



Confident, Capable Council Scrutiny Panel

16 June 2015

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

Venue Committee Room 3 - Civic Centre, St Peter's Square, Wolverhampton WV1 1SH

Membership

Chair Cllr Rita Potter (Lab)

Vice-chair

Labour

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

Conservative

Cllr Wendy Thompson
Cllr Andrew Wynne

Quorum for this meeting is three Councillors.

Information for the Public

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

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Tel/Email Tel: 01902 55121 or Earl Piggott-Smith@wolverhampton.gov.uk
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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**
- 2 **Declarations of interest**
- 3 **Election of Vice Chair**
[To elect Vice Chair to the panel]
- 4 **Minutes of previous meeting (22.4.15)** (Pages 3 - 8)
[To approve the minutes of the previous meeting as a correct record]
- 5 **Matters arising**
[To consider any matters arising from the minutes]

PRE-DECISION SCRUTINY

To give pre-decision consideration to the following reports

- 6 **Customer Service Strategy** (Pages 9 - 44)
[To receive report from Sue Handy, Head of Customer Service]
- 7 **Internal communications strategy and plan-on-a-page** (Pages 45 - 60)
[To receive report from Ian Fegan, Head of Communications]
- 8 **Corporate Communication Strategy 2015-17** (Pages 61 - 82)
[To receive report from Ian Fegan, Head of Communications]
- 9 **A marketing strategy for the City Council** (Pages 83 - 96)
[To receive report from Ian Fegan, Head of Communications]
- 10 **Performance Management Framework** (Pages 97 - 122)
[To receive report from Charlotte Johns, Head of Transformation]
- 11 **Refreshed Council Appraisal Scheme** (Pages 123 - 174)
[To receive report from Charlotte Johns, Head of Transformation]

Resolved:

That an item be included in the work programme 2015-16 relating to the financial impact of the combined authority.

5 **Future Practice - Procurement Strategy Principles**

Andy Moran, Head of Procurement, provided a paper for pre-decision scrutiny to consider the principles on which the Procurement Strategy 2015-18 will be based.

The Head of Procurement presented the report and responded to councillors questions. The report covered the following:

- Procurement and contract management
- How the Council will work to the principles
- Procurement vision
- Consultation and approval programme
- Legal, financial, environmental and equality implications

The Head of Procurement outlined the definitions of commissioning, procurement and contract management and explained that the Council is clear on the categories of spend with third parties and how this offers value for money. He advised that in accordance with new EU guidance and UK Public Contracts Regulations the Council will listen to what customers and communities want and that where appropriate there will be customer and community involvement in the sourcing process.

He confirmed that there will be partnership working with public, private and voluntary sector organisations to develop a City Strategy approach to public services and that the performance of third parties will be actively managed and the realisation of benefits is monitored.

In response to questioning the Head of Procurement advised that the new procurement regulations require everything over £50,000 has to be advertised publically. He confirmed that this will open the doors to more local small and medium business enterprises (SMEs) and make information on the procurement process more widely available.

The Head of Procurement informed the Panel that contracts come in all shapes and sizes, some high value, some for small groups with specific needs. He advised that different approaches are needed for different contracts, for example often those affected and those working with the a specific group of people will know what they need and what they need the contract to deliver and in these cases they will be key players in the process.

In response to a further question about transparency the Head of Procurement confirmed that small local business and national companies equally can find information about contracts on the [Wolverhampton Contracts Portal](#) . He confirmed that all the information needed to put in a bid is in the same place and that once registered it will be the same process to apply for tenders each time. He further advised that when the contract is awarded the following will be disclosed to the public:

- The successful contractor
- What the contract is for

- The total value

This is available on the national Contracts Finder website in the same way it is currently available through a freedom of information request (FOI).

When asked what will be different about the new procurement procedure and how it links to business and enterprise the Head of Procurement advised that he had little knowledge of the previous operation however moving forward he advised that there is a Wolverhampton social value and procurement event planned for 23 April 2015. This will feed into the proposed procurement strategy and in relation to business and enterprise he is working with the City Board, Keren Jones and Jim Cunningham to develop the strategy.

In response to a question about how the bids will be assessed The Head of Procurement advised that this would depend on the service being out to tender and if there is social value. He explained that the tender documents will specify the service or particular product, and that this will not have fixed targets within quality and price, but that it will depend on quantity, quality and specialism of the service or product. He agreed that where appropriate local and social value will be factors in the tender documents.

A further question from the Panel asked how the assessment can be used to improve some of the issues to benefit the local community. The Head of Procurement advised that previously the regulations had been unclear however in the new regulations it is clear and we can do this.

In response to questions about helping local businesses when tendering for a contract the Head of Procurement advised that the Council has an open door for local suppliers to come and talk to the procurement team. He advised that the procurement team is undergoing change, the way forward is to talk to suppliers in advance of a tender being issued to engage with businesses and providers and to share contact details of the procurement team with them. Cllr Christopher Haynes indicated he wants local businesses to be able to compete for opportunities with other organisations, institutions and local authorities, in response the Head of Procurement advised that the procurement team are aware that they have to be proactive to work with businesses and other bodies not just 'turn the handle' of the procurement process but to go out and speak to businesses to find out what services and suppliers we have in Wolverhampton and to encourage inward investment where services and products are not available in the locality. He advised that the restructure of procurement will ensure that people in the procurement service will be talking to people and pro-actively know their market. He indicated that the council website procurement page is in need of improvement.

In response to questions about tendering the Head of Procurement advised that tender specifications can be shaped by the authority to request further information relating to:

- How will the service/ product supporting Council priorities
- How their service / product can contribute to social value

Councillors voiced concerns about barriers and restrictions for local small businesses relating to turnover and references, particularly relating to the due diligence tests

looking at company accounts. The Head of Procurement confirmed that under the new legislation the business cannot be disqualified if it has turnover more than 2 times the contract value. He did advise that there is a need to look at the credit score requirements for tendering as currently they are set at the same level for every contract. He indicated that if there is a lower risk the score could be adjusted all depending on the context of what the contract is.

Resolved:

1. The Panel welcomed the work being carried out and endorse the principles that will be the basis of the Procurement Strategy.
2. The Panel requested an update be included on the work programme for 2015-16 to include an update on training with examples of how this is working and An update in general of progress against the Procurement Strategy principles.
3. That the Future Practice – Procurement Strategy Principles has been considered as pre-decision scrutiny and will therefore not be available to call-in once the decision is made by the executive.

6 **Budget update and Review**

Claire Nye, Chief Accountant provided a paper that included all financial reports which had been presented to Cabinet and Cabinet (Resources) Panel since the last meeting of the Confident Capable Council Scrutiny Panel.

Councillors asked for a definition of 'Deprivation of Liberty Safeguarding' Claire Nye, Chief Accountant responded to the request and agreed to send a response to Councillors.

The Chief Accountant agreed to provide an updated breakdown of funds that come into the Council.

In response to a point raised relating to infographics as discussed at the previous meeting, the Chief Accountant advised that the re-drafted financial plan will include infographics and that the figures for breakdown of funds will be incorporated.

Resolved:

1. That the budget update and review be noted.
2. That the Panel note that infographics will be used to enhance the updated financial plan.

7 **Message from the Chair**

Cllr Rita Potter, Chair, thanked the Scrutiny Panel for their individual contributions and for the masses of work that had been considered this municipal year. She referred to several items that will be listed in the annual scrutiny report and that she felt that the Panel has really made a difference.

The Chair thanked Cllr Christopher Haynes for his support as an excellent Vice-Chair for the Panel.

The Chair thanked Scrutiny support officers Andrew Harvey and Deb Breedon for their support through the year and wished Andrew Harvey a successful career in the future.

Cllr Christopher Haynes, Vice Chair, thanked Cllr Rita Potter for her excellent chairing skills this year as the Chair of the Panel.

End of meeting 19:00

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Confident Capable Council Scrutiny Panel

16 June 2015

Report title	Customer Service Strategy	
Cabinet member with lead responsibility	Councillor Andrew Johnson, Resources	
Accountable director	Keith Ireland Managing Director	
Originating service	Customer Service	
Accountable employee(s)	Sue Handy Tel Email	Head of Customer Service 01902 553053 sue.handy@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board Executive Team C3 Scrutiny Panel Cabinet	19 May 2015 3 June 2015 16 June 2015 22 July 2015

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the refreshed Customer Service Strategy 2015 – 2018.

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

The purpose of this report is for pre-decision scrutiny of the refreshed Customer Service Strategy 2015 – 2018.

2.0 Background

- 2.1 The current customer service strategy was approved for delivery by Cabinet on 10 October 2012. The strategy set out the council's ambitions for the future delivery of customer services to the citizens of Wolverhampton, partner organisations and existing or potential business partners.
- 2.2 The strategy also identified the need to look inward and evaluate how services within the council can improve the way in which they work together to provide resolution at first point of contact for our customers. In order to achieve this aspiration 14 projects were outlined for delivery; all 14 projects were completed in October 2014.
- 2.3 The outcome of delivering the 14 projects has been the development of a customer service transformation programme which is transforming Wolverhampton's customer service offer. Cabinet endorsed delivery of this programme of work in April 2014.
- 2.4 The primary focus of the customer service transformation programme is to create a single front office for the Council through the migration of customer facing activity from all service areas into customer services. During this process work flows are streamlined and using a "Digital by Design" ethos more cost effective channels are opened up through "channel shift" for customers to use whilst existing channels remain for those who are not digitally enabled. The customer service transformation program also includes a wider channel shift program and this is currently being delivered in accordance with the schedule agreed by Cabinet in October 2014.

3.0 Current Position

- 3.1 The present customer services strategy is no longer fit for purpose and needs to be refreshed in order to reflect:
 - I. Customer services updated values "Delivering excellent customer service first time, every time, by providing smooth and efficient access to council services through the maximum number of channels"
 - II. Customer services inherent link to the council's C3 transformation programme which supports delivery of a confident capable council through the "Future Customer" workstream
- 3.2 The refreshed customer service strategy, attached, sets out the current position within customer service, our savings targets and the five principals of customer service that we are committed to delivering as an organisation;

- I. Customer needs -: We will put the user at the heart of service design and delivery to ensure that we provide responsive, joined-up services that are inclusive and customer focussed.
 - II. Access to council services -: We will provide easily accessible services and information promptly and in a way that reflects our customers' choices, needs, and circumstances. This will include as a priority the development and implementation of a Channel Management System for the council's website to facilitate channel shift when this is desired by our customers.
 - III. First time resolution -: We will reduce the need for customers to repeatedly contact us because we have failed to deliver a service or information by getting it 'right first time'.
 - IV. Employees -: We will ensure that employees have the skills and abilities to deliver effective, customer focussed services, are encouraged to work in a collaborative way and have a role in identifying and developing improvements.
 - V. Improvement -: We will use customer and staff feedback, business intelligence and performance reporting to achieve continuous service improvement.
- 3.3 Implementation of the refreshed strategy will be supported through delivery of a five point action plan. Progress against delivery of this plan will be reported to the customer service transformation board on a monthly basis.
- 3.4 The refreshed strategy will expire in 2018 which is in line with the completion date for delivery of the customer service transformation programme. At this point a new strategy will be developed to ensure that customer services remains current and strives to achieve continued improvement.
- 3.5 Delivery of the current customer service strategy was corporately reported through the Programme Office; the current customer service transformation programme is monitored and reported through the council's project management system, Verto.

4.0 Financial implications

- 4.1 All costs associated with the internal Customer Service Transformation Programme will be met from within existing resource.
- 4.2 There is a savings target of £1.5 million attached to this programme, savings to be achieved by the end of 2017/18. Savings against this target are monitored and reported to the Customer Service Transformation Board on a monthly basis. [MF/21052015/V]

5.0 Legal implications

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

6.0 Equalities implications

6.1 An Equalities Analysis was completed in 2012 as part of the implementation of the existing customer service strategy; an analysis of the proposed strategy is currently being progressed.

7.0 Environmental implications

7.1 There are no environmental implications arising from this report.

8.0 Human resources implications

8.1 There are no legal human resource implications arising from this report.

9.0 Corporate landlord implications

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

10.0 Schedule of background papers

10.1 Report to Performance and Governance Scrutiny Panel 2 February 2012.

10.2 Report to Cabinet on 10 October 2012 – Development of a Customer Services Strategy for the Council.

10.3 Report to Corporate Delivery Board and senior Executive Board October 2012 – Proposals for Customer Service Improvements in the Civic Centre.

10.4 Report to Performance Governance & Support services Scrutiny Panel 11 April 2013.

10.5 Report to Cabinet 23 April 2014 – Customer Services Review

10.6 Report to Senior Executive Board (SEB) 20 January 2015 Channel Shift – Progress to date.

10.7 Report to SEB 14 April 2015 – Customer service transformation Programme Update

10.8 Report to SEB 14 April 2015 - Customer service transformation – Channel Shift Update

10.9 Report to SEB 19 May 2015 – Customer Service Strategy



City of Wolverhampton Council's Customer Services Strategy

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Improving the customer
experience 2015-2018

wolverhampton.gov.uk 01902 551155

 [WolverhamptonToday](#)  [@WolvesCouncil](#)  [WolverhamptonToday](#)

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1



**Councillor
Andrew Johnson**
Cabinet Member
for Resources



Sue Handy
Head of
Customer Services

Foreword

Cabinet Member for Resources

Providing excellent customer service is the acid test as to how we are performing as an organisation.

It is important that, as an organisation, we understand what we mean when we talk about our customers. They aren't exclusively traditional customers such as service users or other people with whom we have a 'transactional relationship'. As community leaders, our customers also include visitors, local, national and international business and partner organisations.

Whilst we undoubtedly face an organisational budget challenge it is vital that we not only deliver 'business as usual' but we continue to enhance our services in line with the customer expectations, evolving technologies and opportunities. This in turn will heighten the view that Wolverhampton is 'making it happen'.

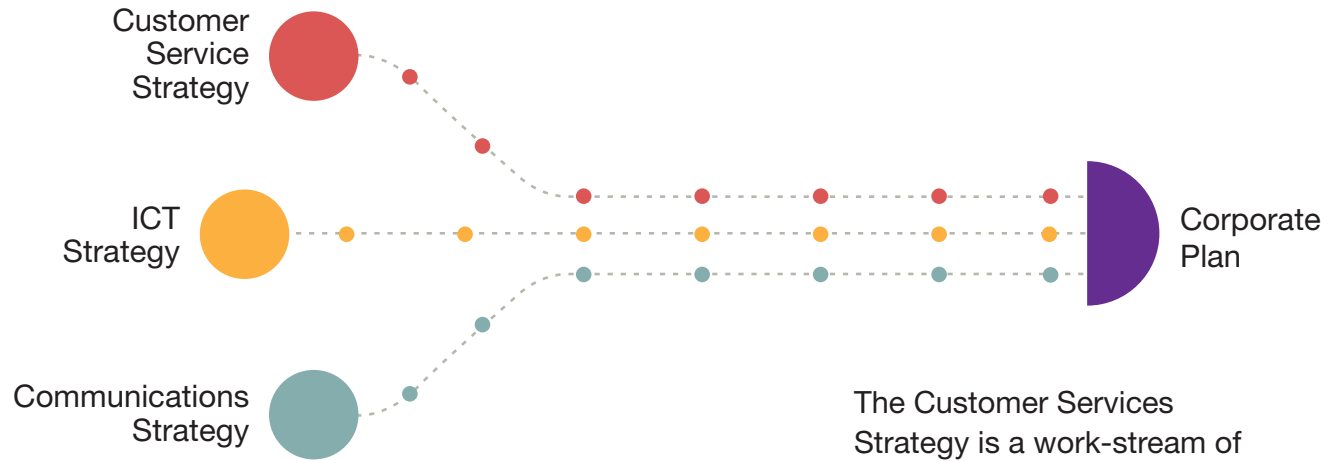
The Customer Service Strategy details how the City of Wolverhampton Council aims to offer joined up services which are designed for customers putting their needs at the heart of our business.

Head of Customer Services

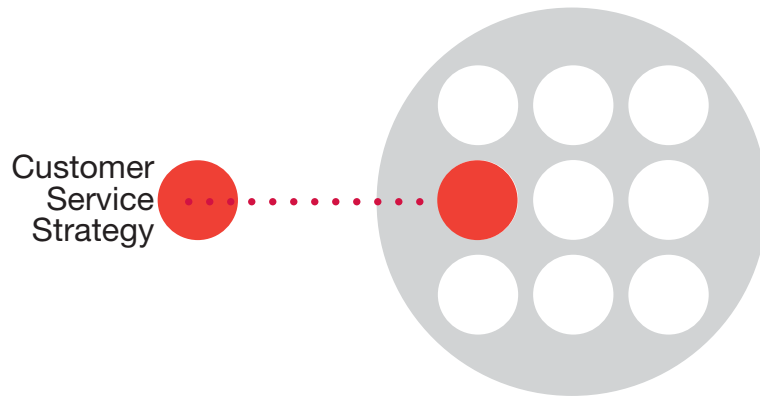
In recent years of financial hardship many have said that across a number of industries customer service standards have been in decline. In reality, what we know, is that customer expectations have increased in regards to the quality of service available to them. This comes in the wake of a technology revolution across many channels – social media, online accounts and apps.

The City of Wolverhampton Council customers expect an 'Amazon' quality of customer service; information readily available to them regarding their area and business with the council. In order to achieve this it is vital that Customer Services is efficient and at the heart of it contains staff who consider the customer impact in each action they take. For these staff, it is about having the right tools at hand to do their jobs in the most efficient manner.

Our strategy is designed to ensure that over the next three years a coherent and ever-increasing depth of service is offered to Wolverhampton residents, visitors and businesses across all channels – firmly putting the customer first.



The Customer Services Strategy is a work-stream of The Corporate Plan.



The Customer Services Strategy forms part of the Confident, Capable Council Programme.

