

Our People Strategy 2019 - 2024

Preparing for the future



Contents

Preface from Tim Johnson	4
Strategy overview: changing city, changing council	6
The employee life cycle	7
1. How can we attract the best people to the council and create a good first impression?	8
2. How can we support and enhance your wellbeing?	10
3. How can we facilitate the development of your skills and knowledge?	12
4. What opportunities can we create for your growth and progression?	14
5. How do we ensure you are managed fairly and effectively?	16
6. How can we help you leave the organisation well?	18



Action Planning	19
<i>Action Plan 1</i>	
<i>How can we attract the best people to the council and create a good first impression?</i>	20
<i>Action Plan 2</i>	
<i>How can we support and enhance employee wellbeing?</i>	22
<i>Action Plan 3</i>	
<i>How will we develop employees' skills and knowledge?</i>	28
<i>Action Plan 4</i>	
<i>What opportunities can we create for growth and progression?</i>	32
<i>Action Plan 5</i>	
<i>How do we ensure employees are managed fairly and effectively?</i>	35
<i>Action Plan 6</i>	
<i>How can we help people to leave the organisation well?</i>	38



Preface from Tim Johnson



Tim Johnson
Managing Director


Every employee of the City of Wolverhampton Council can be proud of the contribution they have made to the journey of transformation we've been on over the last few years. When I first started work here in 2013, we faced significant challenges, both from outside the council and in the way we worked together. Yet, within four years, we achieved the accolade of being Local Authority of the Year, recognised by our peers for realising over £150m of budget reductions, transforming our culture, and securing real improvements for the lives of the people who live in Wolverhampton.

We couldn't have done any of that without the skills and commitments of the people who make this council the organisation that it is today, in 2019 – our 4,500 employees. Together we are making a real difference to the city we serve.

The next stage of our journey is going to be no less challenging. We can't – I hope we don't want to – rest on our achievements. There are still massive challenges facing us – to secure investment to regenerate the city and its economy, to improve care for those who need it and to raise achievement and aspiration. All of which sits within a context of further huge financial pressure.

My vision is that we will continue to be a confident, capable council, a leading authority both regionally and nationally. Our employees sit at the heart of that. If we're going to rise to the challenges of the next decade, if we're going to see things differently and have the courage and confidence to try new ways of working, if we're going to take the City of Wolverhampton Council, and the City of Wolverhampton, to the next level, each of us needs to be:

- (1) **EMPOWERED:** *employees that have the freedom, resources, structures and processes to enable us to deliver against our personal objectives in a creative and innovative fashion.*
- (2) **ADAPTABLE:** *employees that can work flexibly with a range of internal and external partners, adjusting as necessary to meet the prevailing requirements.*
- (3) **VALUED:** *employees who feel the council invests in them in terms of their professional development and personal wellbeing and are appreciated for the work they do.*



My personal commitment to you is that we will strive as an organisation to be an employer of opportunity, where each employee receives the support, development and management they need to be empowered, adaptable and valued. If we fall short of that goal, I want you to let me know, through our surveys and employee representative groups.

In return, I ask that you strive to give your best each day, that you are willing to look through fresh eyes at our services, that you are open to change, that you live out our PRIDE values, that each of us is accountable for the piece of the Council Plan for which we're responsible.

This strategy sets out how we're going to start to realise this over the next few years. It is built on the extensive employee engagement we did in face-to-face discussions and through surveys, where a quarter of our workforce contributed. It reflects the priorities you identified. Over time, it will change, as we achieve some objectives and identify new ones. Each employee will continue to have the opportunity to shape it.

We are the council. We are the people who, individually and collectively, under the direction of elected Councillors, deliver the wide range of services needed by our city. My hope is that this strategy will give you confidence that the council is committed to empowering you in your role and ensuring your wellbeing.

Thank you for your contribution!

Strategy overview: changing city, changing council

Wolverhampton is a city on the move. The face of the city is changing, with a visual transformation of the city centre, and an investment in developing and improving housing stock. But economic regeneration is equally, if not more, important – creating learning and employment opportunities for people to reach their full potential. The city has strengths that are not always visible, and a diverse culture steeped in history. It is a city that is embracing technology and coming together to support both young and old.

