary document where a manager records the overall development needs of his or her team as a whole for planning purposes.

Logo

## Human Resources Policy Framework

### Performance Appraisal and Personal Development Review Policy and Procedure

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<b>Approved by:</b>	<i>Cabinet Resources Panel (27.11.2012)</i>
<i>First Published:</i>	<i>01.04.2013</i>
<i>Reviewed:</i>	<i>06.05.2015</i>
<i>Decision Meeting:</i>	<i>Cabinet Resources Panel (30.06.15)</i>
<i>Review date:</i>	<i>30.06.2016</i>

#### CONSULTATION

The following officers and or bodies have been consulted on this policy:

Officers and or Bodies	From	To
<b>HR</b>	13.09.2012	30.10.2012
<b>CDB</b>	08.08.2012	30.10.2012
<b>SEB</b>	18.10.2012	
<b>PGSS</b>	30.10.2012	

The following Trade Unions have been consulted on this policy

	From	To
<b>Unison</b>	16.10.2012 20.05.2015	06.11.2012 20.05.2015
<b>GMB</b>	16.10.2012 20.05.2015	06.11.2012 20.05.2015
<b>Unite</b>	16.10.2012 20.05.2015	06.11.2012 20.05.2015

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## **Policy Statement**

- 1.1 City of Wolverhampton Council (the council) is committed to ensuring that all employees receive an annual appraisal, including employees who are employed for a few hours a week or on a sessional basis.
- 1.2 It is a mandatory requirement of managers to undertake a performance appraisal with the employees that they manage on an annual basis as outlined in this policy. If an employee does not receive a performance appraisal and the employee feels unable to approach their manager they should raise this with the next level manager.

## **2. Scope**

- 2.1 This policy and procedure applies to all employees of the council who have been directly employed by the council for six months or more (not including agency staff) and shall be followed in respect of conducting individual or team employee appraisals.
- 2.2 This process is cascaded down from Managing Director level to ensure that the objectives of the council are reflected through the appraisals of all its employees.
- 2.3 This includes employees in support roles based in schools such as teaching assistants, but excludes teachers who are covered by Schools performance appraisals policy and procedures. The policy and procedure are designed to ensure fair, reasonable and consistent treatment for all employees.

## **3. Exclusions**

- 3.1 Matters which are excluded from being dealt with under this policy are:
  - Pay, salary gradings, terms and conditions
  - Allegations of bullying, discrimination or harassment on the basis of race (which includes colour, nationality and ethnic or national origins), sex and sexual orientation, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief and age under the Equality Act 2010
  - Disciplinary or grievance matters
  - Changes to legislation

## **4. Principles**

- 4.1 Employees who have responsibility for managing or supervising employees are required to hold an annual performance appraisal meeting with their employees.

- 4.2 The process of conducting annual performance appraisals is cascaded throughout the council to ensure that employee's performance is appropriately managed, that individual targets are set and met and contribute towards the council achieving its objectives as set out in the Corporate Plan.

The council is committed to the following principles, which underpin this policy;

- ensure that managers provide the appropriate support to employees within the performance management framework;
- provide all employees with an opportunity to have a one to one or group meeting with their manager to discuss and review their performance;
- acknowledge employees achievements and identify strengths;
- address areas for improvement;
- identify and plan learning and development needs;
- enable employees to fully engage in planning for the future;
- ensure that appraisal meetings are not unreasonably delayed, are conducted in a timely manner and in accordance with the timescales as set out in this policy;
- not to defer or avoid undertaking the appraisal if there are capability issues;
- failure to carry out an annual appraisal could result in disciplinary action;
- Senior managers should ensure that the quality and consistency of all appraisals carried out within their service areas meets the Council's agreed standards as set out in this policy and procedure and the Performance Appraisal and Personal Development supporting guidance <http://hrintranet/mgr/mpna/Pages/ManagingPerformanceandAppraisal.aspx>.

## 5. Procedure

### **Conducting the Performance Appraisal and Learning and Development Review**

- 5.1 Any employee who has the responsibility for managing employees and carrying out appraisals is required to carry out an annual performance appraisal with all of the employees that they manage. The manager will agree a date and time for a meeting with the employee to be appraised.
- 5.2 The performance appraisal meeting provides both the manager and the employee with the opportunity to discuss the employee's performance, to review if objectives set have been met and to plan future targets; to recognise any achievements made since the last review, and address any weaknesses in performance. It is also the opportunity for the employee to identify opportunities for development, for the manager to provide support to the employee's needs and to identify how these needs can be met. It is the

manager's opportunity to have an open discussion about the employee's performance and any required improvements.

- 5.3 As part of managing performance, managers should be holding 1:1 or group supervision meetings with their employees on a regular basis. This should be consistent with both service and any designated professional supervision requirements. An employee should receive a one to one meeting on no less than a quarterly basis. These meetings enable both the manager and the employee to discuss performance as part of the 1:1 or group supervision process on a regular basis, and should enable the employee to have a constructive appraisal review meeting as they will have a good understanding of their level of performance prior to their appraisal interview.
- 5.4 The 1:1 or group supervision template on the HR intranet performance appraisal page can be used if there is no alternative form within your service area.  
<http://hrintranet/mgr/mpna/Pages/ManagingPerformanceandAppraisal.aspx>

### **New Employees**

- 5.5 Once a new employee completes their induction and probationary period they will receive their first performance appraisal. This is where they will agree their work plan objectives and the learning and development plan requirements for the next 12 months.
- 5.6 The performance appraisal process can take the following forms:

#### **The Individual Appraisal**

- 5.7 An individual appraisal should be held between the employee and their manager annually.

#### **The Team Appraisal**

- 5.8 The manager should only appraise the performance of the team overall. Any individual performance issues should be discussed and addressed through regular 1:1 and individual appraisal.
- 5.9 Some services have a significant number of employees (10 employees or more) who have the same job role and have similar performance requirements. In these instances only the manager may find it more appropriate and practical to carry out a team appraisal.
- 5.10 The manager must confirm with their manager which job roles meet the conditions of a team appraisal before setting up a team appraisal meeting with employees. The Team Performance Appraisal and Learning and Development review guidance assists with this.