Confident,
Capable
Council

2

Introduction

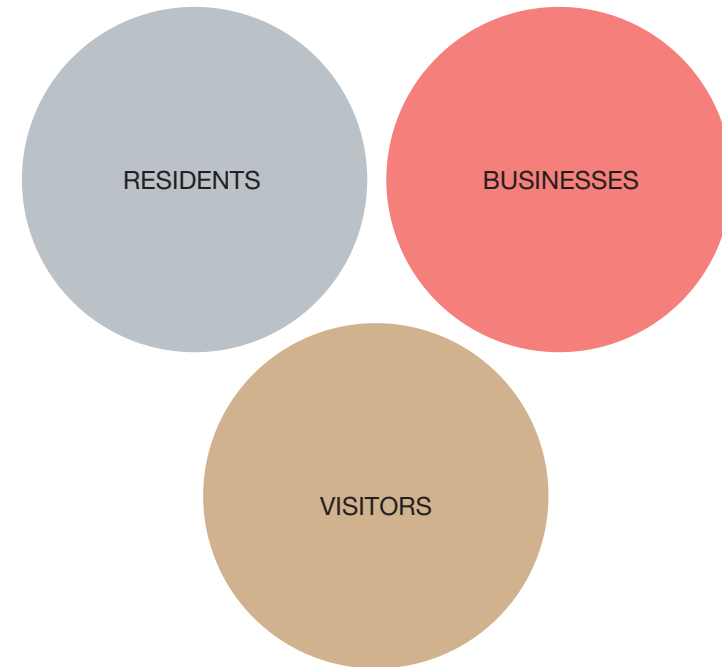
2.1

Our Customers

Wolverhampton has a diverse range of customers with varying needs. In the broadest sense, everyone who lives, works, visits or does business in Wolverhampton will use a Council service in some form, whether they are visiting one of our WV Active leisure centres, claiming a benefit or simply walking down one of the streets which we maintain.

As a council, we are also conscious of the need to provide excellent service to existing and prospective commercial partners so that they in turn start or continue to help us in developing Wolverhampton as a place to work, live, and as the first choice for inward investment.

The organisation is making radical changes in the way its services are delivered. Simultaneously, we are in the midst of radical reform nationally in the wake of Universal Credit and the Care Act which introduce changes to welfare benefits and care provisions respectively.



With these changes a-foot you can already begin to imagine the questions this creates for our customers and impact it has to our social fabric in the region. It is vital that the Customer Service offer across our face to face receptions, telephony and online is geared up to meet current and future demand.

3

The Bottom Line

3.1

Our Savings



During 2015-2018 Customer Service must deliver £1.5 million savings to contribute towards the £124m corporate savings target. A Customer Service Transformation Programme is already underway to ensure this is delivered.

There are a number of contributing factors that dovetail with this strategy which must be considered to realise the savings required and to ensure delivery of an improved customer service experience.

Customer Services supports:



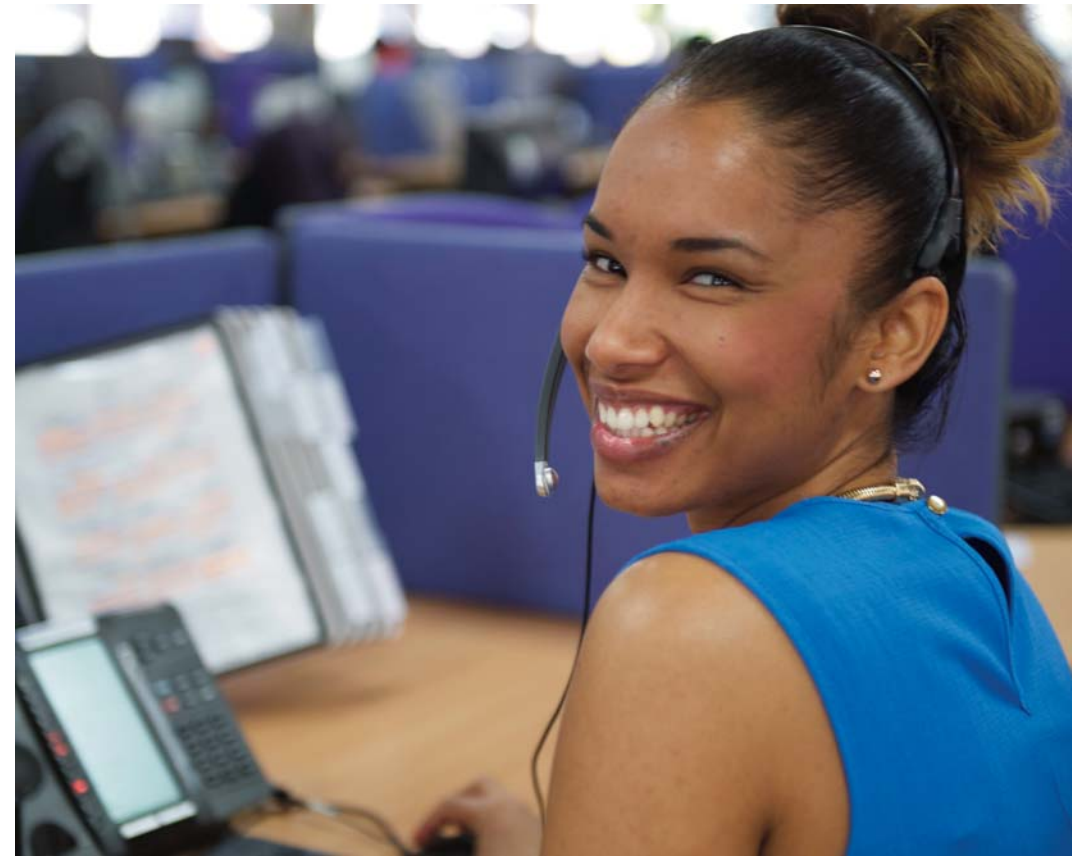
A stronger economy



Stronger communities



A confident capable council



3.2

Our Start

Currently Customer Services receives on average per month:

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60,000

telephone contacts

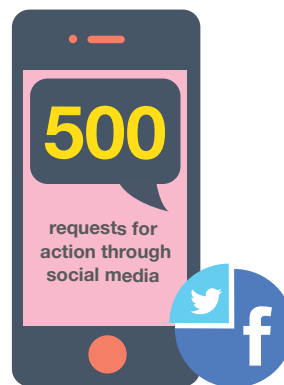


57,000

visits to the Civic Centre office (7,000 visits) and WV Active (50,000 visits)



Emails



316,000

hits to website homepage

(data includes both wolverhampton.gov.uk - 300,000 and wvactive.com - 16,000)



hits on website forms

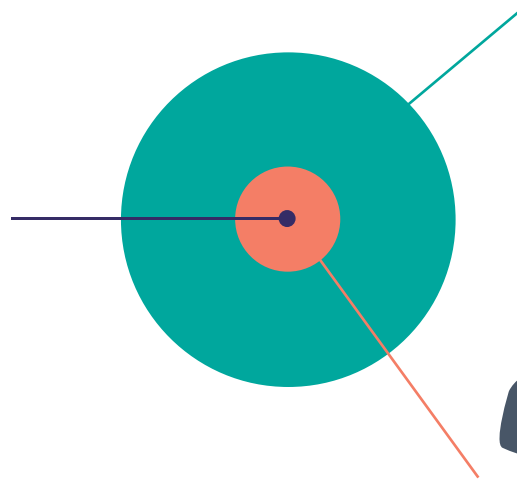
We know that the industry standard benchmarked associated costs per contact are:



£8.62
per face to face
transaction



£0.15
per web transaction



£2.83
per telephony
transaction

We know there are more cost effective ways of providing services to customers and that there is appetite to access services in new and innovative ways.

3.3

The Challenge

The Customer Service team are currently organised in a large multi-skilled group of advisors. Our advisors are currently required to utilise and interpret a number of inwardly facing IT systems to provide customers with the information or service they require. These systems are often quite limiting in terms of the customer experience – down to the little things we have come to expect such as a text or an email to confirm you have ordered something or made a booking.

The current systems utilised also require back office duplication in loading or processing requests which in turn has a knock on effect on the efficient progression and updates of a customer enquiry.



The Customer Service team does front a large number of services offered by the council but there are equally some ‘top task’ council services where customer contact is still managed by officers in the back office service areas. This leaves customers trying to understand how we operate and who to contact.

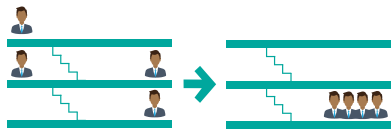
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Transformation Programme

4.1

Our Aims

The Customer Service Transformation Programme, which commenced in November 2014, aims to deliver:



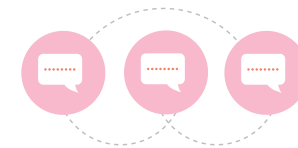
The creation of a single front office, dealing with all types of customer enquiries - transferring as much customer facing activity as possible into Customer Services



A Customer Service department which will be staffed by a range of multi-skilled customer and service specialists who will work with back office services to ensure customers don't need to know how the council works in order to access help and advice



A service where customers will have more of their enquiries answered at the first point of contact - wherever and however they choose to contact us



The removal of wasteful repetition and unnecessary process steps so that we provide a more efficient service to save money and protect front line services

4.2

Customer Champions

The Customer Strategy and Transformation Programme require senior managers to:

- Recognise its importance
- Believe in the strategy
- Be active in leading by example
- Take actions that support those charged with carrying it out.
- Hold services accountable
- Instil a 'shared governance' of this strategy council wide.

Equally this strategy requires employees to exhibit excellent standards of customer service throughout contact with our customers via any channel they choose to contact us on.

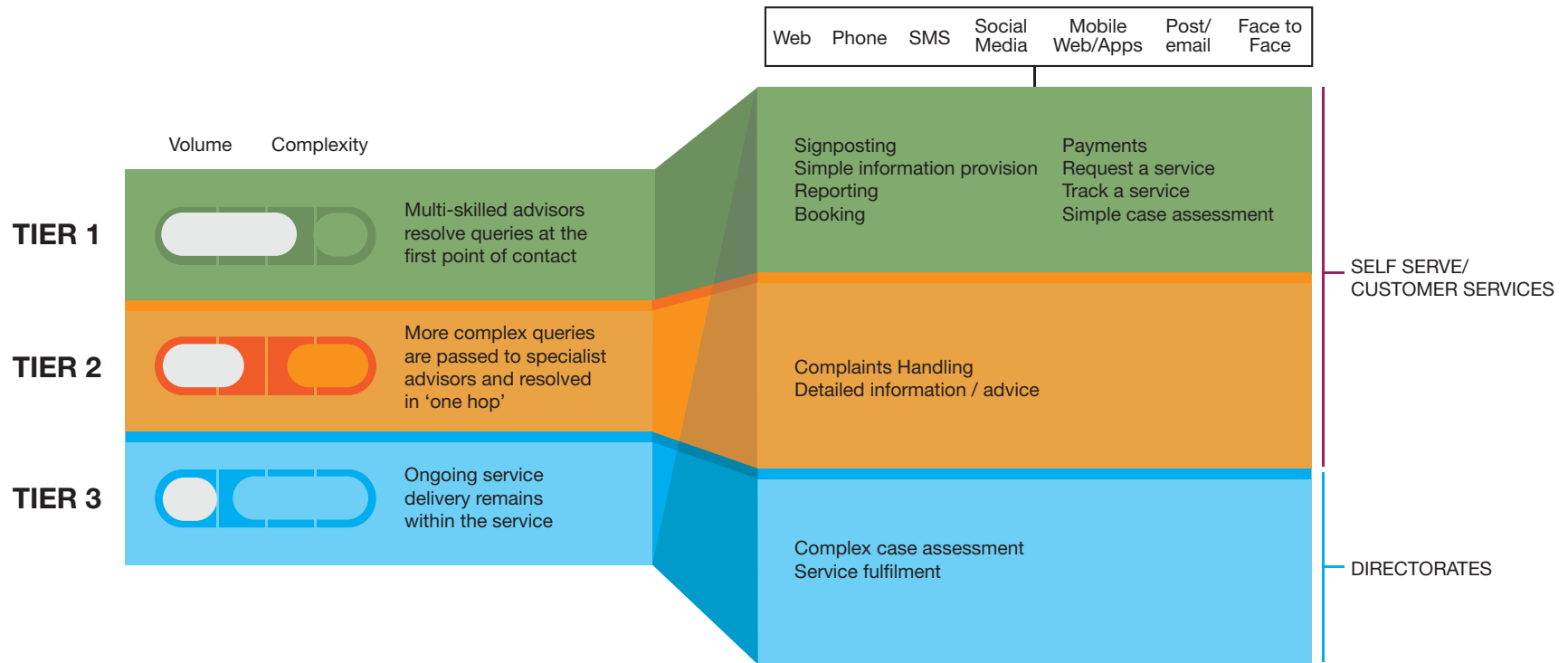
The Customer Service Transformation Board will have direct oversight and governance of the work programme, chaired by the Managing Director.

The Customer Services management team will use the strategy as the driver for their service plan, performance indicators and staff appraisal.



4.3 The Target Operating Model for Customer Services

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The implementation of the targeting operating model will result in having the 'right people, with the right skills, doing the right things at the right time in the right way' **(Confident, Capable Council)**.

4.4 Structure

The structure and function is now in place to deliver the target operating model





4.5 Empowering our customer - enabling transformation

As illustrated from the costs per contact on page 9, it is even more important that as well as aligning our customer service resource we must focus our efforts on the empowerment of our customers to self-serve.

Ofcom reported in 2012 that 94% of residents held an email address and we also know that more people are accessing the internet via their mobiles now than on a conventional desktop PC. In 2013, the Office for National Statistics reported that 72% of all adults bought goods or services online, up from 53% in 2008*.

However it is not simply a case of switching our customer contact online. We know from the council's Digital Inclusion Strategy that 36% of our households did not have access to a broadband connection at 2010. This was in spite of Wolverhampton being third highest in terms of broadband coverage across UK cities with availability high at 93%. There are technical, knowledge and skill barriers to overcome with our customers

Moreover, the cheapest channel is not always the most cost effective if it creates failure demand. If customers who require a particular service are not digitally enabled or it is not feasible to encourage or incentivise them to do so we need to be aware of this. This poses the question – what is Wolverhampton's approach to this digital dilemma?

* (<http://www.ons.gov.uk/ons/rel/rdit2/internet-access---households-and-individuals/2013/stb-ia-2013.html>)

City of Wolverhampton Council's approach to Channel Shift



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4.6

'Channel Shift' – the Wolverhampton Way
 Channel Shift is widely accepted to be the migration of customer contact from more expensive channels to less expensive channels.

We recognise that every contact counts – both in financial terms to the Council but more important to each customer's individual needs. The cost benefits illustrated in Figure 1 are useful to consider but is only meaningful when customer insight is taken into account.

The City of Wolverhampton Council has adopted a 'digital by design' ethos. This is opposed to being 'digital by default'. In simple terms what does this mean?

Channel Effectiveness - Digital by Design

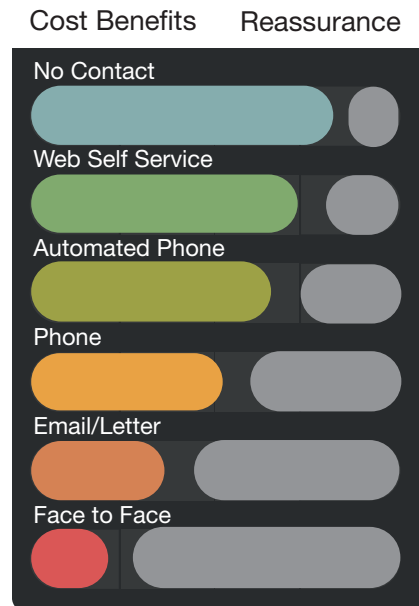
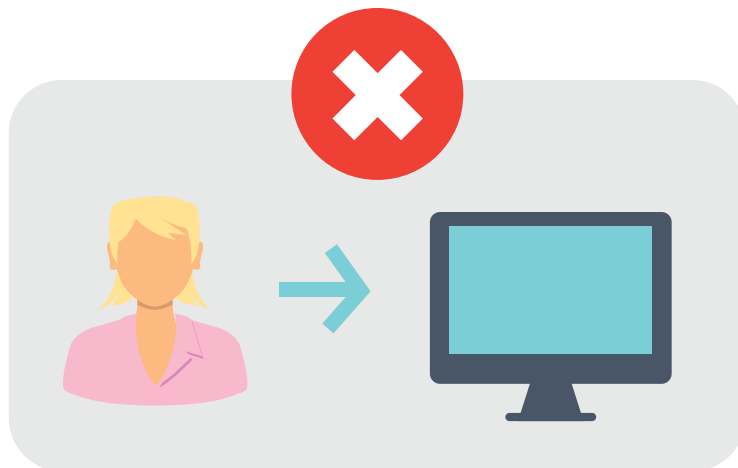


Figure 1

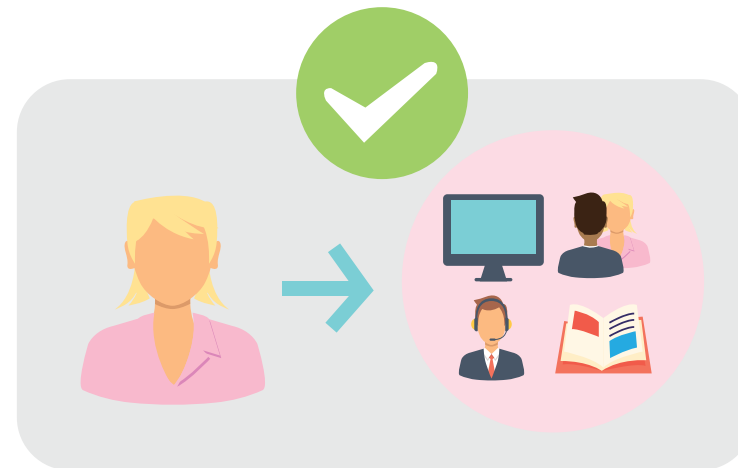
Digital by default is where customers are moved to digital channels by force. The business process is redesigned with the primary purpose being to remove any other channels for customers to contact or place a service request.