As the city changes, so the council must respond to that change, and evolve to meet the challenges of the coming years. In an era of continuing economic restraint, it's necessary to explore ways in which we can work differently, so we can take service delivery to the next level.

Key to this will be the restorative approach that has been piloted in the People directorate. This seeks to work with people rather than doing things to them. This will generate a high challenge and high support environment and will ensure we come together to do things in a supportive and collaborative way. The different work streams identified throughout this strategy will incorporate this approach encouraging a new way of working.

As the city and the council change, so we all need to develop different skills to support the council to deliver the city priorities, including:

- Digital delivery.
- Collaborative working.
- Flexibility.
- Commercial acumen.

This strategy is structured around the key phases of the employee lifecycle, answering several key questions that you put to us during the engagement sessions and linking to the

Council Plan:

- (1) How do we attract the best people to the council and create a good first impression?
- (2) How together can we support and enhance wellbeing?
- (3) What opportunities can we create for your growth and progression?
- (4) How can we ensure you are managed fairly and effectively?
- (5) How can we ensure you finish on a positive note, if you leave the organisation?

The strategy aims to ensure that you are:

Empowered to

- Think creatively.
- Enable communities.
- Manage demand.
- Champion change.

Adaptable by

- Taking personal responsibility.
- Having the right skills at the right time.
- Applying skills flexibly.
- Working together with partners.
- Embracing smarter working practices.

Valued through

- Ongoing development.
- Career progression opportunities.
- Celebration of successes.
- Support for health and wellbeing.
- Effective communication.

A dynamic city needs a dynamic council, that attracts, supports and retains the best people. A council where employees can be responsive to local regional and national initiatives. This strategy sets out how, together, we can meet those goals over the next few years.

The employee life cycle

This strategy is for you, shaped by you. It is based on extensive consultation across the organisation and reflects the key themes that emerged from those conversations and feedback, the concerns and issues you said you face on a daily basis. The primary aim of the strategy is to ensure that you are purposeful, productive and effective in your jobs, happy and healthy in your roles, so that together we can achieve the objectives set out in the Council Plan and make Wolverhampton a better place to live, to work in and to visit.

Because it's about you, the strategy is structured around key phases of the employee life cycle, from an individual's first encounter with us through the recruitment process, to when they leave the organisation. Each phase is focused around a key question, and a number of sub-questions that reflect many of the topics that emerged from the employee engagement. Each phase has a corresponding action plan, which outlines in more detail what we will be doing to respond over the coming months and years.

1 How do we attract the right people to work in the council and create a good first impression?

What is great about working at the City of Wolverhampton Council?

Will the recruitment process be simple and quick?

Will I have an induction and what will it look like?

2 How can we support and enhance your wellbeing?

What does the council do for employee wellbeing?

How will you ensure that I know about everything available?

How can I support the employee wellbeing ethos at the council?

3 How can we facilitate the development of your skills and knowledge?

How will I access relevant training and development?

Will my manager support me?

Have I got enough time to attend training?

4 What opportunities can we create for your growth and progression?

Will there be opportunities to work beyond the scope of my normal role?

How will I hear about them?

Are all jobs open to internal applicants?

Will the council support my aspirations?

5 How do we ensure you are managed fairly and effectively?

Does my manager have the skills and support needed to manage me well?

Do the HR policies reflect the needs of employees as well as the council?

Will the council do things to me or with me?