- 5.11 The team appraisal template and learning and development requirements should be completed as part of the team appraisal process.
- 5.12 At manager's discretion or employee's request the individual appraisal can be used.

### **Preparing for the Performance Appraisal**

- 5.13 To prepare for the appraisal meeting the manager and employee(s) will follow the process set out in the Individual Performance Appraisal and Learning and Development Review or the Team Performance Appraisal and Learning and Development Review guidance documentation.  
<http://hrintranet/mgr/mpna/Pages/ManagingPerformanceandAppraisal.aspx>

This requires the manager to:

- Refer to the guidance for managers and employees on performance appraisal and development review to ensure an understanding of the process.
  - arrange a date, time and location for the employee (s) appraisal review.
  - issue the individual / team appraisal and performance development review record to the employee (s) two weeks before the appraisal meeting.
  - advise the employee(s) to complete their self - assessment and learning and development review.
  - Ensure that the employee has sufficient time to prepare for the meeting.
  - In respect of a team appraisal, ensure the team has sufficient time to prepare for the meeting and advise them to elect a team spokesperson for the appraisal review meeting.
  - Review the employee / team past performance, set targets/objectives using the SMARTER approach for setting future actions, review and identify any learning and development or support needs. Preparation should also include equalities and health and safety as areas for discussion.
  - Conduct the appraisal meeting discussion and completion of records including signatures within the designated timescales (see attached process chart for individual and team appraisal timescales).
  - Transfer any learning and development requirements onto the service area learning and development plan.
  - Record the successful completion of the appraisal on Agresso.
  - Store the appraisal records securely and ensuring that employees have a copy of the completed appraisal document.
- 5.14 Timelines for all stages of the appraisal process are provided in the Performance Appraisal and Personal Development Review Guidance and in the flow chart in appendix 1 of this policy and procedure.

## **Secure Storage**

- 5.15 Appraisal documentation should be kept securely by the appraising manager until the next employee appraisal meeting.
- 5.16 Where an employee is being managed under the capability procedure the appraisal documentation can be used or referred to when managing an employee's performance.

## **6. Roles and Responsibilities**

### **Roles and responsibilities of individual employees/ teams**

- 6.1 The appraisal provides an opportunity for employees to discuss their performance with their manager on an annual basis in an uninterrupted 1:1 discussion or group supervision meeting as appropriate.
- 6.2 Under this policy all employees are required to:
- Refer to the guidance for managers and employees on performance appraisal and development review to ensure an understanding of the process.
  - fully engage in the appraisal process by preparing for the meeting. This includes completing their self-appraisal checklist prior to the appraisal meeting. For teams this would also include identifying a spokesperson who will present the teams agreed self-assessment and learning and development needs at the appraisal meeting.
  - attend the appraisal meeting and enter into dialogue about their performance against their job role, behaviours and work plan and identify any learning and development needs that they would propose to assist in improving their performance.
  - openly and constructively discuss their performance during the meeting and recognise areas that may require improvement as well as areas of achievement.
  - raise their concerns with their manager's manager if they do not receive an annual appraisal.

### **Roles and Responsibilities of Managers**

- 6.3 Managers should be aware of their responsibilities and adhere to the procedures as set out in this policy and procedure when conducting appraisals and should refer to the performance appraisal and learning and development guidance before carrying out an appraisal with their employees.
- 6.4 Under these procedures managers have a responsibility to:

- ensure that any employee they manage receives an appraisal on an annual basis.
- conduct appraisals in a timely manner.
- Complete the standard templates as set out in the guidance.
- Record the completion of the employee / teams appraisal on Agresso.
- the manager's manager is required to check the quality of the appraisals carried out within their service area from time to time.
- the manager's manager may also be required to mediate as part of an informal process should the employee or manager be unable to reach an agreement about the outcomes of the appraisal.
- appraisals should be carried out whether or not there are capability issues and managers should not use this as a reason to defer an appraisal.
- managers should not defer carrying out their employees' appraisals even in rare circumstances where they have not received their own appraisal
- failure to carry out an appraisal could result in disciplinary action.

### **Roles and Responsibilities of HR**

6.5 HR will provide operational support to managers in the application of this policy and procedure. Under this policy HR has the specific responsibility to:

- advise managers on using the standard appraisal templates and documentation including the guidance for managers and employees.
- provide support and guidance throughout all stages of this policy
- ensure the communication, maintenance, regular review and updating of this policy
- assess compliance and effectiveness
- monitor and review the delivery and impact of the policy

### **Role of Head of Transformation**

6.6 In consultation with the recognised Trade Unions, the Head of Transformation will exercise delegated authority for and be responsible for the on-going review and updating of this policy to ensure compliance with changes in statutory requirements and operational delivery, including responsibility for identifying the appropriate process for the regular evaluation of the effectiveness of this policy. Any fundamental changes to this policy will be brought before Cabinet or Cabinet (Resources) Panel for approval.

### **Role of Audit**

6.7 The role of audit shall be to provide compliance by:

- ensuring appraisals are carried out in a timely manner through random sampling on a quarterly basis.
- ensuring that appraisals are completed using the relevant templates.

- ensuring that any appraisals received comply with the Council's agreed standards as set out in this policy and procedure and the Performance Appraisal and Learning and Development Review supporting guidance.

### **Role of Trade Unions**

- 6.8 Any review and revisions of this policy will be undertaken by the Head of Transformation or their delegate and will be in consultation with the Council's recognised trade unions.

### **7. Monitoring and Review**

- 7.1 The appraisal policy and procedure will be reviewed and updated annually by the Head of Transformation or their delegate and will be available to managers and employees via the HR intranet.

### **8. Links to Other Policies and Procedures**

Workforce Planning

Equal Opportunities Policy

Bullying and Harassment (Dignity at Work) Policy and Procedures

Capability Policy and Procedure

### **9. Equality**

- 9.1 The annual appraisal is intended to be an objective and unbiased route to assessing an employee's performance within the workplace. The performance appraisal includes checks and balances throughout to ensure that all employees are treated reasonably, fairly and consistently within the process.
- 9.2 An Equality Analysis has been undertaken on this policy and procedure.
- 9.3 The Council has a duty to monitor the application of the policy in relation to protected characteristics under the Equality Act 2010. This is reported annually in the Council's Equality Monitoring Report.
- 9.4 If any aspect of the appraisal policy and procedure causes you difficulty on account of any disability that you may have, or if you need assistance because English is not your first language, you should raise this issue with HR, who will make appropriate arrangements.