Rejected approach

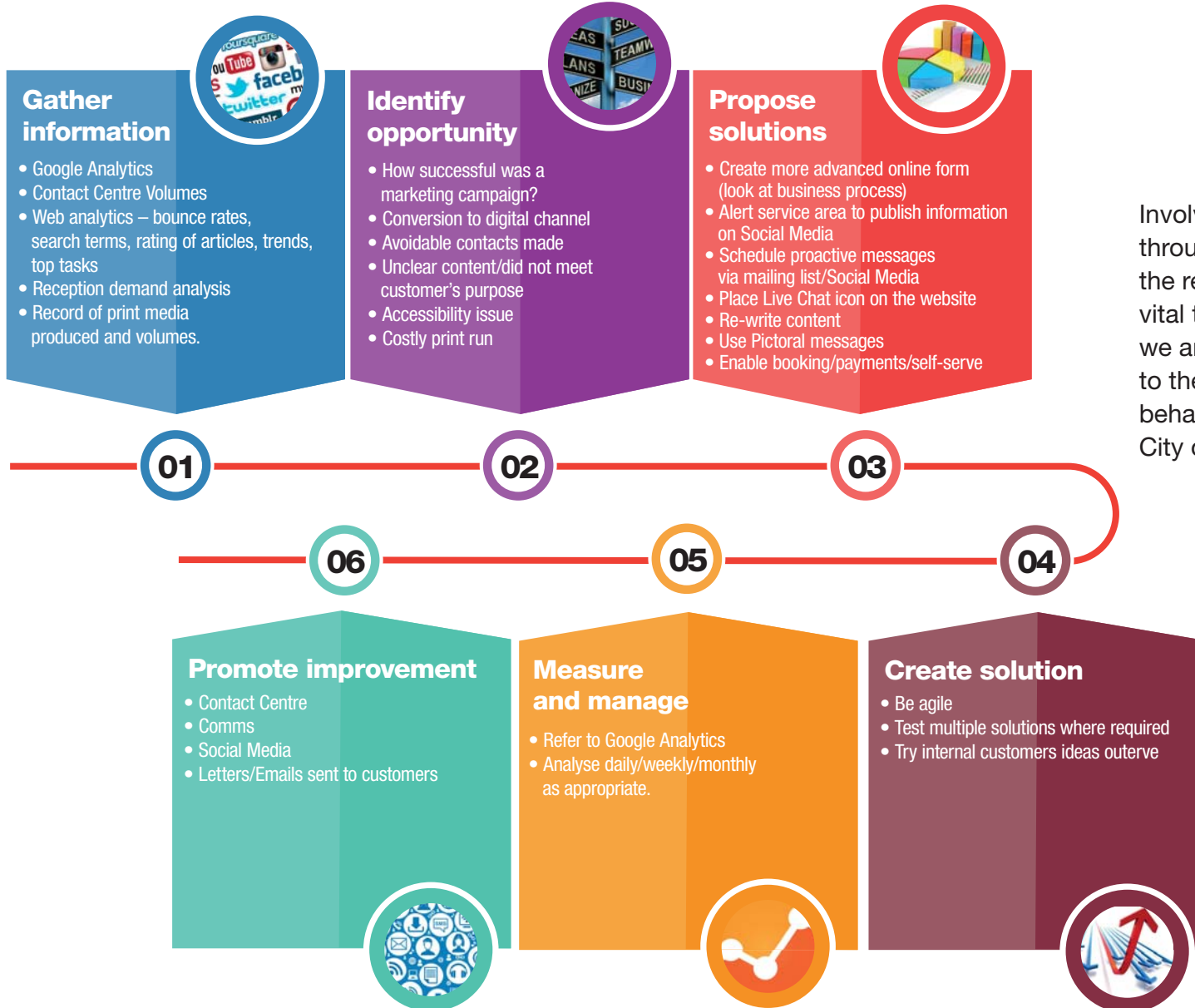
Digital by design is where the end to end business process is reviewed in detail and areas deemed suitable for channel shift are identified. Digital options can be made available to customers at salient stages of the enquiry or transaction process or the entire process can be transformed to digital. This method places emphasis on due diligence and consideration of the demographic, processes involved and intervention required by the customer and the back office.

The consequence of this is opening channels rather than shutting them down. Customers who still wish to contact us via conventional means will always be able to do so should they choose to.



City of Wolverhampton Council's approach

COMMUNICATIONS



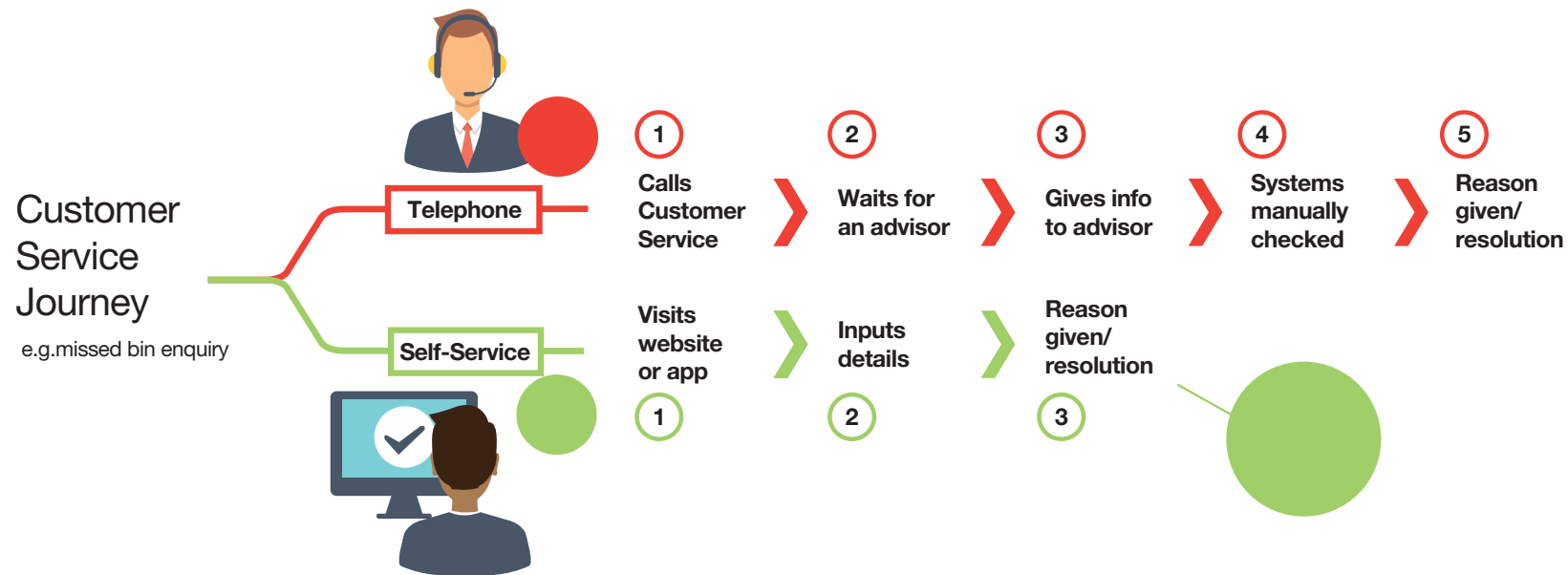
Involving our customers throughout this process will be the recipe for our success - it is vital that we question whether we are building services in tune to the reality of how customers behave and wish to contact the City of Wolverhampton Council.

4.7

Interdependencies

As the City of Wolverhampton Council commits to becoming a 'stronger council ready and able to deliver change', it is important that we understand internal programme dependencies and synergies and the competent, capable council transformation programme.





ICT Strategy

The ICT Strategy sets out to ‘deliver better, trusted public services’ and commits to being customer centric and not afraid to try new innovative ways of working. ICT will be procuring a new digital engagement platform which will offer the Customer Service team the desired single view of the customer and enable engagement through a number of contact channels – SMS, apps, a ‘My account’ function on the council website, social media and other emerging channels. This will further support the delivery of the Customer Service Target Operating Model (TOM).

This platform will be accessible to service areas within the council, partner organisations and outwardly by the public in the ways they would expect to do business digitally with any other service provider.

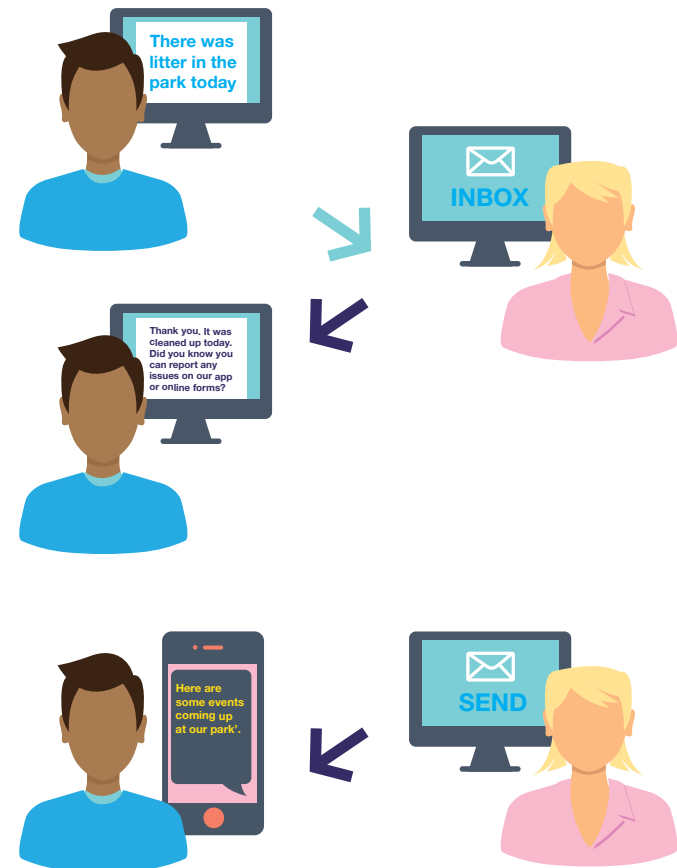
The Customer Service team will be able to locate relevant information in relation to a customer request in real-time, efficiently and be able to take customer’s contact preferences into account. In order to achieve this, the ICT team achieving integrations with back office technologies will be essential. This kind of intuitive technology will be vital in achieving ‘channel shift’ and the ‘digital by design’ approach.

Communications Strategy

Matrix working between Customer Services and the corporate communications team is imperative to ensuring our customers get the messages they want and that they need to hear instantly. It is also essential to market any digital offer as efficiently and as effectively as possible.

The joint implementation of an email marketing solution by both the corporate communication team and the web team within Customer Services will enable the council to conduct targeted marketing about events in the city, new policies/initiatives and promote new ways of doing business with the council across digital channels. The web team are also well placed in Customer Service to see what is trending in terms of call volumes and receptions, identifying new priorities for channel shift.

For example “You made a comment about your local park. Would you like to sign up to our list of events in the park?”



This vision is echoed across the social media channels and monitoring tools which are managed in unison with the corporate communications team.

These avenues to ‘push’ information to customers are best utilised when customer insight is considered – what information have customers elected to hear, what are they already contacting us about, what pages do we know that they are already visiting on the website? The Customer Service team can pull a great deal of intelligence from these channels to determine new ways of working, service improvements, and can also consistently ask for feedback during every step of the customer journey.

This business intelligence between the two teams will ensure best value for money. If Customer Services know that posters in the city about an event/sign up campaign are not reaching customers we can review our strategy and refocus our in-house marketing resources and spend.

Digital Inclusion Strategy

It is in the Customer Service team’s interest to be well versed in the digital inclusion strategy and become the champion to increase public access, capability and interest in digital channels.

Frontline staff should be well equipped to support customers with the move to more cost effective self-service where services have been identified this is appropriate for.



4.8

Other partners and their contribution

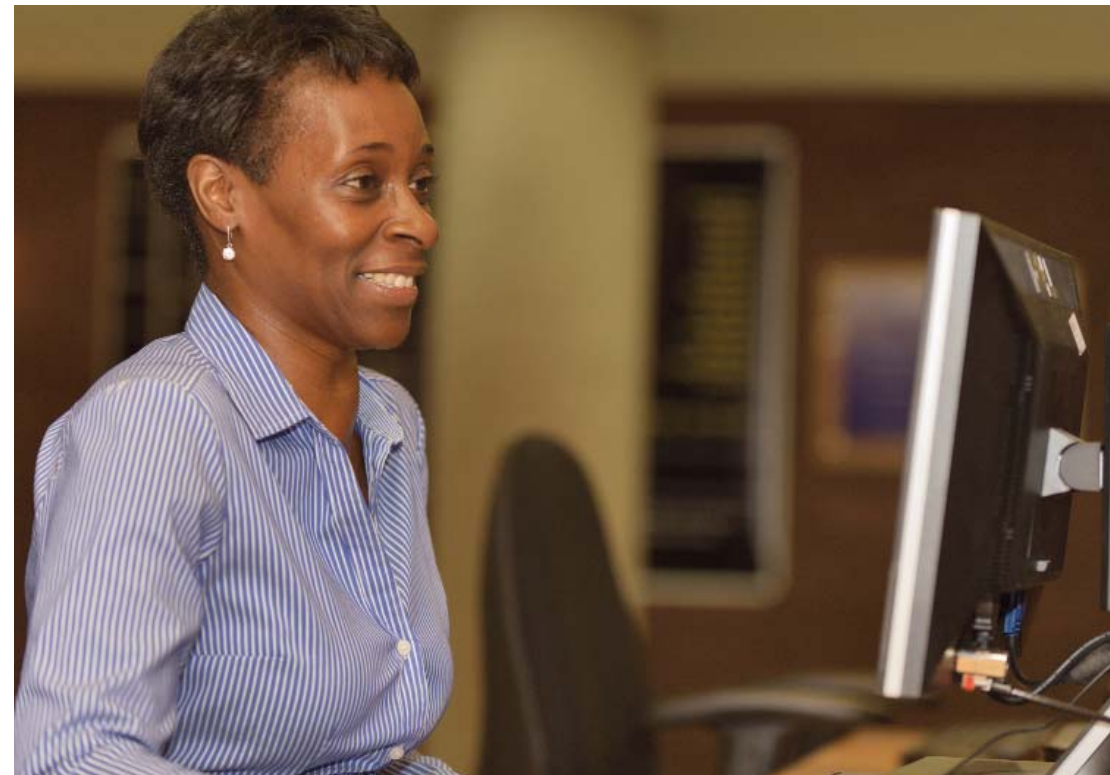
To give our customers the best experience the Customer Service team is committed to working alongside the following community partners:

Credit Union Wolverhampton	Citizens Advice British Legion
Information Network	Wolverhampton Homes
Equality and Diversity Forum	Public Health
NHS	West Midlands Police
Business in Wolverhampton	

As our strategy is delivered, these stakeholders will be brought along the journey and their insight sought where appropriate and joined up working occurring when beneficial to our customers.

FutureSpace

For those customers who wish to visit our offices we plan to work with our colleagues to achieve a face to face service whereby self-service kiosks are in situ and those vulnerable customers who need face to face support get their additional time that they deserve. There will also be additional provisions made in respect of courtesy PC access and payment kiosks.



5

The five principles of excellent customer service

In order to deliver our vision we have identified five key customer service principles:



Customer
Needs



Access to
Council
services



First Time
Resolution



Employees



Improvement

Customer Needs

We will put the user at the heart of service design and delivery to ensure that we provide responsive, joined-up services that are inclusive and customer focussed.

Overview

Through the Customer Service Transformation Programme we will look to baseline current customer contact activity across the organisation and broaden the service provision. Opportunities to best meet customer needs will be identified, defined and business processes re-designed as a consequence.

This process will be repeated, continually evaluated and built upon aspiring towards a fully integrated approach to customer service across the organisation.



Commitments

- Listen and understand customer intentions and trends.
- Customer satisfaction surveys will be conducted and reviewed across all channels regularly.
- Operating hours will be reviewed to meet customer needs.
- Process redesign will be with the view to customers only having to contact us once wherever possible.
- Ensure the council is business friendly.
- A single view of the customer will be created so that customer needs can be best identified/ remedied.
- Services and facilities for customers at the Civic Centre will be reviewed through the Future Space programme.
- We will ensure information security and data privacy is at the heart of any service redesign.
- Any essential handover to back office services will be conducted seamlessly.

Access to Council Services

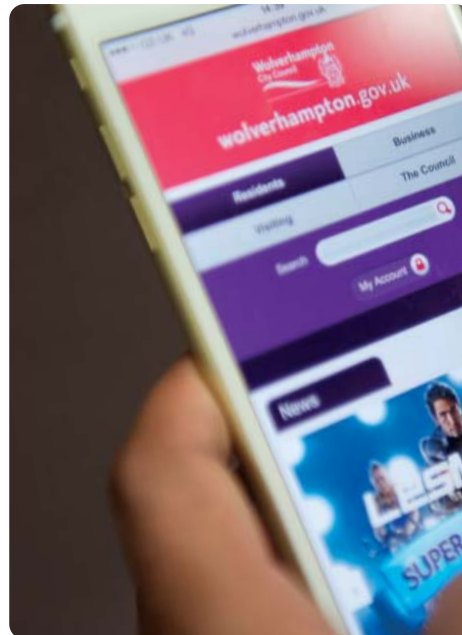
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2

We will provide easily accessible services and information promptly and in a way that reflects our customers' choices, needs, and circumstances. This will include as a priority the development and implementation of a Channel Management System for the Council's website to facilitate channel shift when this is desired by our customers.

Overview

The 'digital by design' ethos will be embedded across the development of all channels of communication. Communication channels shall not work exclusively but in co-ordination with one another to support our customer needs.



