



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

Working as one to  
serve our city



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## 1

## Introduction

### Our Purpose and Vision

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

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

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

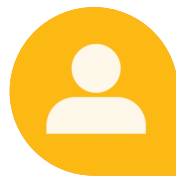
In order to deliver the Corporate Plan, we need to have a workforce that has the right skills and understands how what they do makes a difference. This is part of being a 'Confident Capable Council' – our key priority underpinning the delivery of a stronger economy and stronger communities.

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

## Our priorities



*A stronger  
economy*



*Stronger  
communities*



*A confident  
capable council*

## 2

## Organisational development at the City of Wolverhampton Council

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

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

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

- Organisational
- Team
- Individual

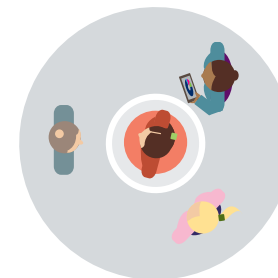
This strategy provides a framework to address issues such as structures, systems, skills, behaviour, attitudes, culture and leadership, primarily through our people. It sets out our approach to make the City of Wolverhampton a good place to work.

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

### ORGANISATIONAL



### TEAM



### INDIVIDUAL





## 3

## Strategic context

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

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

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

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

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

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



# 4

## Our priorities for 2015-16

For 2015-16, our priorities are:

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



*People*



*Place*



*Corporate*

4. Equality and Diversity



# 5

## Our strategy



### Leadership and management

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

### Employee engagement

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

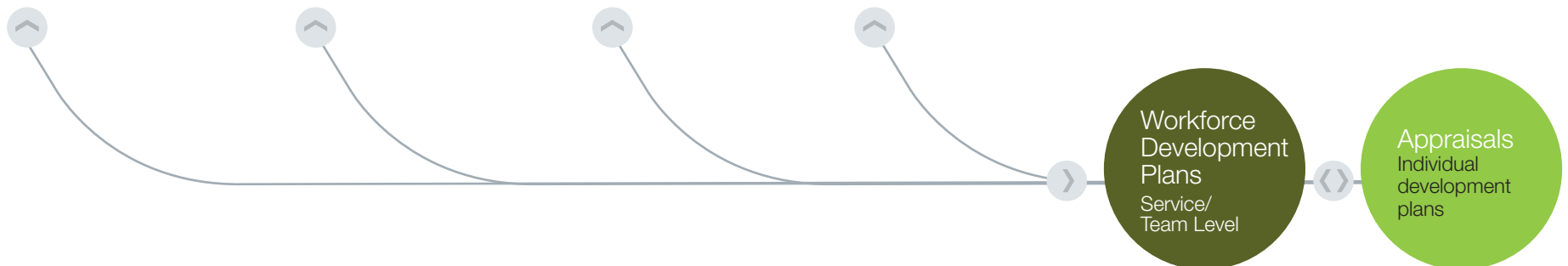
### Future skills

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

People | Place | Corporate

### Equality and diversity

We are committed to equality and diversity in our workforce

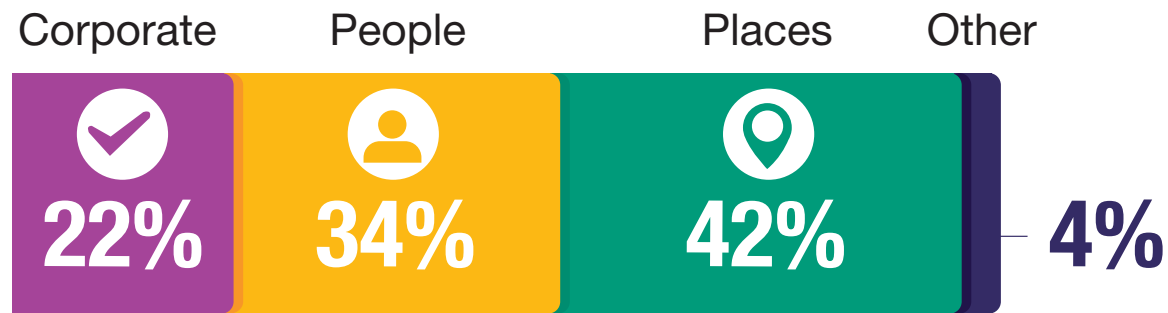




# 6

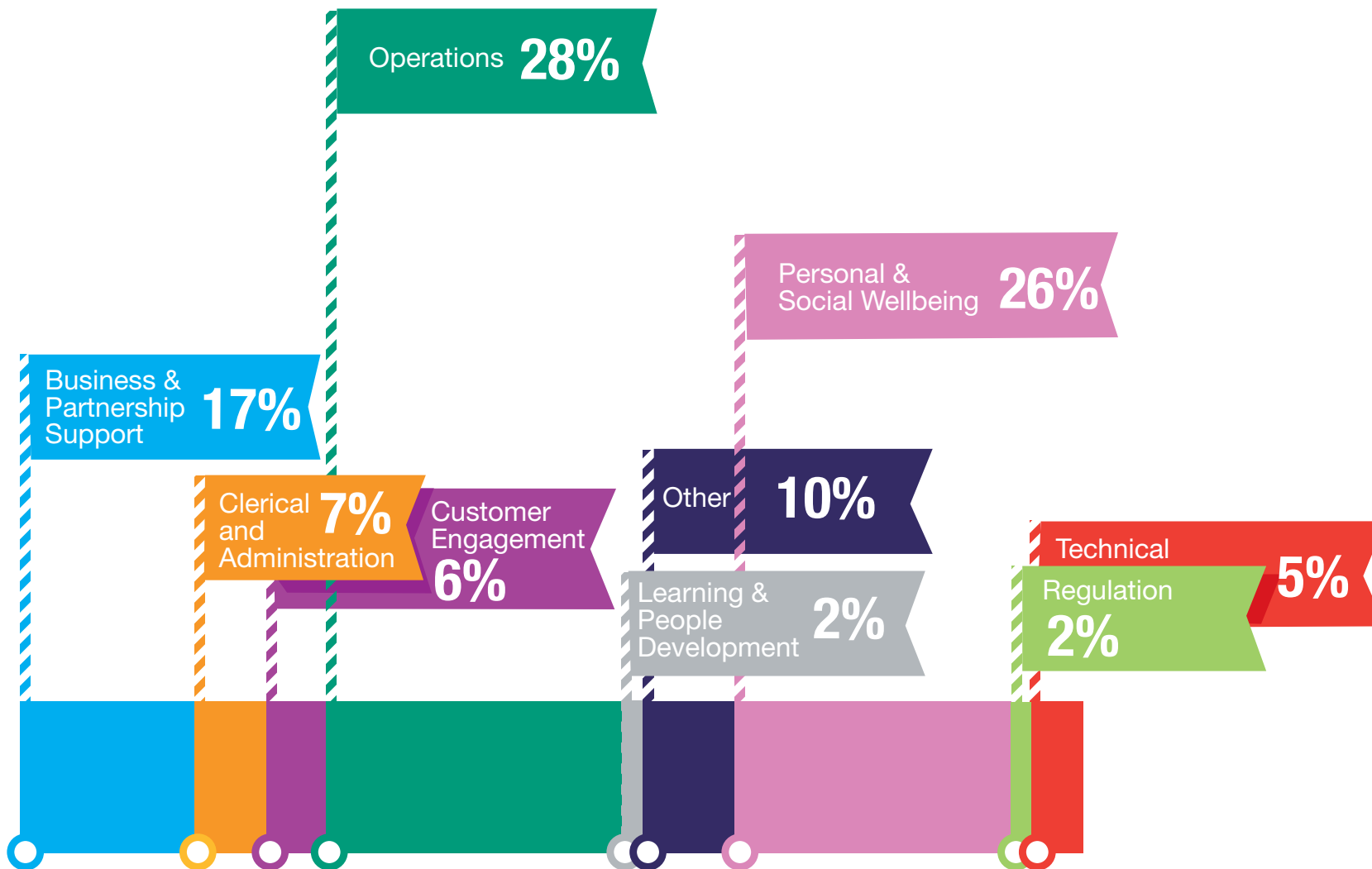
## Our current workforce

### Directorates



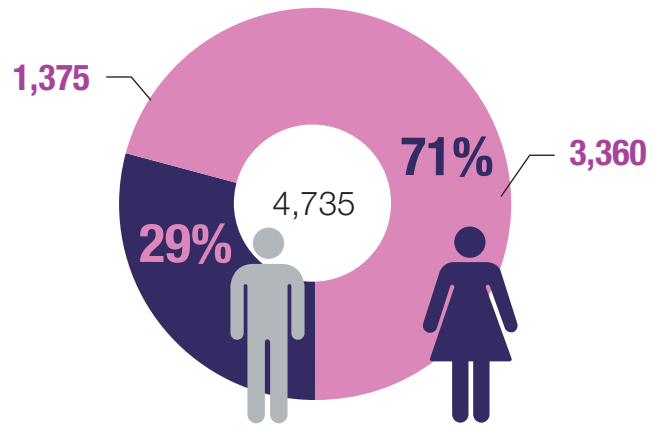
As at March 2015

Roles

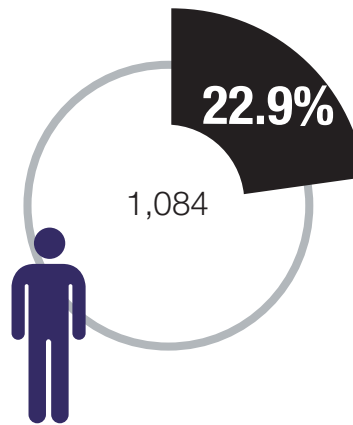


As at March 2015

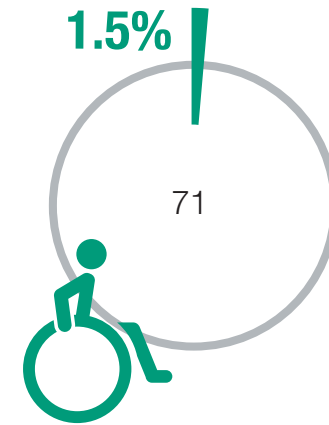
Employee headcount



Black and Minority Ethnic



Disability



As at March 2015



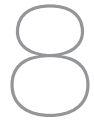
## 7

## Our behaviours

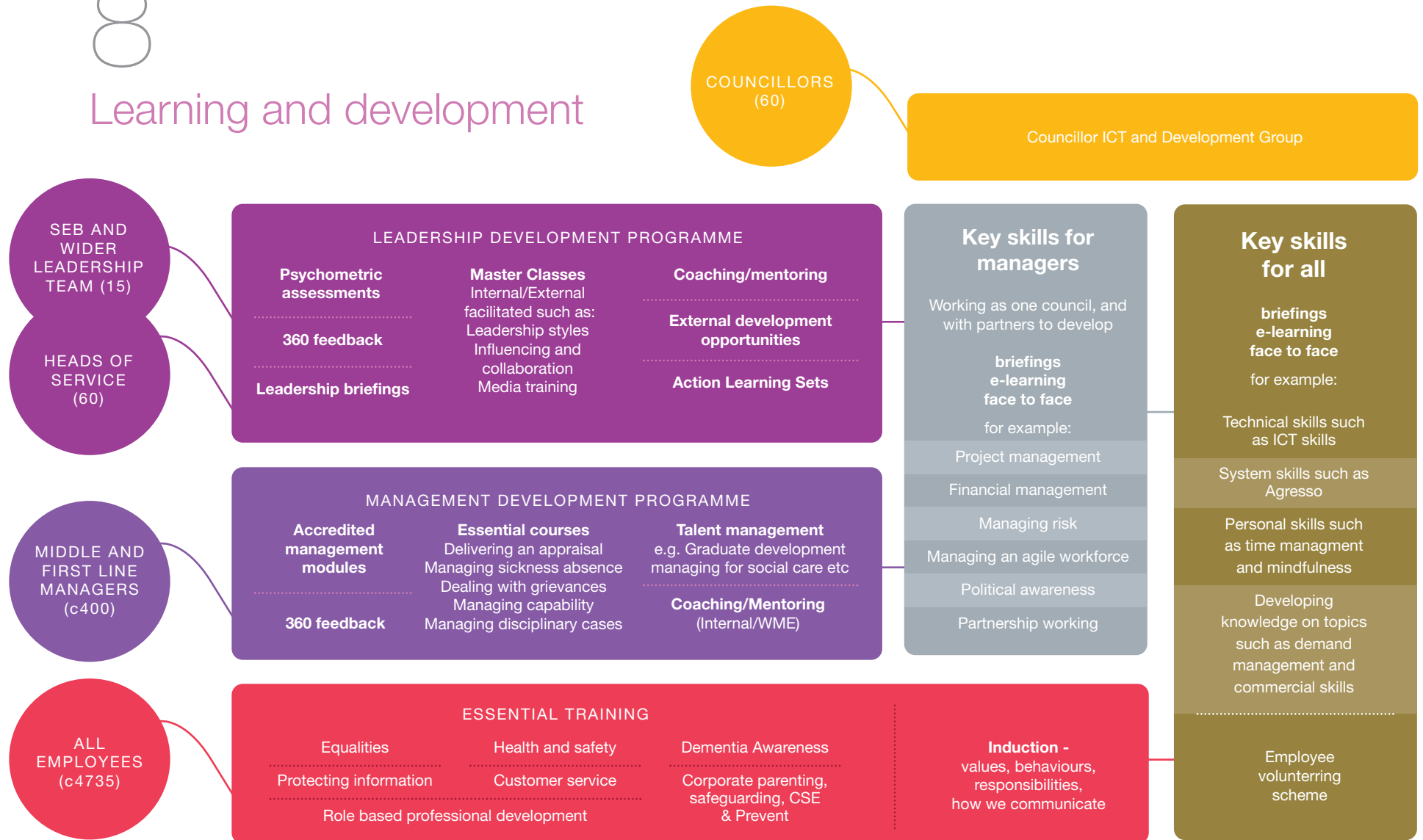
**PRIDE: our core behaviours***Working as one to serve our city*

## How we will behave

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



# Learning and development



Figures as at March 2015