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# Cabinet (Resources) Panel

## 30 June 2015

<b>Report title</b>	Fixed Penalty Notices: Anti-Social Behaviour	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Steve Evans City Environment	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Nick Alderman, City Environment	
<b>Originating service</b>	Regulatory Services	
<b>Accountable employee(s)</b>	Andy Jervis	Head of Regulatory Services
	Tel	01902 551261
	Email	Andy.jervis@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Place Leadership Team: 15 June 2015	

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

Cabinet (Resources) Panel is recommended to:

1. Approve the proposal to set the fee for Fixed Penalty Notices issued for breach of a Community Protection Notice and a Public Space Protection Order, under the Anti-social Behaviour Crime and Policing Act 2014 at £80, in line with other neighbouring local authorities.

## **1.0 Purpose**

1.1 The purpose of this report is to:

- Obtain Cabinet approval of proposals to set the fee for a Fixed Penalty Notice issued for breach of a Community Protection Notice and a Public Space Protection Order at £80, in line with other neighbouring local authorities

## **2.0 Background**

- 2.1 Part 4 Chapter 1 of the Anti-social Behaviour, Crime and Policing Act 2014 introduced the Community Protection Notice (CPN) replacing Litter Clearing Notices, Street Litter Clearing Notices and Graffiti / Defacement Removal Notices. CPN's have greater breadth and can be used to tackle a range of anti-social behaviour, including for example: graffiti, littering and dog fouling. Part 4 Chapter 2 of the Act introduced the Public Space Protection order (PSPO) designed to make public spaces more welcoming by imposing restrictions/requirements that can be targeted at specific people to apply at certain times or in certain circumstances. They are both intended to deal with particular, on-going problems or nuisances which negatively affect the community's quality of life by targeting those responsible.
- 2.2 The Council has responsibility for enforcement and legal decisions relating to associated environmental offences affecting both the public realm and the privately owned land and sites within the city. One of the enforcement decisions made by the Council concerns the use of fixed penalty notices (FPN) to deal quickly and effectively with low level offending. The payment of a fixed penalty by the offender discharges their liability for the offence. It is current policy to institute legal proceedings where penalty notices are not paid. This work would be undertaken by enforcement officers within Regulatory Services.
- 2.3 Income from fixed penalty receipts statutorily has to be utilised to support the delivery of the service / activities the notice relates to. In this case, receipts would be used in combatting environmental crime and anti-social behaviour through the funding of mainline posts in Regulatory Services.
- 2.4 Although local authorities can specify two amounts of penalty with the lower amount applicable to early payments, this approach was ceased in Wolverhampton in 2010 because of confusion over which amount should be paid. It is also considered that the additional deterrent effect of a single tier higher penalty would be beneficial. The higher penalty would also generate additional revenue to support the delivery of the service. The maximum penalty permissible for both a Community Protection Notice and a Public Space Protection Order is £100, however there is a balance to be achieved between deterrent effect and payment levels which could decrease if the penalty was considered too high. It is therefore recommended to set the amount for both at £80 in line with other neighbouring authorities.

### **3.0 Financial implications**

- 3.1 Regulatory Services budgets contain an income target of £23,000 per annum which is based on the levels of fixed penalty income in 2006 when large numbers of notices were issued following implementation of the Clean Neighbourhoods and Environment Act 2005. Successive restructures and legislative changes have combined to reduce this number to present day levels and create a budget deficit.
- 3.2 Today's Cabinet (Resources) Panel meeting is also considering a report on 'Alternative Enforcement Approach' which details proposals that would remove the deficit and result in a surplus. This report will clearly, contribute to the surplus generated. **[TK/12062015/Z]**

### **4.0 Legal implications**

- 4.1 It is anticipated that the payment rate for fixed penalties issued will be in the region of 75% - 80%. Current policy is to consider the instigation of legal proceedings in relation to unpaid penalties. Some cases may not be pursued and some may be settled by late payment
- 4.2 Officers within Regulatory Services have been authorised by the Director to issue Fixed Penalty Notices in respect to CPNs and PSPOs. **[KR/12062015/N]**

### **5.0 Equalities implications**

- 5.1 This report has minimal equalities implications in that all formal enforcement action and decisions will be based on the application of pre-existing Cabinet approved policy which bases decisions on risk, evidence and public interest.
- 5.2 The contents of the report detail measures aimed at preventing and/or mitigating the occurrence of environmental offences which will be of benefit to all groups of persons within Wolverhampton.

### **6.0 Environmental implications**

- 6.1 There are a number of related environmental implications arising from this report.
- 6.2 The proposed service is aimed at reducing the incidence of certain 'environmental crime' and anti-social behaviour. This will have a positive impact on Local Environmental Quality.

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# Cabinet (Resources) Panel

## 30 June 2015

<b>Report title</b>	Alternative Environmental Enforcement Trial	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	Councillor Steve Evans City Environment	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Nick Alderman, City Environment	
<b>Originating service</b>	Regulatory Services	
<b>Accountable employee(s)</b>	Andy Jervis	Head of Regulatory Services
	Tel:	01902 551261
	Email	andy.jervis@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	Place Leadership Team: 11 May 2015 Strategic Executive Board: 19 May 2015	

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

Cabinet (Resources) Panel is recommended to:

1. Approve the proposals for a 12 month trial of a new environmental enforcement arrangement in partnership with Kingdom Security Ltd Commencing 01/08/15
2. Endorse the waiving of the contract procedure rules to allow the trial arrangement to commence.
3. Approve the proposed service specification as set out in section 4.
4. Agree to an increase in the penalty charge in respect to the offences of dropping litter and smoking in a workplace from £50 to £75 and the removal of the early payment option for the smoking offence.