6 How can we help you leave the organisation well?

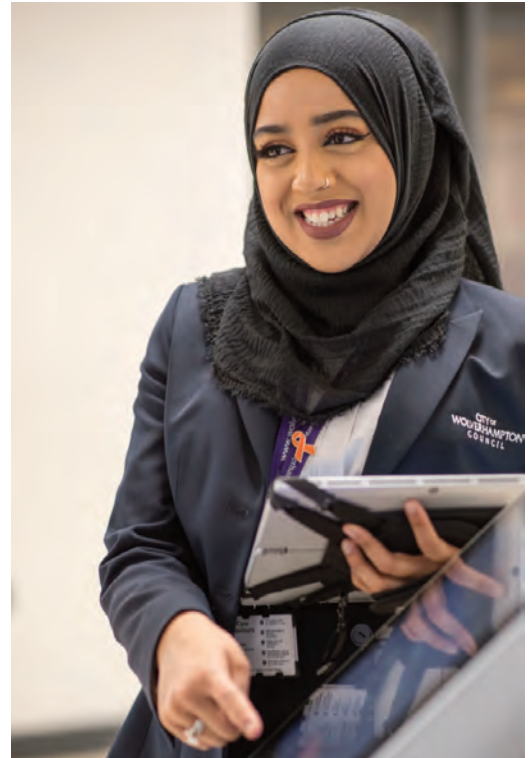
Does the council care why people leave?

Does it respond to any concerns?

How will the council ensure I feel positive if I get a promotion and choose to move on?

1

How can we attract the best people to the council and create a good first impression?



The City of Wolverhampton Council aspires to attract the best people to work here. We want the best for the area we serve and so we want diverse employees who come with the relevant skills and experience, who help us reflect the local community, and who share our commitment to improve the city.

Good people expect the best, so we aim to ensure that our recruitment process is clear, transparent and streamlined. And we want to help people transition into being an effective CWC employee through a thorough induction process, that starts before they begin work with us.

You said:

- We should speed up the recruitment process so that people can start new roles quicker.
- We should improve the induction process to make it more consistent and provide a true flavour of what it is like to work here.
- We should make sure that internal candidates are always considered for appropriate vacancies.

Objectives	Key indicators
<ul style="list-style-type: none"> • To enable you to access internal opportunities for progression • To attract the best applicants for roles advertised externally • To operate a streamlined recruitment process • To provide a thorough induction process that meets the needs of the business and the individual • To offer a competitive remuneration and benefits package 	<ol style="list-style-type: none"> (1) Percentage of vacancies advertised internally before external recruitment (2) Data on the number of external new recruits (3) Average recruitment period (from advert to start date) of up to 3 months (4) Percentage of new starters rating their induction period as good or very good (5) 90% of new employees completing their mandatory training within the first week of employment (6) More employees using the benefits package (7) Financial remuneration in line with or above that of comparator organisations

Action Plan 1 identifies the work that will be undertaken to meet the objectives outlined above.



2

How can we support and enhance your wellbeing?



The increasingly connected nature of our lives means that the traditional boundaries between work and other aspects of life have blurred. During the engagement sessions you highlighted many ways in which you would feel supported with your wellbeing going forward. Work has already started to action some of this feedback; all wellbeing intervention is important making a positive contribution to a happier, more productive workforce.

You said:

- Over half of employees who fed back feel the council is committed to their health and wellbeing.
- We can do more to reduce the effects of stress due to work loads.
- The organisational culture could improve (e.g. in regard to blame, flexibility, the inclement weather policy, etc.).
- We should make more space for quiet working in our offices.

Objectives	Key indicators
<ul style="list-style-type: none"> • To provide various options to support employee wellbeing • To communicate to the whole of the organisation everything available to support employee wellbeing • To give all employees the opportunity to undertake activity that will support their wellbeing ethos at the council • Manage policy and process in a more flexible way where possible 	<p>(1) Notable increase in employees undertaking wellbeing activity</p> <p>(2) As above but from bases outside of the Civic Centre</p> <p>(3) Feedback from staff survey</p>

Action Plan 2 covers the feedback highlighted in the engagement sessions and is framed around five principal employee wellbeing areas, which are derived from the West Midlands Combined Authority's Thrive at Work programme:

- Enablers of health: the structures and processes that facilitate healthy lives.
- External risks to health: addressing the health challenges faced by employees outside the workplace.
- Mental health: as the single biggest cause of employee absence.
- Musculoskeletal health: another key cause of employee absence.
- Healthy lifestyles: helping employees live holistically healthy lives.