# 1 Leadership and Management

## In 2015-16 we will

## Accountable Officer

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

## Why is this important?

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



## How will we monitor our progress?

% managers who feel well communicated with

% of managers undertaking 360 feedback

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



## 2 Employee engagement

### In 2015-16 we will

### Accountable Officer

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

### Why is this important?

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



### How will we monitor our progress?

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

### 3a Future Skills – Corporate

#### In 2015-16 we will

#### Accountable Officer

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

#### Why is this important?

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



#### How will we monitor our progress?

Reduce expenditure on agency workers

100% of employees completed mandatory courses.

## 3b Future Skills – People

### In 2015-16 we will

### Accountable Officer

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

### Why is this important?

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



### How will we monitor our progress?

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

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

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

% of apprenticeships for care leavers

Improve response to and outcomes from Social Work Health Check.



### 3c Future Skills – Place

#### In 2015-16 we will

#### Accountable Officer

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

#### Why is this important?

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



#### How will we monitor our progress?

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

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

## 4 Equality and Diversity

### In 2015-16 we will

### Accountable Officer

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

### Why is this important?

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



### How will we monitor our progress?

Workforce representative of our community

Increase % of underrepresented groups in management positions

Satisfaction of our employees by protected characteristic.

**wolverhampton.gov.uk** 01902 551155

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