Commitments

- Effective branding will be in place to ensure customers have confidence in knowing when they are conducting business with the council.
- To engage and reach people and respond real-time through the social channels of choice.
- Digital inclusion will be assured in any development of customer services.
- The telephony system will be continually evaluated and developed. For example, numbering, menu options, call back functions.
- Translation services will be provided across all channels.
- Customer service standards will be set and reviewed for any written communication ensuring customer-centric language/approach.
- To promote and assist with online self-service and other digital channels to customers to improve customer experience.
- The Government Digital Service (GDS) will be referenced to share best practice locally and nationally on upcoming technologies and platforms.
- All projects and initiatives will be subject to equalities and data privacy impact assessments.

First Time Resolution

We will reduce the need for customers to repeatedly contact us because we have failed to deliver a service or information by getting it 'right first time'.

Overview

Customer Service will undertake effective internal and external stakeholder engagement, ensuring that advisors and channels have the most up to date and relevant information to assist in a customer enquiry or service request.

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3



Commitments

- To deliver the 'Tier 1' and 'Tier 2' functions in the Target Operating Model across the whole of the organisation.
- Data will be joined up across services to remove unnecessary delays in providing information/ updates to customers.
- Where technology can be put in place to enable first time resolution on digital channels this will be prioritised to give customers greater choice and access to services.
- First point of contact and repeat contact will be measured to better understand and identify areas for improvement.
- Transparent performance management information and reports will be made available to senior managers and the public.
- Effective guidance for all enquiries and diagnostic tools will be made available to customer service staff.
- Where further investigation is required we will collect contact details and record customers preferred method of contact.
- When something isn't working, we will look at the business process from start to finish – no plaster fixes.
- We will signpost customers to appropriate organisations where we cannot assist.

Employees

We will ensure that employees have the skills and abilities to deliver effective, customer focussed services, are encouraged to work in a collaborative way and have a role in identifying and developing improvements.

Overview

Customer Service will champion standards of excellence across the internal department and wider organisation.



Customer Service has been recognised as an Investors in People (Gold) employer since **month year here**.



Commitments

- Skills and abilities will be measured through a balanced scorecard within the Customer Service department.
- To promote and be transparent about customer feedback policies and procedures.
- To lead in the development of customer service 'soft skills'.
- To produce and maintain mandatory e-learning and face to face customer service training for all frontline employees.
- To provide guidance on dealing with difficult or aggressive customers.
- To encourage employees to persuade customers of the benefits of online self-service and the 'best fit' for their needs.
- To quality monitor our employees regularly and have a clear process in place for feedback from service areas and peers.
- To aspire to our internal values and behaviours.
- To motivate, maintain morale and cultivate a forward thinking working environment where employees suggestions are encouraged.

Improvement

We will use customer and staff feedback, business intelligence and performance reporting to achieve continuous service improvement.

Overview

Whilst all principles are important we feel the last of our 5 is key and is what our customers expect. We expect to make intelligence driven decision making in regards to improvements.

Page 40

5



Commitments

- Use customer feedback to improve services we deliver.
- To encourage instantaneous customer feedback.
- To create a framework for monitoring and improving customer service performance across the organisation.
- Pinpoint repeat issues and understand the customers these issues effect.
- Consult customers through focus groups and other mediums to glean desired improvements.
- Learn from our mistakes
- To improve the way we share customer service performance information enabling back office functions to improve end to end business process.
- To ensure consistency in our customer service standards.
- To have Service Level Agreements in place for those services which we front in order to ensure two way commitment to improvement.
- Use channel analytics such as Google Analytics/MOSAICs to understand customer behaviour and identify opportunities for improvement.
- Share and promote positive customer feedback and compliments.



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Vision Statement – Delivering excellent customer service first time, every time by providing smooth and efficient access to Council Services through the maximum number of channels.



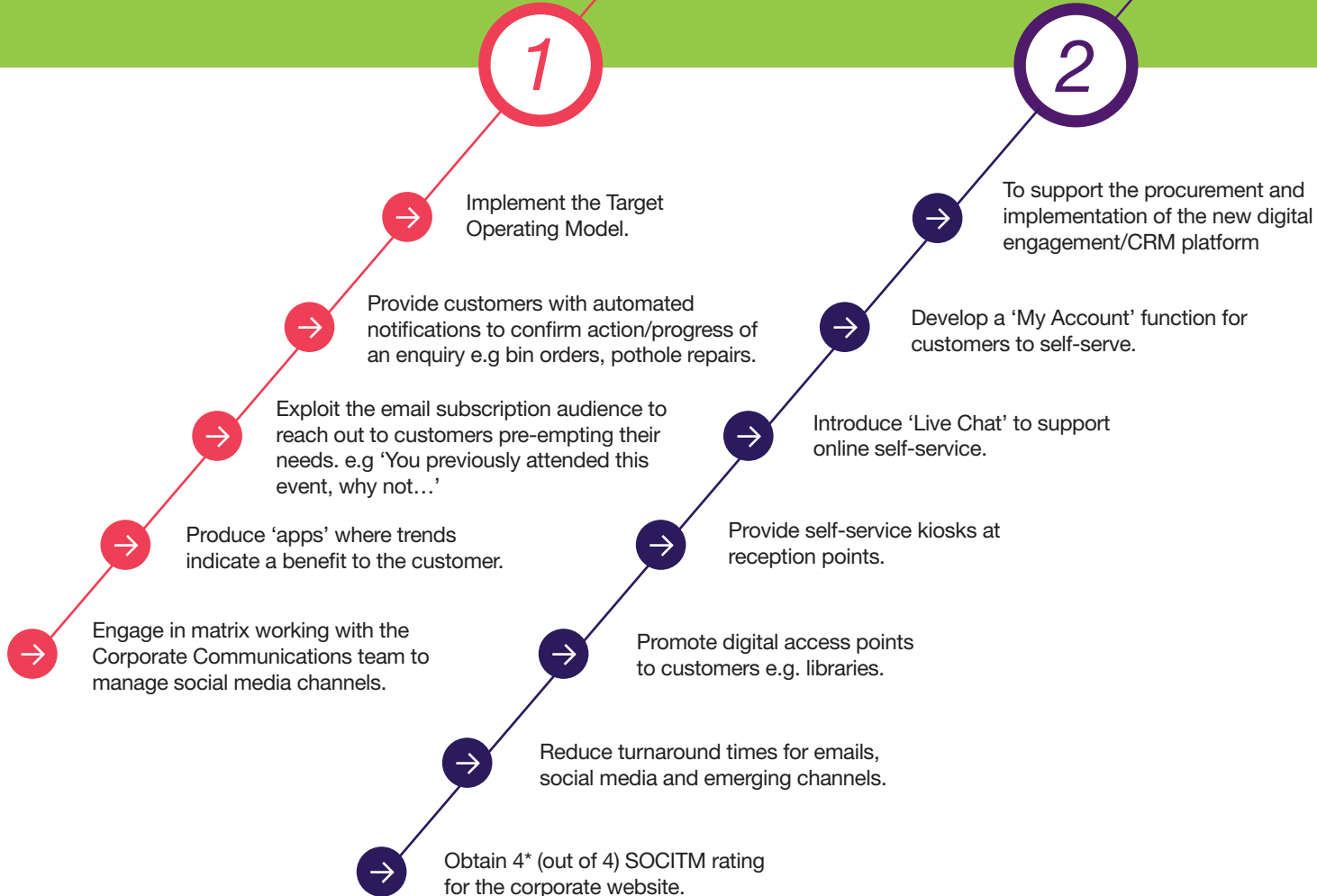
6 Our Action Plan

Customer Needs

Access to Council Services

1

2



First Time Resolution

3

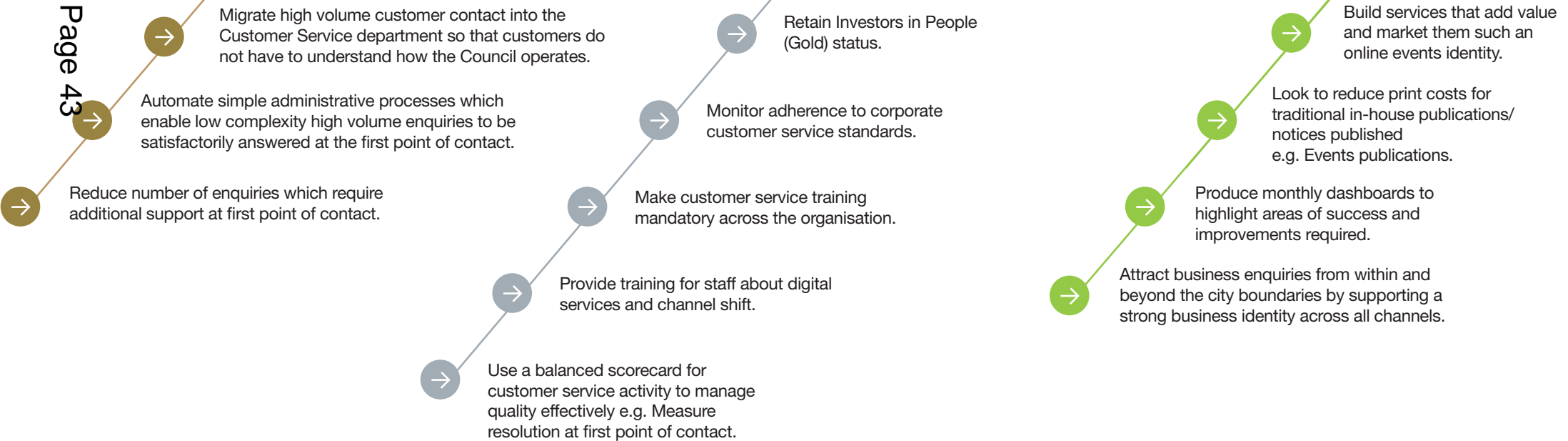
Staff

4

Improvement

5

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MISSION STATEMENT



To satisfy all customers both internal and external, through provision of high quality and quick responses to enquiries at first point of contact where possible; providing consistent accurate information / advice regardless of contact channel used.

wolverhampton.gov.uk 01902 551155

f WolverhamptonToday **t** @WolvesCouncil **y** WolverhamptonToday

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



**INVESTORS
IN PEOPLE** | Gold



Confident Capable Council Scrutiny Panel

16 June 2015

Report title	Internal communications strategy and plan-on-a-page	
Cabinet member with lead responsibility	Councillor Roger Lawrence Public Relations	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Corporate Communication	
Accountable employee(s)	Ian Fegan	Head of Corporate Communications
	Tel	01902 554286
	Email	ian.fegan@wolverhampton.gov.uk
Report to be/has been considered by	SEB	19 May
	Executive Team	3 June
	C3 Scrutiny Panel	16 June
	Cabinet (Resources) Panel	30 June

Recommendation(s) for action or decision:

The Panel is recommended to:

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

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 The purpose of this report is for pre-decision scrutiny of the plans for improved internal communication and engagement as part of the council's wider Organisational 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. [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 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

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)

Strategy

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 :
 - Perceptions and attitudes
 - Performance outcomes (for example, reduced sickness absence, levels of innovation, ideas submitted).
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).
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.
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 **Implementation**.
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 C³ 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
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

630000

Our 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 opportunity and fairness for all – our job is making this happen

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

* Key: white text = completed CP = Corporate Plan

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Confident Capable Council Scrutiny Panel

16 June 2015

Report title	Corporate Communication Strategy 2015-17	
Cabinet member with lead responsibility	Councillor Roger Lawrence Public Relations	
Key decision	No	
In forward plan	No	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Corporate Communication	
Accountable employee(s)	Ian Fegan Tel: Email:	Head of Corporate Communications 01902 554286 ian.fegan@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board Executive Team C3 Scrutiny Panel Cabinet	19 May 2015 3 June 2015 16 June 2015 22 July 2015

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review and approve the proposed Corporate Communication Strategy 2015-17.

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 The purpose of this report is for pre-decision scrutiny of the strategic approach and plan to improve the city council's approach to corporate communication and to identify core campaigns for the coming years.

2.0 Background

- 2.1 This three-year corporate communications strategy and plan will deliver more for less and supports the Corporate Strategy and wider City Strategy. By putting in place industry-standard, professional public relations (PR) practices and standards, the City Council can achieve better, more effective, value-for-money communications which improves two-way engagement with key stakeholders.

3.0 Progress and discussion.

- 3.1 New thinking is critical to the success of the city council's corporate communications approach. Connecting the function to the centre of organisational policy and decision-making is essential to maximise opportunities and minimise reputational risks.
- 3.2 Solid research and evidence will under-pin all communication activity and campaigns, helping senior managers to set clear communication objectives with measurable outcomes.
- 3.3 Key strategic communication objectives include increasing the number of people who feel informed about our services, raising awareness of key services that deal with what matters to local people, increasing the number of active foster families, developing a sustained and integrated stakeholder communication approach to businesses, investors and developers and improving internal communication and engagement. Partnership and collaboration – at a local, regional and national level – will be critical to our success in delivering these priorities.
- 3.4 Delivering value-for-money approaches to communication will see investment in new, cost effective channels and a fundamental shift away from traditional ways of working to 'digital by design'. Growing our 40,000-plus-strong social media presence will see better marketing and content provision on existing City Council Facebook, Twitter, Flickr and You Tube channels. Digital growth will also see the launch of new social media channels, including LinkedIn, and greater use of TripAdvisor. Email marketing will be another significant and exciting direct, digital growth area as will the exploitation of the new corporate customer relationship management (CRM) system for marketing purposes.
- 3.5 A detailed campaigns plan with strong, core brands will set out how the Corporate Communications team will prioritise and support key corporate priorities and through improved professionalism, planning and innovation make things happen.

4.0 Financial implications

- 4.1 The Corporate Communications Strategy is part of the Future customer 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 corporate communications strategy will be implemented using existing corporate communications resources. [GE/27052015/Y]

5.0 Legal implications

- 5.1 There are no direct legal implications to this report. [TS/27052015/F]

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 Not applicable

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A City that makes things happen: Wolverhampton City Council Corporate Communication Plan 2015 /18 <DRAFT>

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

1. Executive summary

This three-year corporate communications strategy and plan will deliver more for less and supports the Corporate Strategy and wider City Strategy. By putting in place industry-standard, professional public relations (PR) practices and standards, the City Council can achieve better, more effective, value-for-money communications which improves two-way engagement with key stakeholders.

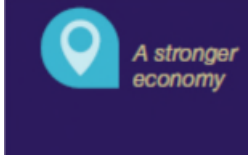
Day-to-day, better planning - the use of a PR forward planning grid - teamwork and continued professional development will be the building blocks of a more dynamic and effective PR team moving forward. The team will continue to deal with daily media enquiries, based on a new and clear media protocol, publicising good work and managing reputational issues. Strategic campaign planning and support for event management, including greater coordination of activity across the City, will ensure greater consistency in our communication.


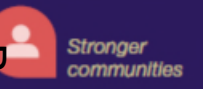
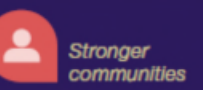
A new way of thinking is critical to our success. Connecting the Corporate Communications function to the centre of organisational policy and decision-making is essential to maximise opportunities and minimise reputational risks. Solid research and evidence will under-pin all communication activity and campaigns, helping us set clear communication objectives with measurable outcomes. Key strategic communication objectives include increasing the number of people who feel informed about our services, raising awareness of key services that deal with what matters to local people, increasing the number of active foster families, developing a sustained and integrated stakeholder communication approach to businesses, investors and developers and improving internal communication and engagement. Partnership and collaboration – at a local, regional and national level – will be critical to our success in delivering these priorities.

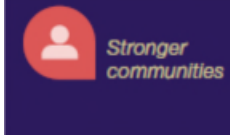
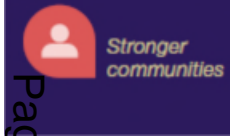
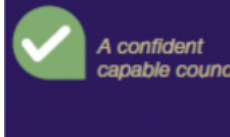

Delivering value-for-money approaches to communication will see investment in new, cost effective channels and a fundamental shift away from traditional ways of working to 'digital by design'. Growing our 40,000-plus-strong social media presence will see better marketing and content provision on existing City Council Facebook, Twitter, Flickr and You Tube channels. Digital growth will also see the launch of new social media channels, including LinkedIn, and greater use of TripAdvisor. Email marketing will be another significant and exciting direct, digital growth area as will the exploitation of the new corporate customer relationship management (CRM) system for marketing purposes.

A detailed campaigns plan with strong, core brands (*see section two below for an overview*) will set out how the Corporate Communications team will prioritise and support key corporate priorities and through improved professionalism, planning and innovation make things happen.

2. At a glance: campaigns 2015/16 - implementing the strategy

Corporate priority	Campaign	Activity	Key messages
 <p>Page 67</p>	<p>“Wolverhampton: making it happen” ... Focuses on our achievements in creating jobs, growth and prosperity</p>	<p>Key campaign activity: 1. Planned and sustained PR campaigns for jobs and growth and improving the City’s offer such as I10, I54, the new Youth Zone, new investment in the west-side, south-side, canal-side, Bilston Urban Village, the Civic Hall, and housing growth 2. City Board conference programme: Wolverhampton Business Week, Wolverhampton Working Well Week, Visit Wolverhampton Week.</p> <p>Supporting activity: 1. Support E&E to develop a coordinated and integrated approach to City Marketing based on best practice</p>	<p>- Top level: We want jobs, growth and opportunities for Wolverhampton people</p> <ul style="list-style-type: none"> • We’re a business-friendly City with a ‘can do’ attitude, and we’re determined to support existing business and attract new investment to our City to help it grow. • We’re investing in better buildings, roads and transport links to boost growth. Developments such as I10 and the railway station are really important to our future prosperity • Wolverhampton’s going places with a number of exciting projects to boost growth and transform the City such as i54, new investment in the west and south sides of the City, Interchange 10 and Bilston Urban Village • Wolverhampton is already home to some of the UK’s top cutting-edge businesses - such as aerospace and research. 137 companies with a turnover of over £1 million have chosen to invest here and we want more • We are ambitious and optimistic about the future of our city. It’s a great place to live, work, visit and do business • We’re working with businesses and partner agencies to bring new investment into our City through regional, national and European funding.