5. Endorse a change to the existing policy concerning the issuing of fixed penalties to young persons to allow the enforcement personnel to exercise discretion in the case of 16 / 17 year olds.
6. Endorse the delegation of authority to the Head of Regulatory Services to determine prosecution cases in respect to non-paid fixed penalties in line with existing agreed policy.
7. Approve direct access to Council Tax data to assist enforcement staff in the tracing of offenders.
8. Agree to a review of the implementation of the arrangements after 3 months by the Service Director City Environment in conjunction with the Cabinet Member City Environment and, if the review supports the on-going provision of the service, the commencement of a tendering process in accordance with Official Journal of the European Union (OJEU) rules.
9. Delegate authority to the Service Director for City Environment in conjunction with the Cabinet Member; City Environment to award the contract to the successful tender.

## **1.0 Purpose**

1.1 The purpose of this report is to:

- Advise Cabinet of proposals to enter into a 12 month trial of a new environmental enforcement arrangement in partnership with Kingdom Security Ltd. The trial to commence on 01/08/15
- Obtain endorsement for the waiving of the contract procedure rules to allow the trial arrangement to commence.
- Obtain approval for the proposed service specification.
- Obtain endorsement for an increase in the penalty charge in respect to the offences of dropping litter and smoking in a workplace from £50 to £75 and the removal of the early payment option for the smoking offence.
- Obtain endorsement for a change to the existing policy concerning the issuing of fixed penalties to young persons to allow the enforcement personnel to exercise discretion in the case of 16 / 17 year olds instead of issuing an FPN as the norm.
- Obtain endorsement for the delegation of authority to the Head of Regulatory Services to determine prosecution cases in respect to non-paid fixed penalties in line with existing agreed policy.
- Approve direct access to Council Tax data to assist enforcement staff in the tracing of offenders.
- Secure approval for the commencement of a tendering process in accordance with OJEU rules to secure the on-going provision of a bespoke service following the trial period.
- Obtain endorsement for the delegation of authority to the Service Director for City Environment in conjunction with the Cabinet Member; City Environment to award the contract to the successful tender.

## **2.0 Background**

2.1 The Council has strategic and operational responsibility for the delivery of services that aim to protect the local environmental quality (LEQ) of the public realm. These services are predominantly delivered by the Place Directorate and include Public Realm Services, Waste Services, Regulatory Services, Planning Services etc.

2.2 Within the delivery of these services, the Council also has responsibility for enforcement and legal decisions relating to associated environmental offences affecting both the public realm and the privately owned land and sites within the city. One of the enforcement decisions made by the Council concerns the use of fixed penalty notices (FPN) to deal quickly and effectively with low level environmental offending. The payment of a fixed penalty by the offender discharges their liability for the offence. It is current policy to institute legal proceedings where penalty notices are not paid.

2.3 Income from fixed penalty receipts statutorily has to be utilised to support the delivery of the service / activities the notice relates to. In this case, receipts would be used in combatting environmental crime through the funding of mainline posts in Regulatory Services.

2.4 In previous years, based on the outcomes of National Indicator monitoring (NI 195) and more recent performance monitoring and satisfaction surveys, environmental standards within the city have been very high when compared to neighbouring and peer authorities. However, the current economic climate and associated austerity measures have dictated that savings have needed to be made from the majority of council services including those which either directly or indirectly impact on the city's LEQ.

2.5 Clearly, the maintenance of a good LEQ in the city, which is prioritised within the Cleaner Greener part of the Corporate Plan, will have many significant benefits including:-

- Positive perception of the City
- Positive perception of the Council and **all** Council services
- Suppression of 'broken window syndrome' type issues
- Incentive to remain resident in the city
- Incentive to invest in the city
- Incentive to relocate to the city
- Positive message for children and young people

And equally clearly, these benefits each have associated knock-on benefits linked to the economic recovery of the city.

2.6 One of the services that indirectly impacts on LEQ in a positive way is the street scene enforcement activities delivered by Regulatory Services. These services were provided at a moderate level up to around 2012/13 but savings made in 2014/15 have resulted in a reduction to street scene patrols and associated enforcement activity. There is therefore a possibility that the previously good record on LEQ performance will start to fall as a result.

2.7 The street scene enforcement activities carried out by Regulatory Services are many and varied including but not exclusively:-

- Litter enforcement (from pedestrians and vehicles)
- Fly-tipping enforcement
- Graffiti enforcement
- Dog fouling enforcement
- Abandoned vehicle enforcement
- Nuisance (e.g. noise, deposits, condition of property, odours etc)
- Anti-social behaviour breaches (e.g. condition of land and property)
- Highways Act breaches (e.g. obstruction of footway, damage / deposits on highway)
- Town and Country Planning Act breaches (e.g. S215 'tidy up notices')

2.8 The number of fixed penalty notices issued in 2014/15 was 25 a fall of 85% compared to the 2009 to 2013 average of 161. In 2006/7/8 around 300 notices were issued annually. It is against this background that recent comment in the media, regarding a perceived need to increase environmental enforcement levels and sanctions, stands out.



- 2.9 The current penalty charge for the offence of dropping litter is £50. This was reduced from £70 in 2010 in order to remove the two tier penalty which was previously £70 but reduced to £50 for early payment. It is now considered that the additional deterrent effect of a single tier higher penalty (£75) would be beneficial. The higher penalty would also generate additional revenue to support the delivery of the service. The maximum penalty permissible for the offence of littering is £80 however there is a balance to be achieved between deterrent effect and payment levels which could decrease if the penalty was considered too high.
- 2.10 In order for Council employees to issue fixed penalties for some of the above offences, it is essential to secure the support of a uniformed police officer or PCSO. Unfortunately, the police are unable to support these patrols to the level they previously have in recent years.
- 2.11 The only two of the services identified in section 2.7 that can be considered fully statutory (i.e. the local authority **must** deliver to a legal standard) are the legal requirement to provide services to identify and deal with Statutory Nuisances and the requirement to keep the area free from pests. Suitable and appropriate powers are available to enable Regulatory Service to deal with both Statutory Nuisances and pests without the need to rely on fixed penalties. These services, being statutory, are currently prioritised by Regulatory Services.