3

How can we facilitate the development of your skills and knowledge?



Providing opportunities for learning and development has been key feedback from the engagement sessions and the survey: it is a motivator, a tool for deliberation, an educator and a performance enhancer. Allowing you time away from your day job to develop new skills and knowledge will be necessary to facilitate new ways of working and is likely to improve your performance and wellbeing.

Engagement with employees demonstrated clearly that this was an important area, with some negative perceptions about availability of budget, managers' commitment to development, lack of opportunities and time. The council is committed to providing a range of development opportunities, employing various models of delivery to meet your different learning preferences.

You said:

- Continued training is really important, and time and budget should be made available to undertake training that helps us develop individually and provide the best services collectively.
- Workloads don't allow for attendance at training.
- Training should be provided that supports different learning styles, and in particular, more face-to-face delivery.
- More support is needed for those who aspire to management roles.

Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> To ensure that all employees have access to relevant training and development To help managers understand the best way to support their employees in accessing the relevant training or development opportunity For all employees to have the permission to attend relevant training and the skills to prioritise this as part of their work 	<p><i>Increase in positive responses to the statements:</i></p> <p>(1) My line manager supports my development</p> <p>(2) I am able to access the right learning and development opportunities</p>

Action Plan 3 will cluster the work streams that sit under this section, including;

- Reviewing current learning and development training available across the council
- Digital support mechanisms to aid managers and OD professionals to deliver the relevant training
- Proactively supporting managers to understand your development needs
- Utilising apprenticeship levy to provide you with professional qualification and to enhance service delivery
- Utilising external funding to deliver service training
- Development of learning and development policy



4

What opportunities can we create for your growth and progression?



The council aspires to be an employer of opportunity, providing scope for you to undertake new permanent roles, secondments or matrix working across teams, as well as development within existing roles. This supports the organisation's aspiration to work more flexibly, adapting and responding to the prevailing circumstances.

Where you are looking for career progression or skill development you will have the chance to apply for opportunities and will be considered prior to resourcing externally. If you are facing redundancy every effort will be made to match opportunities to you prior to other internal employees.

If you have opportunities, you will be more likely to remain with the council and perform well; you will be enthusiastic and open to change. These are the benefits the council needs to move it

forward with the skills and behaviours needed to support and serve the city.

You said:

- We would like more career progression opportunities so that we can have long fulfilling careers (39% don't think there are career progression opportunities).
- We would like opportunities to utilise our skillsets outside of our core roles, capitalising on existing expertise rather than relying on consultants.
- We are proud of our diversity and would like to see greater diversity at a senior level.
- We want to be empowered in our roles and have more scope to use our initiative.
- The workforce is divided between 'corporate' and those outside the Civic Centre.