	<p>“Cleaner, greener, better” ... Focuses on dealing with the things that matter to local people and making them feel better about where they live</p>	<p>Key campaign activity: 1. Planned and sustained PR campaigns to reduce fly-tipping, littering, dog-fouling and promote community involvement in Operation Springclean and the recruitment of community cleansing champions</p>	<p>- Top level: We want to deal with what matters to our communities so that Wolverhampton is a cleaner, greener, better place to live</p> <ul style="list-style-type: none"> • Wolverhampton is a great place to be. We want to foster a sense of pride in where we live, in our community and our great City to make it cleaner, greener and better • We are dealing with what matters to our communities. • We are determined to deal with persistent offenders of environmental crimes. • We need your support to spend less time and money on avoidable problems like fly-tipping, dog-fouling and getting rid of waste. Help us by reporting incidents immediately.
<p>Page 68</p> 	<p>“Better schools, brighter futures” ... Focuses on the work the Council is doing to improve schools and boost educational attainment in the City</p>	<p>1. Planned and sustained PR campaign to support service improvement in educational attainment</p>	<p>- Top level: We’re committed to closing the attainment gap and helping schools improve so our young people have the chance to reach their full potential</p> <ul style="list-style-type: none"> • It’s the job of head teachers and schools to promote and achieve high standards • Our vision is a thriving, self-sustaining, more joined-up city education system where high achieving schools work closely with others to foster excellence and nurture improvement • We have monitoring systems in place to identify and track underperforming schools so that we can support, intervene or direct where we need to • We’re committed to creating a strong education system from nursery through to university.
	<p>“Healthier, happier, longer lives” ...to improve life expectancy and opportunity and reduce reliance on services</p>	<p>1. Planned and sustained campaigns to tackle obesity and smoking 2. Promote the work we are doing to help older people live independent</p>	<p>- Top level: We want Wolverhampton to be a healthier place so our people live longer, happier lives.</p> <ul style="list-style-type: none"> • We make a huge investment (£Xmillion) into helping people live healthier, happier, independent lives through our leisure centres and our support programmes to help people quit smoking, drink less alcohol and lose weight • Smoking and obesity are major health problems in our City and

		lives	we are ready to support those who need our help the most.
	<p>‘Make a difference’ ...to encourage more people to foster</p>	<p>1. Planned and sustained campaign to increase the number of active foster carers in Wolverhampton 2. Planned and sustained campaign to increase the number of specialist foster carers in Wolverhampton</p>	<p>- Top level: You could make a difference and provide a caring, stable home for a local child in need</p> <ul style="list-style-type: none"> • Could you care for a child in need? • Want to give something back to your community? • Do you have time, motivation and a spare bedroom to be able to care • We are looking for people of all ages and backgrounds to be foster carers • You’ll receive professional support and training • You could earn £20,000 a year
 <p>Page 69</p>	<p>‘Pride in the City’ ...improve local perception / pride in place and lift aspiration</p>	<p>1. Planned and sustained campaign to improve perceptions of the city and increase local pride.</p>	<p>- Top level: Wolverhampton’s a great place to live and work.</p> <ul style="list-style-type: none"> • We want people to connect and be proud of the history, heritage and future ambitions of the City • People make Wolverhampton – you are the City’s biggest asset • We have a huge amount to be proud of as one of the top 20 biggest cities in the UK
		<p>1. Planned and sustained campaign to manage the impact of financial challenge and difficult decisions, including support for the budget consultation 2. Encourage greater public participation in City Council decision-making including an annual resident’s survey to measure public perception</p>	<p>- Top level: Despite the tough challenges we face, we’re determined to serve Wolverhampton, boost prosperity and deliver value for money services</p> <ul style="list-style-type: none"> • We provide hundreds of vital services on your behalf for just 17p an hour. That’s real value for money • We’re thinking smarter and differently about the way we work to provide services to local people and businesses that are efficient, effective and affordable • Working smarter means better use of technology, closer partnership working and collaboration with our partners to get as much value we can out of every pound we spend. • We’re committed to doing all that we can to protect and safeguard those who are the most vulnerable in our communities • Despite the cuts, we want the City of Wolverhampton to be a place

		3. A planned and sustained internal communication plan	of opportunity and fairness for all <ul style="list-style-type: none"> • We are determined to continually improve and learn.
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3. Introduction

The City Council is going through a period of huge transition and change. Whilst savings of £88 million have already been made to date, another £46 million is required to balance the books by 2018/19.

This corporate communication strategy will help deliver the ‘City Strategy’ and the council’s vision and corporate plan, making a strong and clear connection to the Corporate Plan’s priorities of delivering:

- A stronger economy
- Stronger communities
- A confident, capable council.

Through ‘branding, leadership and strategy’ (LGA, LGcomms and SOLACE: “Building Trust Action Plan, Oct 2013) across the council communication needs to show that the City Council is dealing with what matters to Wolverhampton people, changing lives for the better, improving key services, engaging people and delivering value for money.

As resources decrease, it will be increasingly important for us to work with our communities and businesses to deliver outcomes. Trust and confidence will be critical to building mutually beneficial relationships. This will need to be based on an understanding of needs, driven by excellent insight and research. With diminishing public relations resources, the importance of embedding excellent communication across all levels of the organisation is increasingly important. Communications must play a significant role in developing, supporting and coaching the organisation to improve.

This strategy is based on consultation and engagement with strategic leaders – councillors and senior managers – across the council. It also builds on local business plans. It aims to ensure a unity of purpose between councillors, the strategic executive board and the corporate communication team.

4. Research

Communication and public relations activity needs to be evidence-based and underpinned by research. To build trust and confidence in the council we need to understand, and be responsive to, the needs of the communities - and other key stakeholders - we serve so that we deal with what matters to them.

4.1 Public / resident's perceptions and opinions

The most recent research/evidence from the 2013 Resident's Opinion Survey tells us:

Overall, 74% of residents were satisfied with their neighbourhood as a place to live.

The top five priorities for people where they lived were:

- Anti-social behaviour (36%)
- Road and pavement repairs (32%)
- Activities for young people (27%)
- Crime (26%)
- Overall quality of where I live (23%).

Overall, 44% of residents were satisfied with Wolverhampton as a place to live.

The top five city-wide priorities were:

- Anti-social behaviour (42%)
- Crime (33%)
- Road and pavement repairs (31%)
- Job opportunities (31%)
- Activities for young people (25%).

The survey highlighted that **trust, satisfaction and community engagement** could be improved:

- only 27% of residents felt able to influence decisions made by the council and partners
- only 26% would speak positively about the Council (37% had no views either way)
- 42% were satisfied with the way the council runs things
- only 25% felt the council provides value for money
- 39% felt informed about council performance (*this compares to a national average of 66% as based on research by the LGA: 'Building Trust Action Plan', 2013, P.17*).

Crime and anti-social behaviour (ASB) were high on the list of priorities despite the fact that in the last five years the chances of being a victim in the city have reduced from 86 reported crimes per 1000 population in 2008/2009 to 67 in 2013/14 a reduction of 22% (21,526 offences in 2008/09 to 16,870 in 2013/14 – a reduction of 4,656 offences). At same time, anti-social behaviour has reduced from 63 reported incidents per 1000 population in 2008/2009 to 25 in 2013/14 a reduction of 60% (15,721 reported incidents in 2008/09 to 6,215 in 2013/14 – a reduction of 9,506 incidents).

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Summary: From this insight, four strategic communication themes are clear:

- We need to increase the number of people who feel informed about the services we deliver through cost-effective and innovative communication
- Activity needs to focus on Council services that are making a difference to the lives of local people
- Services available to people in the way they want eg via the web, social media, telephone or face-to-face
- We need to do more work to support and influence local community safety partners reduce the fear of crime and ASB.

4.2 Businesses

There is little available research or insight into what businesses think about the services they receive from the City Council. The most recent research comes from the Black Country Business Survey, May 2013. However, this focuses on business growth factors and confidence. It highlights some positive news in that *'business confidence across Wolverhampton is high'* with 47% of businesses expecting turnover to increase in the next two years. 'Businesses' can be further segmented into three clear stakeholder groups: businesses, developers and investors.

Summary: There appears to be little insight into business perceptions. This plan would therefore advocate the following:

- Annual survey of businesses to measure perceptions including the three strategic questions set out under Section 4

- Survey results used as benchmark to develop further targeted communication activity and service improvement.

4.3 Our employees

There are some very good examples of internal initiatives such as single status and Futureworks. However, employee engagement in the broader sense is still under-developed.

Internal communication and engagement are significant improvement areas for the City Council. A weakness is the lack of current research and insight from our employees on which to base improvement – and communication - activity. The last employee perception survey was over five years ago.

Summary: more engaged and involved employees are happier and more productive. Strategic themes to consider are:

- In the short-term, developing an electronic baseline survey to get employee feedback on how internal communication could be improved.
- In the medium-to-longer-term, the Council should consider commissioning an independent annual employee survey (and annually thereafter) to get the views of employees on a wide range of issues including internal communication
- Developing a comprehensive and sustained internal communication and engagement plan *based on the feedback from the employee survey.*

5. Key issues

Based on the research above, there are a number of key issues to address. Some are short-term, whilst others – particularly perception issues – are longer-term:

- Resident and business trust and satisfaction with the Council and its' services need to be improved. Significantly, there are clear gaps in the Council's ability to measure key stakeholder perceptions of trust, confidence and service satisfaction. This needs to be addressed if we are committed to making a positive difference to the lives of Wolverhampton residents and business people. This calls for a clear stakeholder consultation / engagement strategy and in particular:
 - a more regular and sustained resident's perception (minimum 3 – 5 year resource commitment) and satisfaction survey
 - a more regular and sustained business perception and satisfaction survey (minimum 3 – 5 year resource commitment).

- Developing direct communication channels with local residents and businesses. There is a correlation between being informed about something (a service) and being confident in it. The City Council's direct channels of communication are limited, albeit developments such as Wolverhampton Today and the new website are excellent. Whilst other council's still publish regular resident newspapers to help keep residents informed, the City Council cut its own newspaper a number of years ago to make much needed savings. Cost effective digital alternatives are required and email marketing offers a real opportunity to achieve channel shift. A small level of investment is required here.
- Our employees are our most valuable asset. More time and investment needs to be put into internal employee communication and engagement particularly at a time when we are changing rapidly, trying to keep existing talent and to attracting new, high calibre employees when vacancies arrive.
- Given the significant challenges we still face due to the financial challenge, we need to manage and mitigate the impact of these on public confidence through proactive engagement and greater community empowerment. Public relations has a key role to play here in supporting engagement and increasing awareness of the rationale behind big decisions.

6. Communication objectives

In the broadest terms, the aim of this communication strategy and plan is to increase public trust and confidence in Wolverhampton City Council. Keeping communities and key stakeholders informed can make a real impact but this needs to be backed-up by excellent customer service. Research shows that the more informed people are more trusting and confident. The following key outcome indicators, based on those set out in the 'Building Trust Action Plan', are therefore recommended:

1. Increase the percentage of local residents / **business leaders** who trust their local council from benchmark to + ten per cent by 31 March 2018 (the LGA 2013 residents survey found that 61% of respondents said they had a great deal or fair amount of trust in their local council)

2. Increase the percentage of local residents / **business leaders** who agree that their local council acts on the concerns of local residents from benchmark to + ten per cent by 31 March 2018 (the LGA 2013 residents survey found that 63% of respondents agreed with this statement)
3. Increase the percentage of local residents / **business leaders** who agree that their local council keeps residents informed about the services and benefits it provides from 39% to 60% (LGA 2013 residents' survey average was 66%) by 31 March 2018.

These prime indicators will be supported by other outcome measures, for example employee perception, motivation and engagement (to be clearly articulated in a new internal communication and engagement strategy but to include % employees who have a clear understanding of how they contribute to the Corporate Plan and % employees satisfied with the council as an employer) and specific campaign plan objectives. Output objectives, aimed at increasing the capability and capacity of our communication activity, will also be measured:

4. Increase the number of *local* people who follow us on social media from 40,000 to 80,000 by the end of March 2018
5. Achieve 60,000 residents registered for email updates (53% of the 112,607 adults in Wolverhampton who are aged 18 and over and are in MOSAIC groups who preference email as a form of communication) by the end of March 2018 and all City businesses.
6. Achieve a balance in key media coverage of the City Council which is 60% factual/informative, 30% positive and <10% negative and where 60% of all coverage is generated proactively (generated by our efforts) and 40% reactively (responding to enquiries).
7. Deliver all agreed corporate campaigns detailed in section 6 (see also the agreed annual campaign plan at section 10) to deadline, to budget and to the satisfaction of internal customers.

7. Strategy

Our approach to communication will be defined by four strategic principles:

1. **Putting the 'City Strategy' and Corporate Plan at the heart of everything** – all communication activity will support delivery of our priorities. This will be based on planned and sustained campaigns for each of the four priorities (see section six).
2. **Digital by design** – the new structure (and processes) need to put much more emphasis on a channel shift to digital. More consumers are increasingly getting their information digitally and we have an opportunity to build market share to enhance direct communication and engagement. This means we have an opportunity to engage directly in a timely, open and direct way rather than relying on traditional channels. This is a long-term growth strategy which will include implementing and developing an email marketing / communication solution and will also see significant activity to grow our already successful and national-recognised social media channels.

3. **Brand leadership / positioning** – focused on our role in encouraging ‘pride in place’ and active support and participation in making Wolverhampton a better place and a place to be proud of **Wolverhampton: making it happen or Wolverhampton: the city at the heart of the Black Country. A great place to be’.**
4. **Partnership working** – wherever possible we will work with local, regional and national partners and agencies to achieve joint outcomes, consistency, coordination and better value for money for taxpayers.

8. Evaluation: measuring success

7.1 External stakeholders

Annual resident, Citizens’ Panel and business perception survey measuring:

- Level of trust in Wolverhampton City Council
- Extent to which City Council acts on the concerns of local residents
- How informed do you think your local council keeps residents about the services and benefits it provides.

7.2 Internal stakeholders

Annual employees survey measuring key perceptions including:

- % employees who are aware of the corporate priorities
- % employees who understand how their job contributes to corporate priorities
- % employees satisfied with the council as an employer
- % employees proud to work for the City of Wolverhampton Council.

7.3 Management reporting / accountability

- Weekly media / social media monitoring report

- Quarterly performance dashboard report including

- Media evaluation linked to priorities, tone, impact score and proactivity
- Social media evaluation linked to priorities, tone, impact score and proactivity
- Campaign evaluation detailing outcomes from PR activity on agreed programme of work.

7.4 Annual review

To ensure that the strategic approach and priorities are relevant and clearly connected to the Corporate Plan.

9. Our approach: people and processes

a. Departmental structure

Focus on building a new, dynamic team – by bringing in new thinking, and strategic PR skills, improving the skill base within the department to deliver integrated communication through a sustained plan of professional development and improving communication within the new team.

Roles and responsibilities will be aligned to delivering this plan and aim to foster closer team-work and development:

Head of Department	Lead for strategy development, service development strategic reputation management, overall internal and external campaign planning and coordination. Link and quality assurance for commissioned funding for City Marketing, lead communication strategist for City Board and wider partnership working across the City
Principal (lead) Communication advisor (Content and media)	Leads on strategic issue / reputation management, content/channel coordination and gathering across the team, Comms Tracker and media single point of contact for Corporate Directorate.
Principal Communication advisor (media)	Leads as campaign manager for 'Better Schools, Brighter Futures' campaign and media single point of contact for People Directorate.
Communications Officer (media)	Day-to-day media enquiries and single point of contact for Place Directorate.
Principal Communication advisor (Campaigns)	Lead for strategic campaign development and planning, specific campaign lead for 'Make a Difference' fostering, campaign lead for encouraging greater public participation in council decision-making, lead for event management and planning
Communication and Marketing Officer	Lead for 'Making it Happen' campaigns for jobs and growth and for delivering communications support to the annual City Board conference programme and action plan
Communication and Marketing Officer	Lead for 'Cleaner, Greener Better' campaign and "Healthier, Happier Lives"
Communication Officer (Digital)	Lead for Pride in the City campaign and digital content gathering and publication
Communications Officer (internal)	Delivers the internal communication and engagement plan and also supports on day-to-day media enquiries where capacity available.
Communication assistant	Daily media monitoring, social media monitoring, administration of Comms Tracker, general

b. Better planning and processes

This will be underpinned by:

- *Prioritising what matters* – the department can play a key role in raising awareness of, and support for, the priorities set out in the Corporate Plan and what we are doing to deal with the things that matter to Wolverhampton people. With reduced resources, there needs to be a clear plan to prioritise what gets done (clear link to Corporate Plan) and what doesn't (no link).
- *Evidence / insight-based* – this strategy and all supporting communication / public relations campaign will be based on research and evidence
- *Be more proactive, less reactive* – through better strategic and operational planning
- *Better information technology* – to improve integrated internal and external communication and information management, flexibility and responsiveness

Key products the team will implement will include a:

- A Corporate Communication Strategy/Plan 2015/18
- A quarterly campaign planner with all campaigns based on the same model of excellence: ROSIE (Research, Objectives, Strategy, Implementation and Evaluation).
- A quarterly performance dashboard
- Comms Tracker Forward planning grid (electronically available to key internal stakeholders)
- A new media management and evaluation database
- Digital channel shift in PR with a new email-marketing system and market growth strategy
- Development plans for every member of the team, reviewed monthly by the Head of Department.

c. Dealing with media enquiries

- Service coverage provided by team between 8.30am and 5pm
- Development of a media protocol to ensure coordination, consistency and clarity of roles and responsibilities between employees, elected councillors and Corporate Communications
- Given the importance of the ongoing relationship with the local media, organise meetings between the Leader, Chief Exec, Head of Corp Comms every two months. With clear agenda focusing on issues and opportunities.

d. Flexible and responsive customer service and support:

- Out-of-hours rota to support senior elected councillors and ensure emergency preparedness
- Customer service standards embedded throughout the team (based on those developed by Customer Services)
- Councillor development sessions to build confidence and skills in dealing with the media and social media.