### 3.0 Alternative Options

- 3.1 In view of the decline in enforcement activity, the potential adverse impact that decline would have on LEQ and the knock-on adverse impact of a fall in LEQ on the benefits set out in section 2.4 above, alternative ways of maintaining a high profile in the area of environmental enforcement have been explored.
- 3.2 There are not a large number of alternative options for continued service delivery without increasing costs. A brief appraisal of the main options is set out below:

- ***Option 1: Increase the number of FPNs issued in-house and use receipts to fund additional enforcement activity***

This would require support from the Police and would divert the focus of the employees issuing the notices away from other important and statutory activity. However, the Council would retain control over the general approach in particular the following specific elements:-

- Penalty charged for offences
- Early payment reductions
- Young offender policy
- Uniform worn / equipment used
- Areas covered
- Enforcement approach
- Priority focus

- **Option 2: Outsource the service completely**

The Council would retain a reduced level of control of the key elements of the service and there would be some contract monitoring costs to be considered in ensuring service standards. Also, the Council would lose the opportunity to generate revenue.

- **Option 3: Partnership arrangement with a private sector provider**

The Council would retain a high level of control of the key elements of the service and would be able to adjust / fine-tune the service in real time by trading off revenue against the ability to redirect environmental protection staff to deal with important but non income generating activity. E.g a street presence in a fly-tipping /dog fouling hot spot to serve as a deterrent. The core and statutory activities of the Regulatory Services teams would not be distracted.

3.3 In view of the above considerations, **Option 3 is the preferred option.**

#### **4.0 Proposed Service Specification**

4.1 The proposed trial partner, Kingdom, are able to accommodate a wide range of local variations to their 'standard' service offer.

4.2 Based on detailed discussions between Kingdom, Regulatory Services and Legal Services and separate consideration by the Cabinet Member for City Environment, the Service Director for City Environment, Place Leadership Team, SEB and colleagues in Waste Services and Public Realm Services; a suggested City of Wolverhampton service specification has been developed:

##### **Specification:-**

- Two teams of two 'Environmental Protection' personnel.
- One team deployed to the wider city centre area e.g. Molinieux to Train Station to St Johns to Sainsburys
- Second team to cover Bilston, Wednesfield and hotspot parades and residential areas.
- Both teams can be redirected to respond to immediate, on-going issues.
- Administrative officer to be embedded and integrated within Regulatory Services.
- Team Leader to be available and integrated within Regulatory Services where possible.
- Employees to be recruited locally by Kingdom.
- Focus to be issuing FPNs for litter offences in accordance with Council policy, however policy will be relaxed to allow discretion in relation to 16 and 17 year olds.
- Other offences to be prioritised will be dog-fouling, graffiti, fly-tipping, fly-posting, community/public space protection and smoking in workplaces.
- Maximise deterrent effect of physical presence in hotspot areas by engaging with local people.

- Personnel to engage with city centre ambassadors, and other city centre / public realm partners.
- Normal operating hours will be between 7.00 am and 6.00 pm. Occasional evening or night time or weekend activity will be required.
- Anticipated number of FPNs per day is in the region of 10 - 15 notices issued 'on the spot'.
- Hand held devices record all details including offender details, images, GPS location and link to back office systems.
- Kingdom to invoice the Council £45 **per notice issued** on monthly basis. The Council retain £30 **per notice paid** (estimated 75% of notices paid).
- Embedded Admin Officer to issue reminder letters, final letters, prepare case files etc.
- A variety of payment methods including on-line will be available.
- Team Leader will cover for vacancies and deliver value-added activity in conjunction with core Regulatory Services teams.
- Personnel to wear uniform bearing City of Wolverhampton logo.
- Managed and funded "Bin it to win it" competitions to be held to complement enforcement activity.
- Kingdom to process non-paid FPNs and provide case report files to the Council to determine and pursue non paid FPNs and to retain all costs awarded in successful cases.
- The service is fully flexible and can be adjusted to meet changing demand and new requirements at short notice.
- Kingdom to handle all initial phone enquiries and complaints regarding conduct (not many are anticipated)

4.3 Subject to consideration and endorsement by Cabinet Resources Panel the earliest date the new service could commence is early August 2015.

4.4 It is envisaged that during the first two to three weeks of provision, the company would operate a 'soft launch' approach whereby the majority of engagements and interventions would be advisory. Exceptions to this rule would be in cases of flagrant disregard, and the presence of other aggravating factors such as provocation and abusive behaviour etc.

4.5 During the period covered by the trial, Regulatory Services, acting on behalf of the Council, would meet with the company on an initial weekly and subsequently a regular monthly basis to monitor performance, consider progress, adjust service specification and resolve issues encountered. A 28 day 'walk away' agreement will be built in to the contract.

## 5.0 Communications

5.1 Following approval by Cabinet (Resources) Panel, a communications plan will be implemented to ensure that relevant stakeholders, partners, Councillors, residents groups etc are advised of the new service prior to its launch.

5.2 Key groups will be targeted by a combination of direct media releases, targeted provision of verbal and written information, use of social media. Key external groups to reach are considered to be:

- Police
- City Centre / Bilston / Wednesfield businesses
- University
- Other educational institutions
- Safer Wolverhampton Partnership

## **6.0 Financial implications**

- 6.1 Currently very few, if any, fixed penalty notices are issued generating a modest income. However, Regulatory Services budgets contain a higher income target based on the levels of fixed penalty income in 2006 when larger numbers of notices were issued following implementation of the Clean Neighbourhoods and Environment Act 2005. Successive restructures and legislative changes have combined to reduce this number to present day levels and create a current budget deficit.
- 6.2 The proposal set out in section 4.0 above provides an indicative estimated minimum figure from fixed penalty receipts over a twelve month period sufficient to meet the income target. **[TK/05052015/D]**