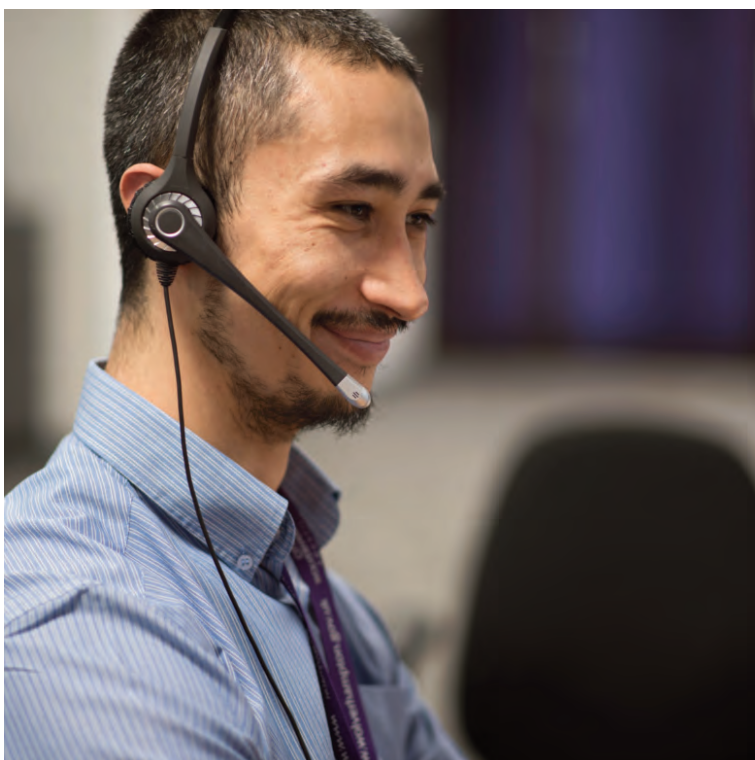
Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> • Opportunities will be given to employees to work beyond the scope of their normal role • All opportunities are communicated across the council through different processes • Managers across the council will be assisted to support employees with their aspirations • To ensure that job opportunities are offered to appropriate redeployees in the first instance and then internal employees prior to recruiting externally or through a temporary worker • Managers are engaged with the benefits of secondments and opportunity to matrix work across different service areas when skills and capacity allow 	<p><i>Increase in positive responses to the statement:</i></p> <p>(1) There are career progression opportunities for me at the council</p> <p><i>Also:</i></p> <p>(2) Increase in the number of secondments and matrix working arrangements</p>

Action Plan 4 will set out the work that is required to ensure that you are given every opportunity to progress where possible, and managers understand and have the support to manage required resource through opportunities identified.



5

How do we ensure you are managed fairly and effectively?



Managers are important in every business. They take the vision and strategy of the organisation and the responsibility for delivering the outcomes. They are the key to delivery through their relationships with you. A good manager will motivate and inspire you to achieve above and beyond expectations, will encourage you to reach for your career aspirations and listen when you have ideas and problems.

The City of Wolverhampton Council wants to ensure that every manager is equipped for their role, so that you are empowered in yours. Managers will have the technical skills for the service they are delivering, but it is equally important that they have the associated skills to motivate and support you. Effective and fair management is vital to ensure the council can deliver services to the highest standards by people who feel valued, regardless of the level at which they work.

You said:

- Over half of employees feel valued.
- Over half of employees feel empowered in their jobs.
- A significant minority feel opportunities to work from home are being limited.
- There should be more collaborative working across directorates.
- Improvements to support services are required, particularly ICT, The Hub and Agresso.

Objectives	Key indicators <i>(linked to engagement surveys)</i>
<ul style="list-style-type: none"> To ensure all employees with people management responsibility across the council have the skills to be effective managers To have a process that will ensure an employee has a platform to showcase the outcomes of their role and discuss development requirements, as well as managers having a mechanism to manage performance To utilise appropriate development mechanisms to upskill aspiring managers across the council 	<p><i>Increase in positive responses to the statements:</i></p> <p>(1) I feel valued by my manager</p> <p>(2) I feel empowered to do my job</p> <p>(3) The professional conversation process supports my personal development</p> <p><i>Also:</i></p> <p>(4) Increase in the number of managerial posts filled internally</p>

Action Plan 5 will identify the work required to ensure changes in the way the workforce is managed can be actioned. It will ensure the council has a leadership team ready to take on future challenges and a workforce which is adaptable and feels valued and empowered.



6

How can we help you leave the organisation well?



If you move on from our organisation, the council's aim, whatever the circumstances, is to help you finish well, so you will continue to be an ambassador for the council and the city. To understand why you left, in case there is any learning that can be gleaned from it. This will give the council the opportunity to make appropriate changes or address issues of concern.

You said:

- We should be more proactive at understanding why people leave.
- A significant knowledge pool is leaving the organisation.

Objectives	Key indicators
<ul style="list-style-type: none"> • To understand why people, leave the organisation and identify improvement actions where required • To demonstrate that the council cares about how people feel and takes account of their views • Celebrate that people are leaving the council to progress in their career, making way for new employees and opportunities 	<ol style="list-style-type: none"> (1) Annual report to SEB summarising reasons for leaving and making recommendations for improvement, which is appropriately communicated to employees (2) Reduction in the percentage of employees leaving the council for negative reasons (3) Recognised as an exemplar employer

Action Planning

For this strategy to be embedded into the council there needs to be action plans for each of the lifecycle areas.

