

**LGA Corporate Peer Review
30 January – 2 February 2017
Action Plan**

Ref	Recommendation	Detail	Actions	Timescale	Responsibility
1	Use the strong platform of being a 'Confident, Capable Council' to unlock the next phase of your journey. Managing Director Keith Ireland	Shift the narrative from where the Council has come from and focus on <i>how</i> it will deliver the future vision and outcomes set out in the City Vision. The Council should be confident about considering its future purpose and the associated operating model and approaches required, which are likely to be different to what exists now.	<p>The Corporate Comms Team will lead on the creation of a forward plan road map of key future milestones. This will be highlighted internally and externally with key stakeholders to demonstrate how the Council will deliver the City Vision.</p> <p>The Council to launch a ten year city centre prospectus at MIPIM to include major announcements on i9, Westside and Springfield Brewery.</p> <p>Take out a supplement in the MJ to showcase the transformation of the City of Wolverhampton Council. The Council will also attend the LGA conference in Birmingham to demonstrate its future vision and operating model.</p> <p>Two year programme of events to market the City has been developed by the City Economy and Corporate Communications teams.</p>	<p>May 2017</p> <p>March 2017</p> <p>July 2017</p> <p>April 2017</p>	<p>Corporate Comms Ian Fegan</p> <p>Investment Richard Nicklin</p> <p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Ian Fegan</p>

			<p>Update the Council's Corporate Plan. Work is ongoing to fully embed an outcome based approach to performance which will form the basis for the Council's performance framework and future service delivery.</p> <p>The Council will invest in new ways of delivering public services following the recent senior management restructure which has created the post of Service Director, Public Sector Reform. This will work at a regional level to explore new ways of working to improve service outcomes and efficiencies.</p>	<p>September 2017</p> <p>August 2017</p>	<p>Performance Manager Helena Kucharczyk</p> <p>Managing Director Keith Ireland</p>
2	<p>Consider how you further utilise the 'Wolves Workforce'.</p> <p>Strategic Executive Board</p>	<p>The recent focus has understandably been on improving what the Council does. There now needs to be more consideration of how the capacity of the City - including citizens, the voluntary and community sector, public sector partners, and other stakeholders - can be better harnessed to deliver shared outcomes through more collaboration, co-operation and co-production. Leadership style,</p>	<p>Review the City of Wolverhampton Council's approach to local consultation and engagement by developing a set of corporate standards and policies that are consistent to deliver this. To embed the responsibility of community engagement within an existing role in the insight and performance team.</p> <p>Build on 2016 "<i>Care and the Local Economy</i>" initiative and implement "<i>Careers Into Care</i>" partnership with City voluntary and community sector,</p>	<p>September 2017</p> <p>March 2018</p>	<p>Corporate Comms Ian Fegan</p> <p>Skills Angela McKeever</p>

		relationships and partnering approaches may need to evolve further to enable this.	care services employers and training providers to make care a career of choice. Build on the recognition of voluntary and community groups through the Queens Award for Voluntary Service and other honours. Explore potential to work more collaboratively with partners through OPE initiative. Review existing assets across the City and understand whether new service delivery models could be created. Review additional ways to encourage volunteering across the City.	Ongoing March 2018 December 2017	Business Management Laura Phillips Strategic Projects David Moore Community Involvement Sam Axtell
3	Strengthen the connection between city leadership and community leadership at a neighbourhood level. Managing Director Keith Ireland	Consider how the councillor role needs to change as the context of the place evolves. Councillors will need to play different roles in their communities, and be able to demonstrate a clear 'golden thread' of benefits at WMCA, city and neighbourhood level.	Grow Elected Member awareness and contribution to development of adult social care community offer, children's services community hubs, public health and well-being place-based initiatives and commissioning. Continue to review the Councillor Development and IT Advisory Group to ensure that Councillors receive the right training to be able to support their communities.	March 2018 December 2017	Service Directors – People Democratic Services Julia Cleary

			<p>SEB to lead on understanding the most effective ways of linking communities to their local Councillors and to the Council's Vision.</p> <p>Provide support and training for Councillors in the use of social media and other digital media to be able to engage more effectively with their communities. The Council will use the example of Councillor Phillip Bateman, LGIU Communicator of the Year Award Winner 2016, as an example of best practice.</p>	<p>April 2018</p> <p>July 2017</p>	<p>Managing Director Keith Ireland</p> <p>Corporate Comms Tim Clark</p>
4	<p>Develop a stronger and more consistent communication on the social value outcomes and impact for Wulfrunians.</p> <p>Corporate Comms Ian Fegan</p>	<p>This is particularly in terms of the regeneration and inward investment. Citizens need to appreciate the benefits to them of the physical improvements being made to the City. Consider whether enough is being done to convey impacts and benefits for citizens and communities (people) as well as the city (place).</p>	<p>Need to review Rep Tracker survey questions to ensure it is more relevant and easy to understand for customers. Be more specific to developments.</p> <p>Add supplementary question to Rep Tracker to see where respondents are hearing about specific regeneration projects.</p> <p>Develop a specific – mainly digital – campaign such as 'Changing City, Changing Lives' or Wolverhampton for Everyone which focuses on VOX pops with local people and the benefits of local developments.</p>	<p>March 2017</p> <p>March 2017</p> <p>September 2017</p>	<p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Ian Fegan</p> <p>Corporate Comms Shelley Jones</p>