## **7.0 Legal implications**

- 7.1 The Environmental Protection personnel undertaking the enforcement activity will require authorisation in accordance with the Council's constitution and scheme of delegation. The Director of Place is delegated to undertake the authorisation.
- 7.2 The Regulation of Investigatory Powers Act will apply to some of the offences within the scope of the new service, for example fly-tipping. In these cases, corporate policy and procedure will be observed in respect to any surveillance undertaken.
- 7.3 It is anticipated that the payment rate for fixed penalties issued will be in the region of 75% - 80%. Current policy is to consider the instigation of legal proceedings in relation to unpaid penalties. Some cases will not be pursued and some will be settled by late payment. Also, Kingdom will undertake a significant proportion of the case preparation, however the trial will clearly result in a marked increase in workload for the legal team. It is considered the team should be able to accommodate this anticipated increase.
- 7.4 Following the proposed 3/6 month review as set out in paragraph 1.1 any tendering and contract for the provision of the service will need to comply with the Council's Contract Procedure Rules and the Official Journal of the European Union (OJEU) Rules.  
**KR/11052015/U**

## **8.0 Equalities implications**

- 8.1 This report has minimal equalities implications in that all formal enforcement action and decisions will be based on the application of pre-existing Cabinet approved policy which bases decisions on risk, evidence and public safety.

- 8.2 The contents of the report detail measures aimed at preventing and/or mitigating the occurrence of environmental offences which will be of benefit to all groups of persons within Wolverhampton.
- 8.3 An initial equalities screening process has been completed for this revision to the service and no adverse impact has been identified.

## **9.0 Environmental implications**

- 9.1 There are a number of related environmental implications arising from this report.
- 9.2 The proposed service is aimed at reducing the incidence of certain 'environmental crime' types including littering, flyposting, dog-fouling and graffiti. This will have a positive impact on Local Environmental Quality.

## **10.0 Schedule of background papers**

- 10.1 This issue has been subject to a recent update report to Place Leadership Team and to SEB.
- 10.2 Cabinet Resources Panel considered a report on Fixed Penalty Charges on 17 December 2013.

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# Cabinet (Resources) Panel

30 June 2015

<b>Report title</b>	Schedule of Individual Executive Decision Notices	
<b>Decision designation</b>	AMBER	
<b>Cabinet member with lead responsibility</b>	All	
<b>Key decision</b>	No	
<b>In forward plan</b>	No	
<b>Wards affected</b>	All	
<b>Accountable director</b>	Kevin O'Keefe, Governance	
<b>Originating service</b>	Democratic Support	
<b>Accountable employee(s)</b>	Laura Gilyead Tel Email	Graduate Management Trainee 01902 553219 Laura.gilyead@wolverhampton.gov.uk
<b>Report to be/has been considered by</b>	N/A	

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## Recommendations for noting:

The Cabinet (Resources) Panel is asked to note the summary of open and exempt individual executive decisions approved by the appropriate Cabinet Members following consultation with the relevant employees.

## Schedule of Individual Executive Decision Notices

### Part 1 – Open Items

#### 1. Corporate

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	2 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Bantock Primary School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	2 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Stowlawn Primary School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	8 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Westacre Infant School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	8 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Claregate Primary School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	8 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Edward the Elder Primary School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	8 April 2015	Emma Balchin,



			01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Elston Hall Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for The St Albans and St Thomas CE Primary School Federation.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for St Bartholomew's Church of England Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	8 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Long Knowle Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Goldthorn Park Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for West Park Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin,

			01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instruments of Government for Bilston CE Primary, Broadmeadow Nursery, Bushbury Nursery, Merridale Primary, Oak Meadow Primary, Oxley Primary, Phoenix Nursery, Rakegate Primary, Spring Vale Primary, Springdale Infant, St Michaels CE Primary, Warstones Primary and Woodfield Infant and Junior Schools.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>School Term and Holiday Dates 2016 – 2017</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the arrangements for the school term and holiday dates 2016-17:			
<ul style="list-style-type: none"> <li>• <b>Autumn Term 2016</b> Starts: Monday 5 September 2016 (35 teacher days) Half Term: Monday 24 October 2016 to Friday 28 October 2016 (5 days) Ends: Friday 16 December 2016 (35 teacher days)</li> <li>• <b>Spring Term 2017</b> Starts: Tuesday 3 January 2017 (34 teacher days) Half Term: Monday 20 February 2017 to Friday 24 February 2017 (5 days) Ends: Friday 7 April 2017 (30 teacher days)</li> <li>• <b>Summer Term 2017</b> Starts: Monday 24 April 2017 (24 teacher days) Half Term: Monday 29 May 2017 to Friday 2 June 2017 (5 days) Ends: Tuesday 25 July 2017 (37 teacher days)</li> </ul>			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for St Patrick's Catholic Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	14 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Wodensfield Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Andrew Johnson	Director of Finance	31 March 2015	Claire Nye, 01902 550478

<b>Title and Summary of Decision</b>			
<b>Variation to the terms of the loan with Yoo Recruit Ltd</b> That the Cabinet Member for Resources, in consultation with the Director of Governance, approves that the loan of £175,000 be repaid to the Council on 31 March 2015.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	20 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Coppice Performing Arts School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	20 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Loxdale Primary School and Holy Trinity Catholic Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	22 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Whitgreave Junior School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	22 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Hill Avenue Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	28 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Uplands Junior School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	28 April 2015	Emma Balchin, 01902 555269

<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Wood End Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	28 April 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Eastfield Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	6 May 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Lanesfield Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	7 May 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Christ Church CE Junior School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Phil Page	Director of Education	6 May 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Trinity CE Primary, Graiseley Primary, Bushbury Hill Primary, Woodfield Infant and Junior and Coppice Performing Arts School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Claire Darke	Director of Education	9 June 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for St Luke's CE Primary School.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Claire	Director of Education	9 June 2015	Emma Balchin,

Darke			01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Westcroft School and Sports College.			
<b>Decision maker</b>			
Councillor Claire Darke	Director of Education	9 June 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Christ Church CE Infants School and Nursery.			
<b>Decision maker</b>			
Councillor Claire Darke	Director of Education	9 June 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for Green Park Special School.			
<b>Decision maker</b>			
Councillor Claire Darke	Director of Education	9 June 2015	Emma Balchin, 01902 555269
<b>Title and Summary of Decision</b>			
<b>Instrument of Government</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education, approves the proposed Instrument of Government for St Anthony's Catholic Primary School.			