The action plans will be set out with all the activity aligned to the specific area and will be based over a three year period.



Action Plan 1

How can we attract the best people to the council and create a good first impression?

	Activity	Benefits	Owner	Timetable
1	<p>Further develop effective attraction methods to accommodate the different employees required</p> <ul style="list-style-type: none"> • Job sites • Social media • Sourcing through LinkedIn and other talent pipelines • Recruitment fairs • School careers events 	<ul style="list-style-type: none"> • To aim the adverts to where appropriate applicants will see them • Showcases exemplar employer • Visible to local residents across the city • Able to source high quality candidates • Save money on recruitment agencies 	Head of HR	Year 1
2	<p>Review the current recruitment process and identify appropriate systems and process changes</p> <ul style="list-style-type: none"> • Attraction • Assessment • Appointment • Induction • Probation 	<ul style="list-style-type: none"> • Cut out unnecessary steps in the recruitment process • Remove Approval to Recruit form (ATR) and keep SMR • Use the Applicant Tracking system for the whole process • Ensures as much importance is put on the induction of a new employee as in the attraction of them 	Head of HR	Year 1, 2
3	<p>Further develop robust assessment methods which would support the different employees being recruited</p>	<ul style="list-style-type: none"> • Minimise the risk of employing a person that does not fit the ethos of the council • Develop a structured assessment process that gives candidates a greater feel for the organisation – shows investment 	HR Business Partner	Year 1

	Activity	Benefits	Owner	Timetable
4	<p>Streamline the appointment and onboarding process</p> <ul style="list-style-type: none"> • Appropriate timely process for collecting references • DBS details are collected during assessment process to reduce the amount of onboarding time • Ensure that the assets are requested prior to the new employee starting • Investigate option for undertaking mandatory training in advance 	<ul style="list-style-type: none"> • Reduce the time from appointment to start date • Streamline the onboarding process and ensure that new employees have some elements of training prior to the first day 	HR Business Partner	Year 1
5	<p>Review the current induction process across the council</p> <ul style="list-style-type: none"> • Are they consistent and appropriate quality? • Are they flexible covering all aspects required for the initial 3 months of employment • Incorporating specific blended learning processes into the induction • Delivering specific training appropriate to all during the corporate induction: <ul style="list-style-type: none"> - <i>Restorative approach</i> - <i>Unconscious bias</i> - <i>Health and safety</i> • Local inductions are consistent and professional covering all the required skills and knowledge to carry out the role 	<ul style="list-style-type: none"> • To welcome the new employee • To ensure they have the time to complete the components of the induction • To ensure that they have all the knowledge required to undertake the role • To ensure that the new employee feel valued from the onset of their employment 	Head of HR / OD Lead	Year 1, 2

Action Plan 2

How can we support and enhance employee wellbeing?

The modern employer must take a more holistic approach to organisational development, ensuring not only that its employees are well equipped, developed, empowered and supported, but also healthy and resilient. Employee wellbeing is therefore one of the main strands of the Our People strategy, which aims to ensure that the council has a workforce that is fit for purpose for the challenges that will face the City of Wolverhampton Council over the next few years.

Enablers of Health

	Activity	Benefits	Owner	Timetable
1	Undertake a review of the management of attendance policy in the context of restorative practice	<ul style="list-style-type: none"> Ensuring the policy aligns with the council's restorative approach Giving employees confidence the policy is for their benefit/not punitive 	HR Business Partner	Year 1
2	Launch the SMART working policy	<ul style="list-style-type: none"> Empower employees to determine the most productive ways of working Make best use of the available physical space/resources 	HR Business Partner	Year 1
3	Increase take-up of the flu vaccination offer (baselined against 2018)	<ul style="list-style-type: none"> Reduce levels of employee absence during the winter period 	Head of HR	Year 1
4	Increase employee take-up of the initial free WV Active membership	<ul style="list-style-type: none"> Encourage active and healthy lifestyles 	WV Active Manager	Year 1
5	Develop a menopause policy	<ul style="list-style-type: none"> Provide support to the relevant demographic in the council's workforce Recognise and cater for a key life challenge for female employees 	HR Business Partner	Year 1