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			Develop a content strategy which capitalises on current themes in communications / PR around user generated content, digital first and improved story-telling.	April 2017	Corporate Comms Tim Clark
			Make better use of Google analytics in our evaluation of communication to see search trends for the City of Wolverhampton.	June 2017	Corporate Comms Shelley Jones
			Customer first narrative. Refresh to focus on local people and more around what is being delivered. Be more bullish about Council's involvement in projects to ensure clear connection.	March 2017	Corporate Comms Tim Clark
			Exploit the full benefits of the new customer engagement platform. Improved segmentation supported by digital channels and review content to make it more accessible.	September 2017	Corporate Comms Ian Fegan
			Recognise and support the role of the wider organisation in engaging with local people through consultation.	June 2017	Corporate Comms Ian Fegan
			Promote the opportunities and the benefit for citizens as part of a wider communications strategy for the Smart City agenda	Ongoing	City Economy Keren Jones

			<p>Communicate the wider benefits and how they will be achieved once the refreshed City Strategic Economic Plan is completed.</p> <p>Engage with City people, partners and stakeholders to co-produce <i>“Shaping Futures, Changing Lives”</i> People Services Commissioning Strategy</p> <p>Improve relationship with citizens and providers for better commissioning and market-position analysis through developing web-based communications</p> <p>Extend development of adult social care community offer, children’s services community hubs, public health and well-being place-based initiatives</p>	<p>Ongoing</p> <p>July 2017</p> <p>Dec 2017</p> <p>March 2018</p>	<p>City Economy Keren Jones</p> <p>Commissioning Paul Smith</p> <p>Commissioning Paul Smith</p> <p>Service Directors – People</p>
5	Continue the focus on strengthening corporate governance further – including the investment in	<p>You rightly see strong corporate governance as being critical to a high-performing council with the means to proactively identify issues and take remedial action. Consider how governance and decision-making can continue</p>	<p>Rollout further functionality of modern.gov to improve transparency and monitoring of decisions. Notably:</p> <ul style="list-style-type: none"> Track and evaluate actions and recommendations from Scrutiny Panels 	<p>April 2017</p>	<p>Democratic Services Julia Cleary</p>

	<p>performance management and scrutiny.</p> <p>Governance Kevin O'Keefe</p>	<p>to be developed and strengthened as the organisation's operating model evolves.</p>	<ul style="list-style-type: none"> • Modern.gov Web Library to host relevant background information for Councillors • Workflow for executive and scrutiny meetings increasing openness and transparency <p>Re-structure Scrutiny Annual Planning Event and further alignment of agenda setting meetings to result in more relevant workplans for Panels with clearly defined objectives and performance measures.</p> <p>From May 2017 Democratic Services will provide administrative support for Scrutiny Board and Scrutiny Panels to allow Scrutiny Officers to focus on scrutiny functions.</p> <p>A political awareness course is to be developed to ensure employees understand the political structure at the Council and how decisions are made.</p> <p>The Forward Plan template has been revised to ensure a comprehensive forward plan can be prepared which will provide greater transparency on the decisions to be made by the Executive of the Council.</p>	<p>June 2017</p> <p>June 2017</p> <p>May 2017</p> <p>May 2017</p> <p>August 2017</p> <p>March 2017</p>	<p>Democratic Services Julia Cleary</p> <p>Democratic Services Julia Cleary</p> <p>Democratic Services Jas Kaur</p> <p>Democratic Services Jas Kaur</p>
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			<p>Through the Constitution Review Group the Constitution will be refreshed so that it is a logical and ordered document that reflects accurately the practices of the Council, supports the better governance of the Council and incorporates best practice.</p> <p>A record of decisions, for all meetings of the Executive and Council are to be published by the following day of the meeting having taken place to provide greater transparency on the decisions made by the Council in a timely manner.</p>	<p>November 2017</p> <p>March 2017</p>	<p>Democratic Services Jas Kaur</p> <p>Democratic Services Jas Kaur</p>
6	<p>Accelerate the pace and ambition on digital transformation to support the delivery of the City Vision aspirations of digital inclusion and 'smart city'.</p> <p>City Economy Keren Jones</p>	<p>In addition to using new technology and 'digital by design' ethos to reduce bureaucracy and cost across the organisation. Use digital as a proactive tool to drive change internally and externally. By its very nature the 'digital transformation agenda' is a dynamic agenda that needs to run at pace to be successful.</p>	<p>Agree the framework for a smart City strategy.</p> <p>Develop and deliver a Smart City action plan and project pipeline together with key partners.</p> <p>Run a smart city competition to draw out innovate projects and initiatives. To be sponsored and promoted by the City Board.</p>	<p>March 2017</p> <p>Ongoing</p> <p>Ongoing</p>	<p>City Economy Keren Jones</p> <p>City Economy Keren Jones</p> <p>City Economy Keren Jones</p>