## 2. People

<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Val Gibson	Strategic Director, People	31 March 2015	Andrew Wolverson, 01902 551272
<b>Title and Summary of Decision</b>			
<b>Closure of Gatis Street and Scotland's Adventure Playgrounds Public Consultation outcome</b> That the Cabinet Member for Children and Young People, in consultation with the Strategic Director, People,			
<ol style="list-style-type: none"> <li>In line with the approval received from Cabinet on 10 September 2014, following public consultation not identifying any significantly different proposals, approves the closure of Gatis Street and Scotland's adventure playgrounds declaring the site surplus to the operational requirements of the Play Service.</li> <li>Agrees for employees to continue to pursue potential organisations that could take over the operation of the buildings at Gatis Street and Scotland's through a Community Asset Transfer.</li> </ol>			
<b>Decision maker</b>			

Councillors Steve Evans, Sandra Samuels and Andrew Johnson	Strategic Director, People, Director of Finance	30 March 2015	Viv Griffin, 01902 555370
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**Title and Summary of Decision**

**Better Care Fund Section 75 Agreement (Pooled Budget)** That the Cabinet Members for Adult Services, Health and Wellbeing and Resources, in consultation with the Strategic Director, People and Director of Finance agree to the final terms of the Better Care Fund Section 75 Agreement and authorize the Director of Governance to complete the Agreement along with any necessary ancillary agreements arising from the main agreement.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Steve Evans	Service Director, Disability and Mental Health	13 April 2015	Tom Denham, 01902 553323

**Title and Summary of Decision**

**Service quality monitoring and improvement in All Age Disability provision** That the Cabinet Member for Adult Services, in consultation with the Service Director, Disability and Mental Health, approves the revised Medication administration procedure for adoption across all Adult Social Care Provider Services.

**3. Place**

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Strategic Director, Place	14 April 2015	Rowan Jones, 01902 554990

**Title and Summary of Decision**

**Wolverhampton Federation of Tenants Association Contract** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Strategic Director, Place, agrees Wolverhampton Federation of Tenants Association's budget for 2015/16 and 2016/17 for an amount of £35,000 for each year.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Assets	14 April 2015	Gwyn James, 01902 555755

**Title and Summary of Decision**

**Proposed extinguishment of Public Footpath FP397, Meldon Drive to open space** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets,

1. Approves the Extinguishment Order for public footpath FP397
2. Authorises the Director of Governance to make the Extinguishment Order
3. Authorises the Director of Governance to make a Legal Event Modification Order to amend the Wolverhampton Public Rights of Way Definitive Map, if required.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Assets	14 April 2015	Gwyn James, 01902 555755

**Title and Summary of Decision**

**Staffordshire, Stoke on Trent and Wolverhampton Joint Local Access Forum – New Member** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets, agrees that the proposed new member, Steven Kenneth Hansford, of the Staffordshire, Stoke on Trent and Wolverhampton Joint Local Access Forum be ratified.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Economy	24 March 2015	Jim Cunningham, 01902 550166

**Title and Summary of Decision**

**Black Country Growth Hub – Allocation of Grant** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Economy, approves a grant of £975,000 to Mar City Developments Ltd.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Assets	27 April 2015	Kenny Aitchison, 01902 554841

**Title and Summary of Decision**

**Land swap at 2 Jenks Avenue, Low Hill** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets, agrees to transfer the land to the rear of 2 Jenks Avenue in exchange for land adjacent to 2 Jenks Avenue to facilitate the new development at the former Bushbury Arms site.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Assets	30 April 2015	Kenny Aitchison, 01902 554841

**Title and Summary of Decision**

**Annual subscription to Councils with ALMOs Group** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets, agrees to re-join Councils with an arms-length management organisation (ALMO) Group for the year April 2015 to March 2016 and pay the subscription fee of £1,500.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Assets	6 May 2015	Ian Holliday, 01902 555630

**Title and Summary of Decision**

**Queen Street Townscape Heritage Project Officer – proposed contract extension** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets, approves the use of £8,000 from the approved Planning salary budget 2015/16 to extend the contract of the Townscape Heritage Project Officer by two months.

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Peter Bilson	Service Director, City Economy	28 April 2015	Jay Patel, 01902 554955

**Title and Summary of Decision**

**Black Country Asian Business Awards 2015** That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Economy, approves Wolverhampton City Council sponsorship of the International Trade Award and attendance at

the Black Country Asian Business Association Awards Dinner at a total cost of £4,500 from within approved budgets.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Peter Bilson	Service Director, City Assets	27 May 2015	Gwyn James, 01902 555755
<b>Title and Summary of Decision</b>			
<b>Development at Harrowby Road/Great Bridge Road, Walsall – cross boundary agreement with Walsall Metropolitan Borough Council</b> That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets, authorizes the Director of Governance to enter into an agreement with Walsall Metropolitan Borough Council under Section 8 of the Highways Act 1980 in respect of the Council functions under Section 278 of the 1980 Highways Act relating to work at Harrowby Road/Great Bridge Road.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Peter Bilson	Service Director, City Assets	2 June 2015	Jane Trethewey, 01902 555583
<b>Title and Summary of Decision</b>			
<b>Secure Tenancy Agreement</b> That the Cabinet Member for City Assets, in consultation with the Service Director, City Assets, approves the amendment to the Council's standard Secure tenancy agreement set out in the report for use in the mews type properties with large upper floor terraces, for the avoidance of nuisance.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	22 August 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement BACF</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to BACF.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	19 June 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Bantock</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to The Bridge Project.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	19 November 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Community Action Partnership</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to			



approve a grant payment of £30,000 to Community Action Partnership.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	19 June 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Bushbury Oxley Fordhouses Community Action Network</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to BOFCAN.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Place	20 May 2015	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Hands On Wednesfield</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Place, agrees to approve a grant payment of £10,000 to Hands On Wednesfield.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	1 October 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Heathfield Park CAN</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to Heathfield Park CAN.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	19 June 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Low Hill and Park Village Forum</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to Low Hill and Park Village Forum.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director, Education and Enterprise	1 October 2014	Sheila Collett, 01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Tettenhall and District Community Council</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to Tettenhall and District Community Council.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Elias Mattu	Strategic Director,	28 August 2014	Sheila Collett,