Appendix one:

Action plan 15/16

Action	Strategic link	When	Who
Deliver the corporate communication forward planning grid (Comms Tracker) to improve content coordination, prioritisation and scheduling and provide weekly updates to senior officer and political leadership	Confident, capable council	April 15 to 31 Mar 16	TC
Develop a draft corporate communication strategy for approval by senior executive and political leadership to include an action plan	Confident, capable council	April 15	IF
Develop a media protocol to a consistent, coordinated and mutually beneficial approach between executive leadership, political leadership and the corporate communications team.	Confident, capable council	April 15	IF
Develop annual campaigns plan with budgets and timescales agreed with service leads	Confident, capable council	End April 15	SJ/IF
Develop 15/16 campaign plan for the “Make a Difference” fostering campaign working closely with the People directorate including a campaign to recruit Special Foster Carers	Confident, capable council	End April 15	SJ/IF
Provide support to Place Directorate senior management team in developing the ‘Wolverhampton Story’ and digital platform for joined-up promotion of the city	Stronger economy	End April 15	IF
Develop a sustained 15/16 PR plan for the ‘Better Schools, Brighter Futures’ campaign to show what we are doing to support school and educational improvement across the city.	Stronger communities	End April 15	PB
Develop a sustained 15/16 PR plan for the ‘Cleaner, Greener, Better’ campaign	Stronger communities	End April 15	BH
Develop a sustained 15/16 PR plan for the ‘Healthier, Happier. Longer, Lives’ campaign	Stronger communities	End April 15	BH

Continuous Professional Development plans in place for all employee appointed to the new structure, based on role profiles and reviewed monthly	Confident, capable council	End April 15	IF
Programme of weekly media monitoring summary reports distributed to key stakeholders	Confident, capable council	End April 15	TC
Develop a sustained 15/16 PR plan for the ‘Making it Happen’ campaign focusing on jobs and growth	Stronger communities	End May 15	JP
Develop overall communication strategy for supporting Wolverhampton City Board’s annual conference programme including 1) Visit Wolverhampton Week (July 15), Wolverhampton Business Week 2015 (Sept 15) and Wolverhampton Working Well Week (March 2016) including objectives, strategy, implementation plan and apportioned budget spend	Stronger economy	End May 15	JP
Put together an options plan to re-invigorate city boundary signage and improve image of city to potential investors, visitors and residents exploring the option of digital signage	Confident, capable council	End May 15	IF
Implement media management database to improve consistency and coordination of approach to dealing with media enquiries	Confident, capable council	End May 15	TC
Develop a communication plan for Futurespace to mitigate (as far as possible) the impact of the proposals	Confident, capable council	End May 15	IF/IC
Develop an internal communication plan and plan on a page for the City Council based on direct feedback from employee (phase one – prior to full employee survey)	Confident, capable council	End May 15	IC/IF
Produce draft residents survey aimed at understanding perceptions of Wolverhampton people and businesses	Confident, capable council	End June 15	IF/CJ
Review current corporate identity / branding guidelines and make recommendations for improvement to achieve a strong visual presence for the organisation. Implement new approach.	Confident, capable council	End June 15	IF
First performance dashboard / infographic report distributed to key internal stakeholders	Confident, capable council	End June 15	IF
Deliver a new cost effective, digital, partnership approach to events marketing across the City	Stronger Place	End June 15	IF/SJ
Develop fly-tipping communications plan as part of “Cleaner, Greener, Better” in close liaison with colleagues in the Place Directorate	Stronger Place	End June 15	BH
Develop an integrated, targeted plan to increase our social media reach and develop new SM channels which improves communication with key stakeholder groups and thereby two-way engagement opportunities	Confident, capable council	End June 15	TC/BH
Develop 16/17 budget communication and consultation plan	Confident, capable council	End June 15	TC

Implement a new approach to email marketing aimed at improving direct communication and engagement with key audiences and better managing service demand	Confident, capable council	End July 15	IF/PO
Deliver residents survey aimed at understanding perceptions of Wolverhampton people and businesses	Confident, capable council	Sept 15	IF/CJ
Review the schools marketing service level agreement to make recommendations for the future direction	Confident, capable council	End Nov 15	IF
Review and update the Council's social media policy in close liaison with customer services	Confident, capable council	End Nov	IF
Develop campaign plan for Operation Springclean	Confident, Capable Council	End Jan 16	TC
Annual awards event, funded by sponsorship, to recognise and reward the contribution of our employees	Confident, capable council	March 16	IC

Appendix two

Campaign plan 15/16

Campaign	Month										
	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec	Jan	Feb	Mar
Making it Happen: jobs and growth											
Making it Happen: City Conferences											
Cleaner, Greener, Better				FT					DF		SC
Better schools, brighter futures											
Fostering											
Guide in the City											
Encouraging participation											
Healthier, happier, longer lives									SK	SK	
Internal communication											



Confident Capable Council Scrutiny Panel

16 June 2015

Report title	A marketing strategy for the city council	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Transformation	
Accountable employee(s)	Ian Fegan Tel Email	Head of Communications 01902 554286 ian.fegan@wolverhampton.gov.uk
Report to be/has been considered by	SEB Scrutiny Board SEB Executive Team C3 Scrutiny Panel Cabinet	13 November 2014 26 November 2014 19 May 2015 3 June 2015 16 June 2015 23 June 2015

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the proposed marketing strategy for the council.

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

1.1 The purpose of this report is for pre-decision scrutiny of a new marketing strategy for the city council which sets out the key elements of our customer-focused transformation.

2.0 Background

2.1 Being a Confident, Capable Council means that the City of Wolverhampton Council will have the right people, with the right skills, doing the right things at the right time in the right way. A new marketing strategy for the council will support this.

3.0 Progress and discussion

3.1 The draft City of Wolverhampton Council marketing strategy sets out how the organisation will identify, anticipate and satisfy customer requirements efficiently and effectively. This will be delivered as an integral part of the Council's C3 transformation programme. It advocates seizing upon Wolverhampton's unique position as the only City in the Black Country and one of the top 20 biggest cities in the UK. It has an ambition to deliver three overarching aims:

- Greater pride in the City
- Excellent services
- Satisfied customers/service users.

3.2 Each of these is supported by a number of key objectives, underpinned by key work streams. The objectives include:

- Services built around the needs of users which deliver value for money
- Excellent customer service, embedded into the DNA of our employees
- A further consolidation of 'digital by design' to create easily accessible services tailored to meet the demand of an increasingly on-line and digitally connected society
- Increasing pride in the City and promoting it as a great place to live, visit and do business
- Revitalising the City Council's branding, seizing upon the unique selling proposition as the City at the heart of the Black Country
- Building strong, strategic alliances – combining city-wide and regional resources – to create a joined-up and powerful 'Marketing Wolverhampton' approach.

3.3 The proposed marketing strategy for the City of Wolverhampton Council is attached at **appendix one**.

4.0 Financial implications

4.1 The Marketing Strategy is part of the Future Customer 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 implementation of the marketing strategy will be funded from existing budgets held across the Council. [GE/27052015/G]

5.0 Legal implications

5.1 There are no direct legal implications to this report. [TS/27052015/N]

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 Not applicable

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A marketing strategy for the City of Wolverhampton Council

wolverhampton.gov.uk

Marketing defined...

Marketing is the management process which identifies, anticipates and satisfies customer requirements efficiently and effectively...

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Chartered Institute of Marketing

What we want to achieve...



Underpinned by:



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How we'll do it...

Strategic aim	Objective	Outcome
Excellent services	Services built around the needs of users which deliver value for money	Satisfied users and residents
Excellent services	'Digital by design' : accessible services tailored to meet on-line consumer demand	Satisfied customers, value for money
Customer satisfaction	Excellent customer service, embedded into the DNA of our employees	Satisfaction from call to resolution
Pride in our City	Pride in our City, promoting it as a great place to live, visit and do business	More jobs, growth and prosperity
Pride in our City	A unique-selling proposition, revitalising our brand as the City at the Black Country's heart	Increased regional and national profile
Pride in our City	Build strong, strategic alliances, pooling City-wide and regional resources for 'Marketing Wolverhampton'	Greater regional and national competitiveness

Objective	Outcome
Services built around the needs of users which deliver value for money	Satisfied users and residents

Delivered by:

- A commitment to an easily accessible, high quality, single point of contact for all enquiries so that customers don't get passed from pillar-to-post
- A new customer relationship management (CRM) system for the City Council for all customer contact. Improved customer insight will help us to tailor and design services around customer need
- On-line 'MyCouncil' individual user accounts to request services, report issues and check on the progress of transactions - just like we do with an Amazon order
- Simple, secure on-line payment service so that you can do what you need to do on-the-go

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Excellent customer service, embedded into the DNA of our employees

Satisfaction from call to resolution

Delivered by:

- Corporate, customer service standards to define what customers can expect, build their trust and confidence and to remind managers and employees of their obligations. Delivering excellent customer service also supports our Corporate Plan objective of being a **Confident, Capable Council**.

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- Mystery shopper/customer reviews. We'll build a network of community and stakeholder volunteers and ask them to measure us against the standards we ourselves have set

- Customer service surveys – using our new digital CRM system, telephone ring-backs, integrated email surveys and our citizens' e-panel to check you received a good service from initial contact through to outcome.

‘Digital by design’ : accessible services tailored to meet on-line consumer demand

Satisfied customers, value for money

Delivered by:

- A channel shift strategy which maps out ‘old-fashioned’ customer service experiences and moves us to new, simple digital, cost-effective approaches. Money saved will be re-invested to improve services
- Mobile digital working for our employees so that they can process information quicker and improve customer service
- Improving digital accessibility through live web chat, Apps, Skype and other cost effective methods that are more convenient to individuals
- Improve two-way, direct digital engagement and communication by growing our social media and email reach and integrating this with our new CRM system.



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Pride in our City, promoting it as a great place to live, visit and do business

More jobs, growth and prosperity

Delivered by:

- A **#proudfwolvo** campaign involving local people, key public, private sector and media partners across the City
- Our cleaner, greener, better environmental campaign aimed at encouraging local communities and groups to support us in making neighbourhoods better places to live
- The City Board's annual conference programme: Business Week, Working Well Week and Visitor Week
- A new, joined-up **#whatsonwolves** digital marketing campaign integrating content, Apps, social media and email marketing to promote city events and key customer information such as where to park, eat and stay
- New digital 'City of Wolverhampton' branded welcome signage at boundary points of entry into the City

wolverhampton.gov.uk

Objective	Outcome
A unique-selling proposition, revitalising our brand as the City at the Black Country' s heart	Increased regional and national profile

Delivered by:

- A new visual identity and corporate branding focusing on the ‘City of Wolverhampton’ for normal business, whilst maintaining a strong connection to tradition for councillors and the mayoralty

Objective

Outcome

Build strong, strategic alliances, pooling City-wide and regional resources for 'Marketing Wolverhampton'

Greater regional and national competitiveness



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Delivered by:

- The City Board's annual conference programme: 'Business Week' aimed at increasing investment and jobs, 'Working Well Week' to tackle inequality and social inclusion and Visitor Week to build pride in place
- Playing an active part as the 19th biggest city in the UK in the Key Cities Group to lobby Government for a better deal and raise the City's profile
- Work with partners to improve the city marketing 'offer'

wolverhampton.gov.uk



Confident Capable Council Scrutiny Panel

16 June 2015

Report title	Performance Management Framework	
Cabinet member with lead responsibility	Councillor Roger Lawrence Leader	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Keith Ireland, Managing Director	
Originating service	Transformation	
Accountable employee(s)	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	C3 Scrutiny Panel	16 June 2015
	Cabinet	22 July 2015

Recommendation(s) for action or decision:

The Panel is recommended to:

1. Review the Performance Management Framework.

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 The purpose of this paper is for pre-decision scrutiny of the council's Performance Management Framework.

2.0 Background

- 2.1 As part of the Future Performance objective of the council's corporate plan priority of a 'Confident Capable Council' the Performance Management Framework sets out for the first time our approach to ensuring we how we use information, data and business intelligence in order to make decisions, drive service improvement and to ensure a consistent and robust approach to performance management throughout the organisation.
- 2.2 The Performance Management Framework is one of the key stages on the 'Golden Thread' page of the 'Wolverhampton Way' document – which sets out our approach to delivery.

3.0 Our Approach

- 3.1 The Performance Management Framework has been developed by building on good practice already in operation in some parts of the organisation, and articulating what will be our corporate approach to managing performance in the council.
- 3.2 The framework is based on a 'Plan – Do – Review – Revise' approach, to cover both our business and service planning and performance management activity in the council.
- 3.3 The Performance Management Framework is underpinned by a more specific action plan, included in Appendix A of the document, and more detailed plans which form the work plan within the Transformation service area. Resources will be reconfigured in order to support the delivery of the plan within the service area.

4.0 Financial implications

- 4.1 The Performance Management Framework 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.
- 4.2 It will be necessary to procure a business intelligence and analytic dashboard solution, such as Qlikview. It is anticipated that this will be funded from existing ICT capital programme budgets. [GE/27052015/S]

5.0 Legal implications

- 5.1 There are no legal implications arising from this report. [RB/22052015/V]

6.0 Equalities implications

6.1 Breaking down our data by protected characteristics wherever possible is an important part of meeting our duty under the Equalities Act, and this will be part of performance reports and dashboards wherever possible.

7.0 Environmental implications

7.1 There are no environmental implications arising from this report.

8.0 Human resources implications

8.1 The council's restructure policy will be followed when reviewing any structures for a central business intelligence team.

9.0 Corporate landlord implications

9.1 There are no corporate landlord implications.

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City of Wolverhampton Council's Performance Management Framework 2015-18

CONTENTS



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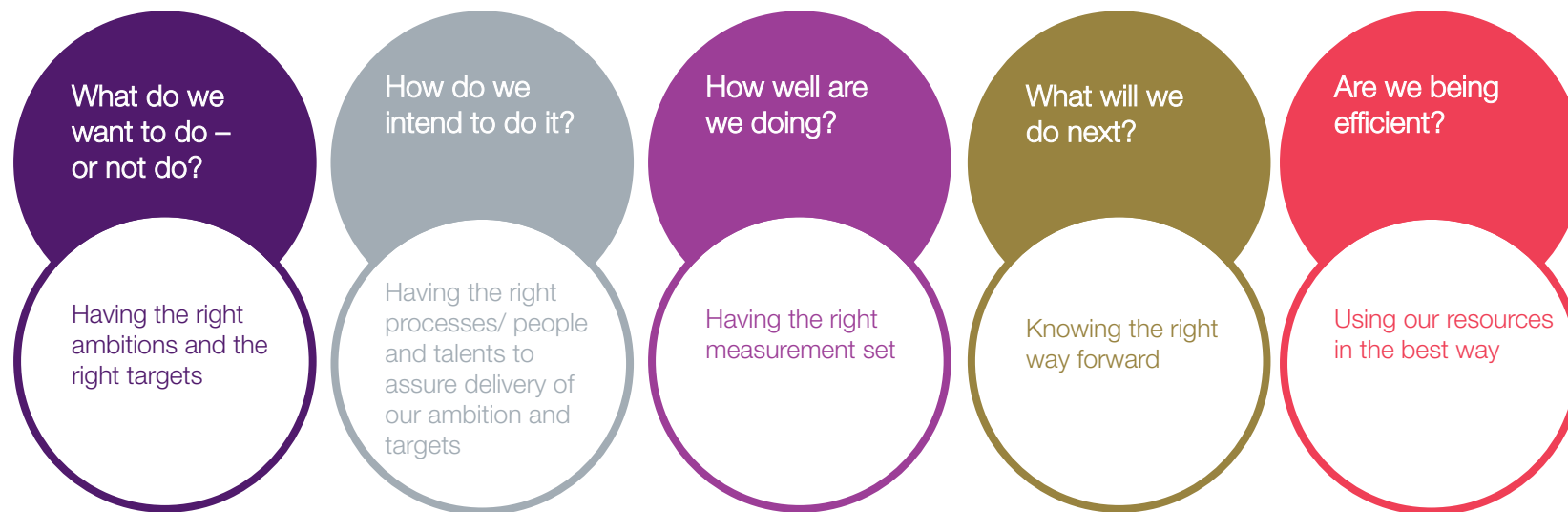
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1

Introduction

- 1.1. Managing performance is part of everyday effective management and work practice, and should be integral to all that we do.
- 1.2. The purpose of this performance framework is to underpin how information, data and business intelligence is used within City of Wolverhampton Council in order to make decisions, drive service improvement and to ensure a consistent and robust approach to performance management throughout the organisation.
- 1.3. The aim of this document is to clearly explain the framework so that Councillors, managers, employees, partners and the public can easily understand how the council manages its own performance.
- 1.4. Performance management is the activity we go through when we set strategy and devise the governance, values, processes and controls to use our resources to deliver our objectives. It enables us to answer the following questions:





1.5 Management of performance is at the heart of service delivery – it is what drives performance improvement. Where it is effective decisions are made in an open and informed way, acted upon and reviewed to drive continuous improvement and learning. Where key elements of performance management are weak, or not in place, the basis for decision making is often unclear, ineffectively communicated and cannot be readily assessed by Councillors, employees or other stakeholders.