Enablers of Health (cont)

	Activity	Benefits	Owner	Timetable
6	<p>(i) Launch an initial quiet workspace at the Civic Centre</p> <p>(ii) Provide additional quiet workspaces.</p>	<ul style="list-style-type: none"> Respond to concerns raised by employees about quiet workspace Facilitate a more productive working environment Recognise different learning /working styles 	Facilities Manager	Year 1
7	Develop a solution for linking screens around the Civic Centre, in order to deploy more effective messaging	<ul style="list-style-type: none"> Enable more effective communication about employee wellbeing issues 	Head of ICT	Year 1
8	Develop a communications strategy that enables directors to demonstrate a lead on employee wellbeing issues	<ul style="list-style-type: none"> Demonstrate leadership and management buy-in to employee wellbeing issues 	Internal Communications Officer	Year 1



External Risks to Health

	Activity	Benefits	Owner	Timetable
1	Deploy the 'Neyber' functionality as part of the new employee benefits platform	<ul style="list-style-type: none"> To improve financial wellbeing for all employees 	HR Business Partner	Year 1

Mental Health

	Activity	Benefits	Owner	Timetable
1	Sign-up to the mental health pledge	<ul style="list-style-type: none"> Demonstrate corporate commitment to tackling mental health issues 	PH Consultant	Year 1
2	Train and promote mental health first aiders and champions	<ul style="list-style-type: none"> Demonstrate corporate commitment to tackling mental health issues Provide routes for employees to appropriately raise mental health concerns and seek support 	PH Consultant	Year 1
3	Set-up an employee mental health wellbeing forum	<ul style="list-style-type: none"> Empower employees to help themselves and each other in regard to mental health issues 	Head of HR	Year 1
4	Review feedback from employee survey to identify key areas for action	<ul style="list-style-type: none"> Identify and act upon those issues that are important to employees 	Strategic Lead - Apprenticeships and OD	Year 1

Mental Health (cont)

	Activity	Benefits	Owner	Timetable
5	Roll out mental health awareness training for managers	<ul style="list-style-type: none"> Enable managers to support employees affected by mental health issues 	PH Consultant	Year 1
6	Conduct a stress audit across the council at team level	<ul style="list-style-type: none"> Highlight work areas where additional support may be required 	Health & Safety Team	Year 2
7	Use personal stories to highlight mental health issues (cross reference with A8)	<ul style="list-style-type: none"> Demonstrate that mental health is an issue that can affect anyone Encourage a culture of openness in regard to mental health issues 	Internal Communications Officer	Year 1
8	Run employee wellbeing workshops	<ul style="list-style-type: none"> To update employees on what is available to support them. 	Head of HR	Year 1



Musculoskeletal Health

	Activity	Benefits	Owner	Timetable
1	Introduce a corporate target to reduce emails (and Skype?)	<ul style="list-style-type: none"> Encourage a working culture that depends more on conversation Move towards corporate accountability 	Internal Communications Officer	Year 1
2	Increase the number of work station assessments carried out	<ul style="list-style-type: none"> Enable employees to better help themselves Reduce employee absence due to MSK conditions 	Health & Safety Lead	Year 1

Healthy Lifestyles

	Activity	Benefits	Owner	Timetable
1	(i) Develop options appraisal for a wellbeing space (gym, studio, treatment room, 'break space') (ii) Conduct employee consultation about usage, financial contributions, etc	<ul style="list-style-type: none"> Enable employees to incorporate exercise in their day Respond to employee demand for a 'break space' 	Head of Assets/Head of Facilities Management	Year 1
2	Develop an intranet portal to connect people interested in different sorts of activities	<ul style="list-style-type: none"> Facilitate employee connections Encourage exercise and activity groups 	Head of Communications	Year 1
3	Conduct a campaign to promote walking meetings or 1-2-1s	<ul style="list-style-type: none"> Create permission to hold meetings in different ways Build exercise into the working day 	Internal Communications Officer	Year 1
4	Investigate offering FitBits through the employee benefits portal	<ul style="list-style-type: none"> Develop awareness amongst employees of their level of activity 	HR Business Partner	Year 1