	Education and Enterprise		01902 556042
<b>Title and Summary of Decision</b>			
<b>Grant Agreement Whitmore Reans Connect</b> That the Cabinet Member for Leisure and Communities, in consultation with the Strategic Director, Education and Enterprise, agrees to approve a grant payment of £10,000 to Whitmore Reans Connect.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Peter Bilson	Service Director, City Assets	9 June 2015	Simon Latham, 01902 555639
<b>Title and Summary of Decision</b>			
<b>City Centre Area Action Plan (AAP) – Publication Plan Consultation Stage</b> That the Cabinet Member for City Assets, in consultation with the Service Director, City Assets,			
<ol style="list-style-type: none"> <li>1. Agrees the approach proposed to address key issues arising from the Draft Plan consultation set out in the report.</li> <li>2. Agrees the schedule of changes to the Draft Plan set out in the Appendix to the report.</li> <li>3. Agrees that any necessary further minor changes can be made to the Draft Plan prior to commencement of Publication Stage consultation.</li> <li>4. Notes the progress made with preparation of the City Centre AAP.</li> </ol>			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillors John Reynolds and Andrew Johnson	Service Director, City Economy, Directors of Governance and Finance	11 June 2015	Heather Clark, 01902 555614 Kevin Moore, 01902 555570
<b>Title and Summary of Decision</b>			
<b>Local Growth Funding Approvals</b> That the Cabinet Members for City Economy and Resources, in consultation with the Service Director, City Economy, the Directors of Governance and Finance, and Solicitor to the Council, approves and authorizes the Council to enter and complete of the grant funding agreements and any ancillary agreements including any supplementary documentation with Walsall Metropolitan Borough Council in respect of Black Country Growth Deal funding for Bilston Centre Regeneration – Bilston Urban Village and Growing the City Centre Cultural and Business Events Offer.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor John Reynolds	Service Director, City Economy	16 June 2015	Heather Clark, 01902 555614
<b>Title and Summary of Decision</b>			
<b>Black Country Small Medium sized Enterprises Access and Exploitation of Superfast Broadband Project Grant Agreement</b> That the Cabinet Member for City Economy, in consultation with the Service Director, City Economy, authorizes the completion of the grant funding agreement with Sandwell Metropolitan Borough Council, who would be acting as the accountable body for Growing Places funding on behalf of the Local Enterprise Partnership.			

## Part 2 – Exempt Items

### 1. Corporate

Decision maker	In consultation with	Date Approved	Contact Officer
Councillor John Reynolds	Director of Finance	15 April 2015	Steve Woodward, 01902 554260
<b>Title and Summary of Decision</b>			
<b>PP15006 Supply of Coated Roadstone</b> That the Cabinet Member for City Services, in consultation with the Director of Finance, awards a contract for the supply of coated roadstone used in highways responsive repairs.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education, Director of Finance	20 April 2015	Marc Webb, 01902 551368
<b>Title and Summary of Decision</b>			
<b>Acceptance of Tenders for Bushbury Hill Primary and Loxdale Primary Schools: Primary Expansion Programme 2015</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education and the Director of Finance, accepts the preferred tenders at Bushbury Hill and Loxdale Primary Schools for the primary expansion programme.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education, Director of Finance	7 May 2015	Marc Webb, 01902 551368
<b>Title and Summary of Decision</b>			
<b>Acceptance of Tenders for Stowlawn Primary School: Primary Expansion Programme 2015</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education and the Director of Finance, accepts the preferred tenders at Stowlawn Primary School for the primary expansion programme.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Phil Page	Director of Education	18 May 2015	Marc Webb, 01902 551368
<b>Title and Summary of Decision</b>			
<b>Acceptance of Dunstall Hill Primary School: Primary Expansion Programme</b> That the Cabinet Member for Schools, Skills and Learning, in consultation with the Director of Education and the Director of Finance, accepts the preferred tenders for the primary expansion programme at Dunstall Hill Primary School.			
Decision maker	In consultation with	Date Approved	Contact Officer
Councillor Roger Lawrence	Managing Director	16 June 2015	Mark Taylor, 01902 556609
<b>Title and Summary of Decision</b>			
<b>Recommendation for Award of Second Phase of Work for Client Side Support and Economic Analysis for the Potential Creation of a Combined Authority in the West Midlands</b> That the Leader of the Council, in consultation with the Director of Finance awards a second phase of work for immediate start following completion of the initial period.			

## 2. People

None

### 3. Place

<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Peter Bilson	Service Director, City Economy	14 April 2015	Dawn Toy, 01902 555574
<b>Title and Summary of Decision</b>			
<b>Disposal of Property – Dorchester Ball Room, Temple Street, Wolverhampton</b> That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Economy, approves the proposed terms of sale of the former Dorchester Ballroom.			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Peter Bilson	Service Director, City Assets	30 April 2015	Kenny Aitchison, 01902 554841
<b>Title and Summary of Decision</b>			
<b>Temporary Accommodation Review</b> That the Cabinet Member for Economic Regeneration and Prosperity, in consultation with the Service Director, City Assets:			
<ol style="list-style-type: none"> <li>1. Agrees for the use of up to ten void properties within Heath Town as temporary accommodation for vulnerable households on a pilot basis.</li> <li>2. Agrees for the use of up to ten properties in Heath Town that are earmarked for demolition within Chervil Rise on a temporary basis as temporary accommodation for vulnerable households.</li> </ol>			
<b>Decision maker</b>	<b>In consultation with</b>	<b>Date Approved</b>	<b>Contact Officer</b>
Councillor Andrew Johnson	Strategic Director, Place	14 May 2015	Mark Bassett, 01902 558293
<b>Title and Summary of Decision</b>			
<b>Urban Traffic Control (UTC) Relocation</b> That the Cabinet Member for Resources, in consultation with the Strategic Director, Place, accepts the tender for the refurbishment works to accommodate the Urban Traffic Control team in the Civic Centre.			

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