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	<p>ICT Andy Hoare</p>		<p>Build on current success and pace in extending use of telecare to transform care service delivery</p> <p>Business continuity - Maintain and update as required new on-line incident management and business continuity planning tools for the Council.</p> <p>Use digital technology to provide a matching service to bring together young people between the ages of 16 to 21 with prospective employers in Wolverhampton based on skills and opportunities.</p> <p>Provide an on-line citizen portal to encourage the public of Wolverhampton to adopt a healthy lifestyle through engagement with Public Health health programmes and facilitating access to Healthy Lifestyle Advisors and programmes.</p> <p>Use of digital technology to rejuvenate Wolverhampton's Library service and also opening up access to the service from locations that don't have a physical library building.</p>	<p>March 2018</p> <p>March 2018</p> <p>October 2017</p> <p>August 2017</p> <p>2017-2018</p>	<p>Adults David Watts</p> <p>Public Health Ros Jervis</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p>
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			<p>Provision of digital self-service kiosks and end points in public buildings, such as the Civic Centre and Libraries, and extending these digital self-service opportunities to non-public buildings such as supermarkets.</p> <p>Use digital signage across the city to signpost people to events, promotion of opportunities, provide interactive maps etc.</p> <p>Use hackathons and community digital engagement events with partners across the city to explore the 'art of the possible' with regards to delivering digital solutions that harness the 'internet of things'.</p> <p>Provide a unified digital access platform for the general public to access and transact Council services with the ambition of providing a unified gateway to access all public services in Wolverhampton, the Black Country and the West Midlands.</p>	<p>August 2017</p> <p>October 2017</p> <p>October 2017</p> <p>2017-2019</p>	<p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p> <p>ICT Andy Hoare</p>
7	Further develop the interrelationship between the	This should include a clearer strategic narrative about investment in regeneration, commercialisation, new ways of	Consideration has been given to the narrative used to convey both the medium term and long term strategy. As a result, the Financial Plan has	Ongoing	Strategic Finance Claire Nye

	<p>financial strategy, future operating model and vision.</p> <p>Strategic Finance Mark Taylor</p>	<p>working and reducing demand on services as being the ways in which the organisation will deliver its priorities while remaining financially viable and sustainable.</p>	<p>been revised to better reflect the strategic narrative.</p> <p>Strategic narrative around outcomes has been used during budget consultation.</p> <p>Outcome based planning work is now underway and will enable better linkage of resources to Corporate Plan objectives. This will enable us to use the financial strategy to be seen more as an integrated part of how the council delivers its vision and priorities.</p> <p>The Demand Management project work is well underway and will be used to influence future budget setting.</p> <p>Reducing demand - Continued implementation of new Early Intervention model including the development of a targeted specialist support service that is reducing demand and improving attainment for Looked After Children living in Wolverhampton</p> <p>Use <i>impower</i> analysis to support continued transformation of adult</p>	<p>February 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2018</p> <p>March 2018</p>	<p>Strategic Finance Claire Nye</p> <p>Insight and Performance Helena Kucharczyk</p> <p>Strategic Finance Mark Taylor</p> <p>CYP Emma Bennett</p> <p>Adults David Watts</p>
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			<p>social care services and public health and well-being services</p> <p>Continue to develop a City Budget which will inform the SEP. This will take into account all public sector income and expenditure across the City.</p>	December 2018	<p>Public Health Ros Jervis</p> <p>Finance Claire Nye</p>
8	<p>Continue to ensure that opportunities for commercialism and shared services are constantly considered.</p> <p>Commercial Services Andy Moran</p>	<p>This is as part of future operating and service delivery models across the City Council, its partners and wider spheres of influence.</p>	<p>The Council has undertaken a review of the opportunities for income generation and this has identified a number of projects which have recently commenced including:</p> <ul style="list-style-type: none"> • Schools Trading Company • Advertising • Energy white label company <p>The assessment of commercial opportunities and ideas is being built into the Verto project management system to provide a framework for consistent evaluation, business case and implementation</p> <p>The Council has joined a number of collaborative groups including the LGA Advanced Commercial Group</p> <p>Finalise the Verto business case process</p>	April 2017	<p>Commercial Services Andy Moran</p>

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			Develop an overall Commercial Strategy	July 2017	
			Develop a standard governance and administrative model	July 2017	
			Deliver agreed Action Plan to implement “ <i>Shaping Futures, Changing Lives</i> ” People Directorate commissioning strategy	March 2018	Commissioning Paul Smith
			Update Market Position Statements to support better investment decisions and actions within the care sector in the City	March 2018	Commissioning Paul Smith
			Develop “ <i>WV Care and Health Partnership</i> ” to lead investment in new community-based models within an overall accountable care system to drive efficiencies and improved citizen experience through more effective partnerships	March 2018	People Linda Sanders
			Use opportunities agreed as part of Black Country to develop shared service initiatives e.g. Care Services Emergency Duty Team, WMCA mental health plans.	March 2018	People Linda Sanders