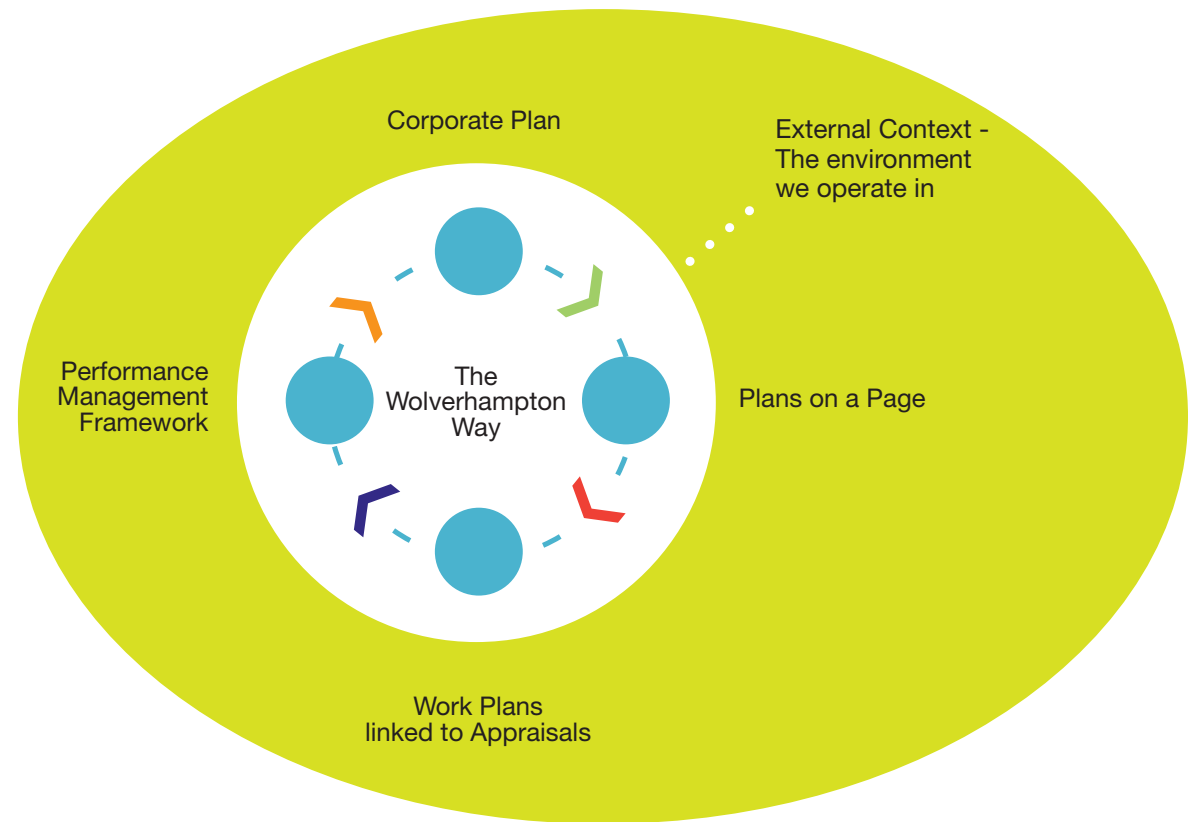
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Performance Management at the City of Wolverhampton Council

- 2.1 Performance management is a key part of delivering our Corporate Plan. It is integral to 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. This document sets out the process by which performance and outcomes are set, monitored and improved. Performance management is an integral part of everyday practice, and includes the use of business intelligence to ensure all our decisions are evidence-based.
- 2.2 Performance management underpins the delivery of all of our corporate plan priorities and objectives. It also specifically links to our priority of being a 'Confident and Capable Council', and the 'Future Performance' objective which sits alongside the six other objectives in the council's corporate transformation agenda.
- 2.3 The key aims and outcomes of the Future Performance corporate priority are:
- Establish and embed a strong performance and project management culture throughout the organisation
 - Improve the performance of the council in line with our corporate plan priorities
 - Facilitate the cross-organisation ownership of key issues such as the number of Looked After Children, as we work as one to serve our city
 - Ensure that decisions are being made based on robust evidence, supported by accurate and up to date management information
 - Improve the availability, quality and use of management information
 - Ensure that there are clear lines of accountability
- 2.4 Developing a strong culture and framework for excellent performance is at the heart of 'The Wolverhampton Way' - our strategic approach to delivery. Excellent performance starts with having a clearly articulated Corporate Plan, which sets out what our strategic priorities are for the city - a stronger economy, stronger communities, supported by a Confident Capable Council.

Our Corporate Plan articulates the seven outcomes we are working to achieve and the objectives which underpin these. Each objective has a more detailed ‘plan on page’, which is owned by a Director or Service Director and sets out the key things we need to do to achieve it. This will ensure clear leadership and accountability for performance across the council.

Underneath these ‘plans on a page’ there will be directorate, service, team and project plans which provide more detail on how we will deliver our key actions and business as usual services. Most importantly, every employee should understand how they contribute to, and are accountable for, the objectives in the Corporate Plan through their own individual work plans, set out in their annual appraisal.



2.5 Performance management contains six essential elements, which are addressed collectively through the council’s C3 transformation programme:

Culture and Behaviour

How the council and its people behave; how their attitudes, knowledge and experience combine to deliver a motivated, high performing organisation that is willing to learn from itself and others to improve.

As part of our Future People objective, our Organisational Development (OD) Strategy sets out the behaviours which all employees will demonstrate, in order to deliver our mission of ‘working as one to serve our city’. Our behaviours are summarised in PRIDE - in our city, in our council, in each other and in ourselves.

Leadership and Direction

How the Cabinet and senior managers behave in ways that guide and enable the council to perform; how they set and communicate a clear vision – based on the needs of the city.

The vision for the city and council is clearly articulated in the Corporate Plan, which is owned and led by the Cabinet and senior managers. Our Organisational Development (OD) Strategy, part of our Future People objective has a priority around leadership and management, supporting this aspect of performance management.

Systems and Information

How technology is used, from how the council uses it to support its business processes and its delivery to the collection, analysis and presentation of information in meaningful ways for management and stakeholders.

The council will use technology to support improved performance, as articulated in our Future Works objective. We will implement new systems and performance tools such as a business intelligence and analytics software to enable interactive dashboards and real time manipulation of data.

Processes

How policies are translated into practice – processes and procedures; how evidence-based decisions are made. This also includes the tools and methods used and the processes to support delivery of ambitions.

The council is continually reviewing our governance, policies and procedures so that they are fit for purpose, robust and effective and that there is appropriate delegation and compliance with corporate procedures. This supports our Future Practice objective.

People

How people are acquired, valued, managed and developed; how required skills and competencies are identified, assessed and accessed, how incentives are used to motivate our staff to deliver the council's ambitions.

The council has a revised appraisal system, to support all individuals to improve their performance, and understand their contribution to the delivery of our Corporate Plan. Our learning and development framework is a key part of our OD Strategy and Future People objective.

Organisation

How the council is managed, structured and governed; how relationships (internal and external) are managed; how strategy is set and cascaded throughout the council and how it is perceived by its stakeholders.

The Corporate Plan and the Wolverhampton Way document set out our strategy, and how we will deliver it. This is communicated clearly to our key stakeholders – both external and internal.

3

Drivers for improved Performance Management

3.1 National & Regional Drivers:

- Legislative requirements and changes
e.g. The Care Act
- National statutory returns and datasets as per the requirements on the single data list
- Financial challenge to local authorities
- External inspections such as Ofsted
- Integrated working via partnership boards and other initiatives e.g. The Better Care Fund
- Increased potential for devolution
e.g. Combined Authority
- Black Country Local Enterprise Partnership
- Local Government Association Corporate Peer Challenge and other sector led improvement initiatives

3.2 Local Drivers:

- The Corporate Plan
- Medium Term Financial Strategy
- Organisational Development Strategy
- Making evidenced based decisions
- Monitoring the move towards outcome focussed service provision
- Understanding the needs of the City as a whole and those of individual communities

4

What is Performance Management and why is it important?

- 4.1 Performance management is the way in which the council ensures that its goals and objectives outlined in the Corporate Plan are consistently being met in an efficient and effective manner. This is achieved by the systematic monitoring and evaluation of practice, policies and procedures and user outcomes. Robust monitoring also provides an early indication of any issues allowing priorities to be adjusted and resources moved where needed to ensure that objectives are met.
- 4.2 When performance management is seen as an integral part of everyday practice and is used effectively in conjunction with business intelligence it supports the economic development of the city and the improvement of services for the residents and community by developing a better understanding of their needs and evidencing that:
- Economic improvements are effective;
 - We are meeting our legislative requirements;
 - Effective and efficient services are being offered in a timely and cost effective manner, and that these are being developed and improved;
 - Which interventions and services work best and are most effective;
 - Outcomes are being improved by identifying gaps and issues within services offered;
 - Opportunities to make improvements through service planning, training and commissioning are identified;
 - Vulnerable children and adults are being kept safe from harm
 - Employees are supported in carrying out their jobs safely and effectively.
- 4.3 The City of Wolverhampton Performance Management Framework is based on the 'Plan – Do – Review-Revise' model of performance management.

4.4 The City of Wolverhampton Performance Management Framework is based on the ‘Plan – Do – Review- Revise’ model of performance management.



A successful council understands its area and its needs. This understanding is based on a detailed knowledge of key demographic data and customer intelligence, available resources, anticipated risks and levels of current performance. This knowledge is used to prioritise what needs to be done and from this, strategic objectives are developed to inform the Corporate Plan, our thematic ‘plans on a page’, directorate, service and team plans and balanced scorecards that will lead to delivery and improvement.

There needs to be proper systems and processes in place – such as performance planning – to support the delivery of improvement. Taking appropriate action, managing risk, and supporting and coaching people to achieve better performance improvement.

We need to understand the impact of our actions. Regular review meetings need to be held to assess the delivery of our plans and their associated balanced scorecards, the management of known risks and employee performance. Services should speak to users and stakeholders about their experience of using services. They should commission and evaluate customer surveys, analyse the cause of complaints and share the learning.

Use the lessons learned from review to change what is done. Where there is under performance commission recovery plans, where people are under performing understand why and help them to improve, identify new and emerging risks and objectives.

4.5 The key components of performance management at the City of Wolverhampton are summarised below:

Diagram 2 – Performance Management – Key Components



5

What is Business Intelligence?

- 5.1 Performance management is the overarching process which describes planning, the monitoring of performance, challenge and review and the revision of plans, however the main instrument that is used to undertake performance management is business intelligence.
- 5.2 Business intelligence is the term used to describe quantitative and qualitative data from internal systems, regional and comparative data and other information sources and the analysis that is done to understand what the data and information means. As well as informing performance management for monitoring purposes, business intelligence should also be used in day to day planning and strategic decision making ensuring that key decisions are evidence based.
- 5.3 Business intelligence can be presented to the business using a number of different tools including:
- Automated reporting sent via email or accessed via SharePoint
 - Excel and word based reporting
 - Balanced Scorecards
 - Static PDF dashboards



Diagram 3 – Business Intelligence

6

How will the Performance Management Framework be implemented?

- 6.1 Performance management should be an integral part of everyone's everyday practice at the City of Wolverhampton Council. It is only through clear and accountable performance management, that the council will ensure its goals and objectives are being consistently met.
- 6.2 Teams, services, managers and leaders are all accountable for identifying key areas for improvement and implementing action plans and changes to processes to achieve better performance as part of their management responsibilities.
- 6.3 A central business intelligence function will work with Directors, managers and the business to identify relevant data sets, design and build reports, undertake research and analysis and suggest other relevant areas for reporting and monitoring. In short the function will be responsible for the provision and co-ordination of information, analysis and performance management challenge across the council.



7

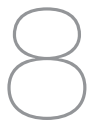
Diagram 4 – Performance Management Cycle

Performance Management Cycle

- 7.1 Successful performance management relies on ensuring the performance management cycle is implemented in all business areas, at all levels, and in new strategies and initiatives. Adequate consideration of what information is available to evidence activities proposed, strategies and the decisions being made, is more likely to generate successful outcomes.

- 7.2 The performance management cycle (see diagram four below) provides five steps to ensure that the goals identified from strategies and service planning are based on evidence of need; service delivery is monitored through availability of business intelligence and review is undertaken to identify whether goals have been met. The central Business Intelligence function will work with the business to implement the cycle.





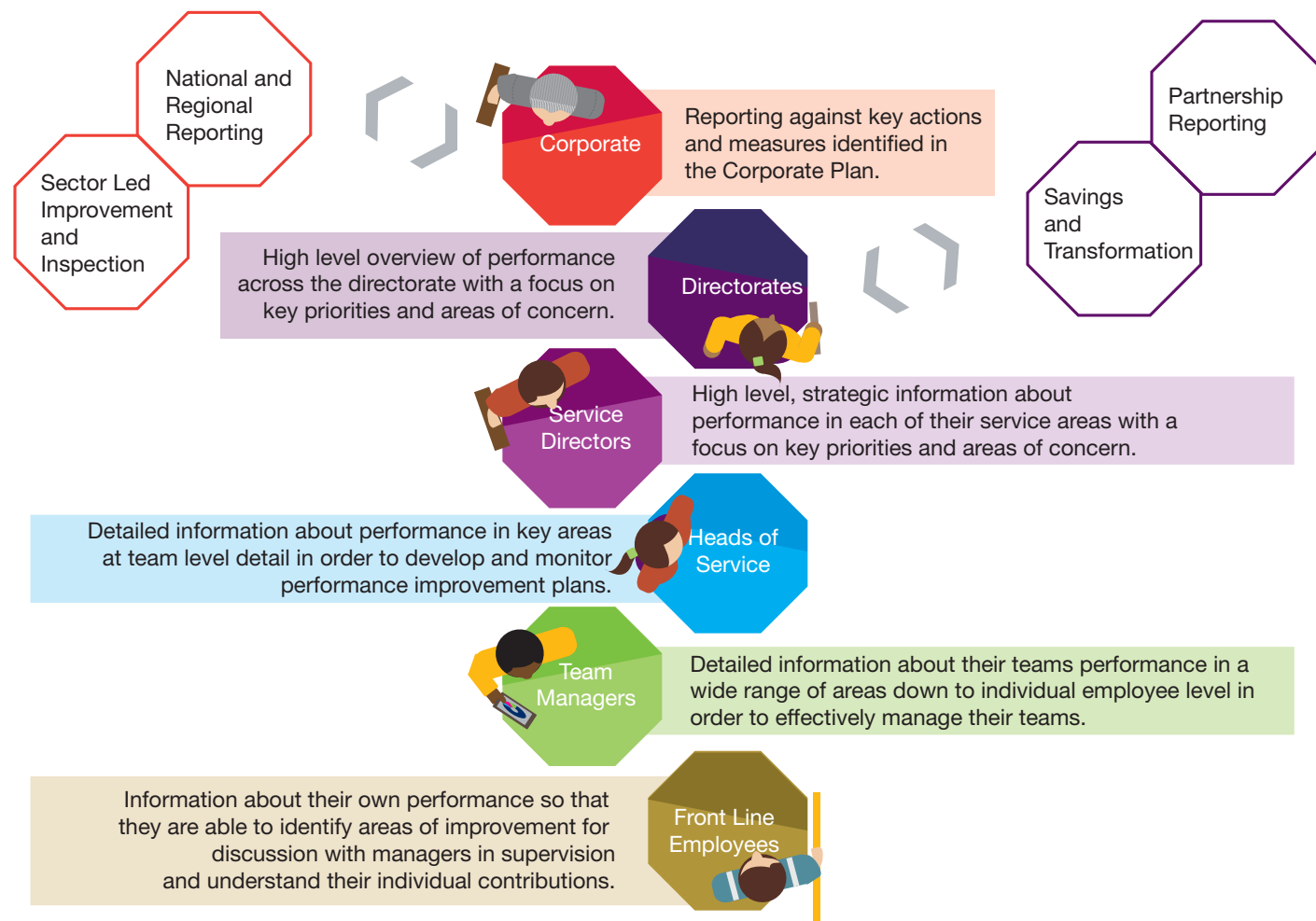
Reporting Framework

Diagram 5 – Regular Reporting Requirements

8.1 A successful performance management framework has, at its heart a robust reporting framework and relevant reporting tools that can address reporting needs at multiple levels. This:

- ensures that information provision is not disorganised
- embeds good quality information and robust performance management into the day to day management of the business.
- reduces the need for ad-hoc information requests

8.2 The different levels of regular reporting that are required are:



- 8.3 A range of information will be included in reports drawn from a range of evidence based on the needs and requirements of the recipient. These areas include:
- Ward level data, to provide local context for Councillors, the public and officers;
 - National Indicators, including national and regional comparator information where available;
 - Measures from the corporate plan;
 - Local Key Indicators – these will reflect local priorities for the coming year;
 - Business Plans – ongoing monitoring of the measures within business plans;
 - Quality Assurance – regular reporting of the results of case file audits and monitoring of data quality issues, risk levels and usage;
 - Finance – including budget and savings target monitoring;
 - HR and Staffing Data.

- 8.4 The frequency of reports will depend on the need, type and performance of a service or area. Whatever the frequency, it is important to ensure there is cyclical performance monitoring and an improvement cycle. Once data and intelligence is reviewed and discussed, plans for improvement should be agreed, with measurable milestones, then implemented and continually reviewed.

9

Data Quality

- 9.1 Effective performance management and improvement must be underpinned by a robust commitment to improving the quality, timeliness and accuracy of data. This will include a range of data both qualitative and quantitative, from within record management systems and paper records.
- 9.2 Data quality is one of the five pillars of the council's Information Governance Framework, which includes a specific Data Quality Policy that supports this Performance Management framework.



Appendix A

Key Actions 2015-16

Action/Activity	Responsible Officer	Anticipated Outcome/Result	Timescales		Action/Activity
			Proposed Start Date	Proposed End Date	
Annual refresh of Corporate Plan and 'Plans on a Page'	Head of Transformation	Set strategic vision	December 2015	March 2016	Wider Leadership Team, Policy Officer
Leader's Annual report to Stakeholders for 2014-15	Head of Transformation	Increase accountability around performance	June 2015	July 2015	Wider Leadership Team, Policy Officer
Quarterly reports on Corporate Plan Measures to Cabinet and Scrutiny Board	Head of Transformation	Increase accountability around performance, key page of the 'review' stage of performance management	June 2015	March 2016	Policy Officer
Document methodology for each Corporate Plan measure	Head of Transformation	Improve data quality	June 2015	June 2015	Policy Officer
Procure and implement a business intelligence and analytics software solution, to work alongside other performance management software	Head of ICT	Improve use of technology and access to latest performance data	April 2015	September 2015	ICT and Transformation Teams involved in procurement, ICT Capital Programme
Establish thematic dashboard for each Corporate Plan objective	Head of Transformation	Improve use of technology and access to latest performance data	April 2015	September 2015	Transformation Team
Work with directorates to establish and develop a list of key service specific dashboards	Head of Transformation	Improve use of technology and access to latest performance data	April 2015	September 2015	Directorate Leadership Teams, Transformation Team

Key Actions 2015-16

Action/Activity	Responsible Officer	Anticipated Outcome/Result	Timescales		Action/Activity
			Proposed Start Date	Proposed End Date	
Produce a summary for managers on the key corporate reports available to them – on Finance, HR and other management information	Head of Transformation	Improve access to latest performance data	June 2015	July 2015	The Hub (Agresso) Transformation Team
Review the council's LIS – the external platform for data and information	Head of Transformation	Improve access to latest performance data	June 2015	March 2016	Transformation Team
Create a central business intelligence team/resource for the council	Head of Transformation	Improve use of council resources to deliver Future Performance priority	June 2015	November 2015	Wider Leadership Team, Transformation Team
Agree a suite of performance report templates for all council based management and performance reports	Head of Transformation	Improve consistency of performance reporting	June 2015	July 2015	Wider Leadership Team, Transformation Team
Procure infograph software	Head of Transformation	Improved performance reporting	June 2015	July 2015	Channel Shift

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



Confident Capable Council Scrutiny Panel

16 June 2015

Report title	Refreshed Council Appraisal Scheme	
Cabinet member with lead responsibility	Councillor Paul Sweet Governance	
Key decision	Yes	
In forward plan	Yes	
Wards affected	All	
Accountable director	Keith Ireland, Corporate	
Originating service	Transformation	
Accountable employee(s)	Charlotte Johns	Head of Transformation
	Tel	01902 554240
	Email	charlotte.johns@wolverhampton.gov.uk
Report to be/has been considered by	Strategic Executive Board	19 May 2015
	Executive Team	3 June 2015
	C3 Scrutiny Panel	16 June 2015
	Cabinet (Resources) Panel	30 June 2015

Recommendation(s) for action or decision:

The Panel is recommended to:

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

This item is being considered as pre-decision scrutiny and will therefore not be available to call-in once a decision is made by the Executive.

1.0 Purpose

- 1.1 The purpose of this report is for pre-decision scrutiny of 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 will go forward to Cabinet Resources Panel on 30 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



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

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
Job knowledge Does the employee demonstrate the required knowledge to do the job role properly?	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Exceptionally high level of knowledge of own and related work	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Has a good working knowledge of own job and related work	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Lack of job knowledge sometimes hinders progress	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Inadequate knowledge of own job role
Manager's Comments				
Job skills Does the employee demonstrate required skills to undertake their role properly	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Exceptionally skilled in own job requirements and can support others	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Has very good skills in relation to own job requirements	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Sometimes lacks the required skills to undertake the job role	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Inadequate skill to undertake job role
Manager's Comments				
Punctuality What is the employee's punctuality pattern?	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Very punctual	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Punctual levels are acceptable, rarely late.	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Lateness levels are higher than expected	<input type="checkbox"/> Employee <input type="checkbox"/> Manager 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
P -Put customers first- <i>be customer focused</i>	Customer Focused 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					
R - Raise the profile of the City- <i>be positive</i>	Positivity 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					
I - Inspire trust and confidence- <i>be open</i>	Openness 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>D-Demonstrate a can-do and tenacious attitude- <i>be a change agent</i></p>	<p>Change Agent 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"/> Employee <input type="checkbox"/> Manager 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"/> Employee <input type="checkbox"/> Manager 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"/> Employee <input type="checkbox"/> Manager 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"/> Employee <input type="checkbox"/> Manager 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>E-Encourage teamwork- <i>be a team player</i></p>	<p>Teamwork How well does the employee work with others to accomplish the goals of the job, work group and council?</p>	<p><input type="checkbox"/> Employee <input type="checkbox"/> Manager Works together, sharing ideas, priorities and problem, actively seeks sustainable solutions to problems. Has a one council approach</p>	<p><input type="checkbox"/> Employee <input type="checkbox"/> Manager Recognises the value of and works co-operatively and flexibly with others across services to meet common council goals.</p>	<p><input type="checkbox"/> Employee <input type="checkbox"/> Manager Usually gets along reasonably well team colleagues but occasionally unhelpful</p>	<p><input type="checkbox"/> Employee <input type="checkbox"/> Manager 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
Overall marking score <i>(This must also include assessment of performance against current work plan objectives)</i>	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Well ahead of standard team performance	<input type="checkbox"/> Employee <input type="checkbox"/> Manager More than satisfactory – slightly above team requirements	<input type="checkbox"/> Employee <input type="checkbox"/> Manager Less than satisfactory – needs slight improvement within team	<input type="checkbox"/> Employee <input type="checkbox"/> Manager 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>	

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Manager summary of performance

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



Employee signature		Date	
Manager signature		Date	



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

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
Job knowledge Does the team demonstrate the required knowledge to do the job role properly?	<input type="checkbox"/> Team <input type="checkbox"/> Manager High level of knowledge of team related work	<input type="checkbox"/> Team <input type="checkbox"/> Manager Has a good working knowledge of team related work	<input type="checkbox"/> Team <input type="checkbox"/> Manager Lack of job knowledge within team which sometimes hinders progress	<input type="checkbox"/> Team <input type="checkbox"/> Manager Inadequate knowledge of team job role
Manager's Comments				
Job skills Does the team demonstrate required skills to undertake their role properly?	<input type="checkbox"/> Team <input type="checkbox"/> Manager Highly skilled and well-motivated team	<input type="checkbox"/> Team <input type="checkbox"/> Manager Very good skills within team	<input type="checkbox"/> Team <input type="checkbox"/> Manager Lacking certain skills within the team	<input type="checkbox"/> Team <input type="checkbox"/> Manager Inadequate skills within the team
Manager's Comments				
Punctuality What is the team's pattern of punctuality?	<input type="checkbox"/> Team <input type="checkbox"/> Manager Very punctual	<input type="checkbox"/> Team <input type="checkbox"/> Manager Punctual levels are acceptable, rarely late.	<input type="checkbox"/> Team <input type="checkbox"/> Manager Lateness levels are higher than expected amongst the team	<input type="checkbox"/> Team <input type="checkbox"/> Manager 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
P- Put customers first- <i>be customer focused</i>	Customer Focused To what extent does the team demonstrate they are customer focussed in their work?	<input type="checkbox"/> Team <input type="checkbox"/> Manager The team is highly customer focussed on all occasions and above standard	<input type="checkbox"/> Team <input type="checkbox"/> Manager Good customer focus meets standards goes the extra mile on occasions	<input type="checkbox"/> Team <input type="checkbox"/> Manager Occasionally have to be reminded of customer standards and requirements	<input type="checkbox"/> Team <input type="checkbox"/> Manager Disregards the needs of the customer or the standards
Manager's Comments					
R- Raise the profile of the City- <i>be positive</i>	Positivity To what extent does the team demonstrate a positive attitude to their work?	<input type="checkbox"/> Team <input type="checkbox"/> Manager Have a highly positive attitude in actions and words about their work and are good role models	<input type="checkbox"/> Team <input type="checkbox"/> Manager Are very positive about their own work roles and how they demonstrate this to others	<input type="checkbox"/> Team <input type="checkbox"/> Manager Sometimes negative when there are difficulties and lack the motivation to seek a resolution.	<input type="checkbox"/> Team <input type="checkbox"/> Manager Are negative and rarely see any positives in their work
Manager's Comments					
I- Inspire trust and confidence- <i>be open</i>	Openness To what extent does the team recognise and value their own work?	<input type="checkbox"/> Team <input type="checkbox"/> Manager Remain open minded in difficult situations, are self-aware and fully value their work	<input type="checkbox"/> Team <input type="checkbox"/> Manager Are self -reflective and able to see other points of view when resolving problems	<input type="checkbox"/> Team <input type="checkbox"/> Manager Can recognise different views when problems arise but may not take them into account	<input type="checkbox"/> Team <input type="checkbox"/> Manager Lack awareness and are unable to see anyone else's point of view.
Manager's Comments					

Review of current team work plan

Responsible Officer		Period Covered	
----------------------------	--	-----------------------	--



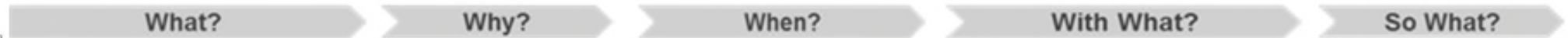
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Corp. Plan Ref	Action/Activity	Anticipated Outcome/Result	Timescales		Resources/ Support needed	Performance Measures
			Proposed Start Date	Proposed End Date		
<i>Corporate Plan Activity Reference or 'Business As Usual' (BAU)</i>	<i>Please specify 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
Overall assessment of current team work plan objectives	<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	
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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>

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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"> <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 <p><i>Other learning and development needs</i></p>	

Manager summary of overall performance of team
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 139</p>

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

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

Contents

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- 1.1 Council commitment
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- 1.4 Who is appraised and when?

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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		
P	Put customers first - <i>be customer focused</i>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
R	Raise the profile of the City - <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.
I	Inspire trust and confidence - <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.
D	Demonstrate a can-do and tenacious attitude - <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.
E	Encourage teamwork - <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 [\(to be inserted here\)](#).

5. Reporting Mechanism

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed. This is completed on Agresso **(further instructions to follow once testing on migration is completed)**.

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.

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

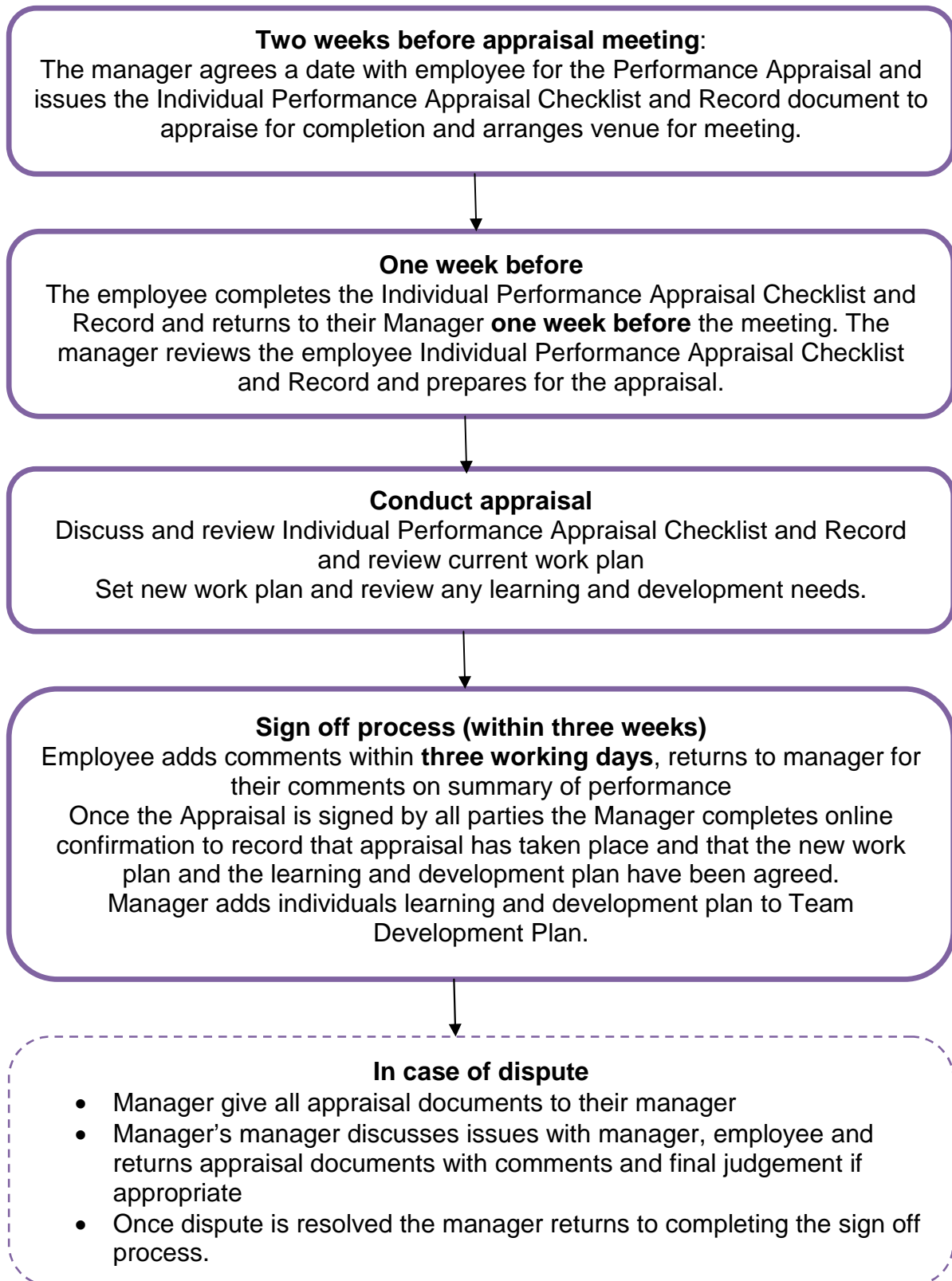
eLearning modules:

- 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 ([add hyperlink](#)).

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**

Version	3.0
Published	June 2015
Review date	May 2016

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9. Glossary of Terms

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		
P	Put customers first - <i>be customer focused</i>	We deliver for our customers, satisfying their needs and empowering employees to do the right thing.
R	Raise the profile of the City - <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.
I	Inspire trust and confidence - <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.
D	Demonstrate a can-do and tenacious attitude - <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.
E	Encourage teamwork - <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
 - 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

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 (to be inserted here)

5. Reporting Mechanism

Once an appraisal is completed the manager will need to confirm that the employee appraisal has been completed. This is completed on Agresso (further instructions to follow once testing on migration is completed).

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.

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

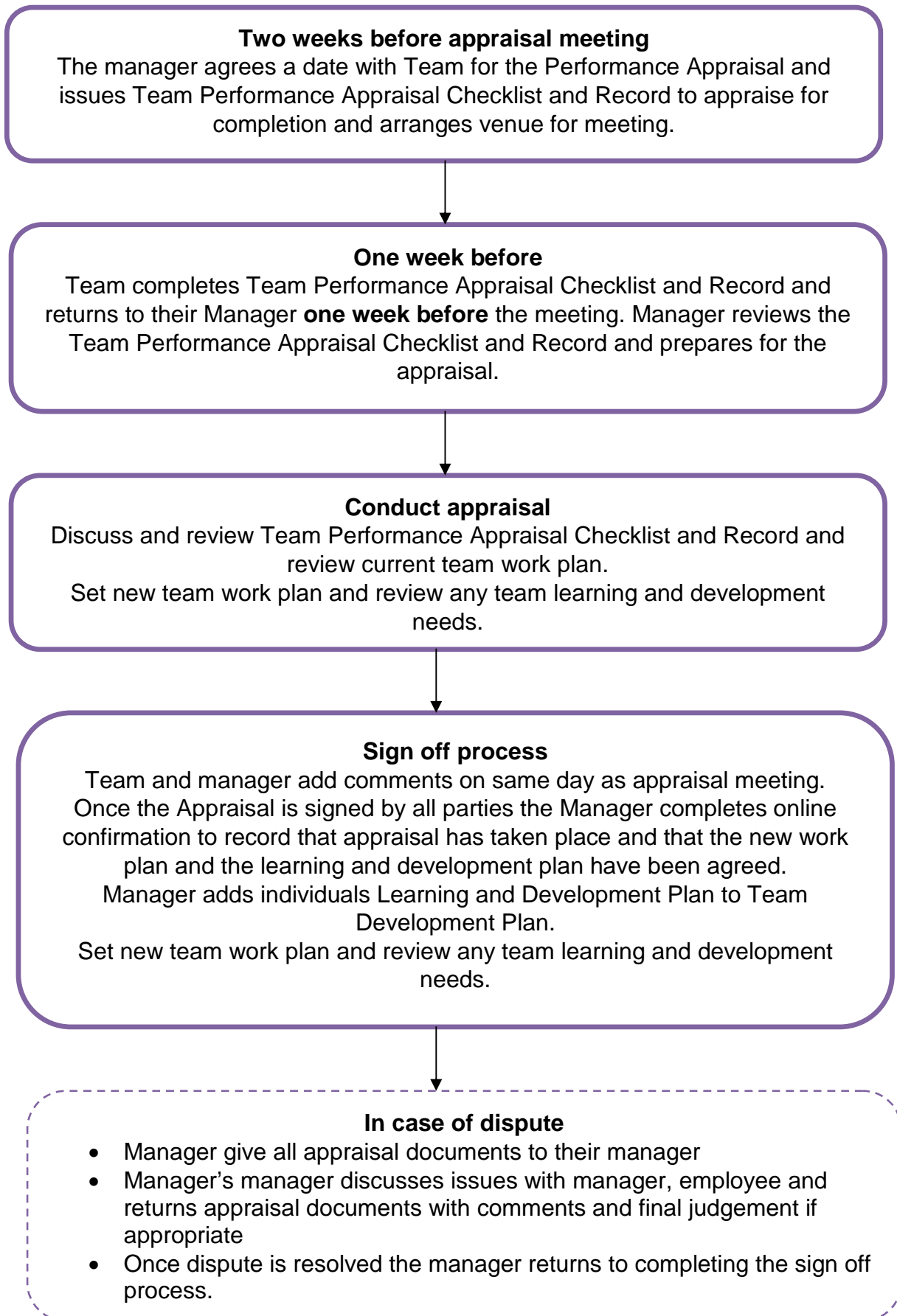
eLearning modules:

- 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 ([add hyperlink](#)).

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

Approved by:	<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
HR	13.09.2012	30.10.2012
CDB	08.08.2012	30.10.2012
SEB	18.10.2012	
PGSS	30.10.2012	

The following Trade Unions have been consulted on this policy

	From	To
Unison	16.10.2012 20.05.2015	06.11.2012 20.05.2015
GMB	16.10.2012 20.05.2015	06.11.2012 20.05.2015
Unite	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 under taken 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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