Healthy Lifestyles (cont)

	Activity	Benefits	Owner	Timetable
5	Work with the CCG to pilot a floorwalking GP service	<ul style="list-style-type: none"> • Enable employees to raise health concerns without having to visit their GP 	PH Consultant	Year 1
6	Develop a wellbeing area in the employee benefits portal	<ul style="list-style-type: none"> • Raise awareness of wellbeing issues • Signpost support routes 	HR Business Partner	Year 1
7	Review Civic Centre café soft drinks offer	<ul style="list-style-type: none"> • Reduce the amount of sugary drinks on offer • Provide greater variety of sugar free drinks • Combat myths about sweeteners 	Head of Facilities Management	Year 1
8	Develop and promote a top ten healthy lifestyles tips	<ul style="list-style-type: none"> • Provide simple ways for employees to improve their lifestyles 	PH Consultant / Internal Communications Officer	Year 1
9	Increase purchase of annual leave	<ul style="list-style-type: none"> • Improve work/life balance for those who would benefit • Facilitate short career break options 	Head of HR / Internal Communications Officer	Year 1
10	Review Christmas leave/closure options	<ul style="list-style-type: none"> • Improve productivity by having a shutdown during a quiet period • Generate savings from building closures, etc 	Director of Public Health	Year 1
11	Review temperatures in the Civic Centre.	<ul style="list-style-type: none"> • Identify and address hot and cold spots to improve productivity and comfort 	Head of Facilities Management	Year 1

Action Plan 3

How will we develop employees' skills and knowledge?

	Activity	Benefits	Owner	Timetable
1	<p>Use different ways to promote the awareness of different training available</p> <ul style="list-style-type: none"> • Learning Hub • Service team Meetings • Service emails • Training bulletin emailed out weekly • Induction • Snap surveys • Employee briefings • IT Ribbon • Screen savers • Management and employee conversations about training and development 	<ul style="list-style-type: none"> • People realise that they have options to suit individual learning styles and understand where they can find information about training and development • Not restricted to one method • Transparency across the council 	Head of Communications OD Lead / managers / Head of IT	Year 1
2	<p>Review the Learning Management System (LMS) functions and other digital support mechanisms</p> <ul style="list-style-type: none"> • Create videos • Bite size e-learning modules • Talk over on the screen • Quiet space for undertaking the e learning 	<ul style="list-style-type: none"> • To ensure that they are accurate and fit for purpose • All functions are being used effectively • Employees have somewhere away from the desk to undertake e-learning 	OD Lead	Year 1, 2

	Activity	Benefits	Owner	Timetable
3	<p>Review the training currently being delivered</p> <ul style="list-style-type: none"> • E learning • Mandatory training • Face to face • Apprenticeships • Externally Delivered, • Professional qualifications • Coaching and mentoring • Future Leaders • Graduate trainees 	<ul style="list-style-type: none"> • To ensure the best options are being provided • The e-learning is accurate and updated where required • To reflect the diversity of the roles • Value for money • Appropriate for the role • Used as required • Utilise Internal expertise to ensure quality and the relevancy to City of Wolverhampton Council 	OD Lead	Year 1
4	<p>Explore new ways of supporting skill and knowledge development</p> <ul style="list-style-type: none"> • Shadowing • Internal work experience • External work experience 	<ul style="list-style-type: none"> • By teams and service areas working together people can learn new skills to bring back into the team • To create relevant development opportunities for employees from minority groups in line with organisational needs 	OD Lead / head of HR / Managers and Employees	Year 2
5	<p>Explore with managers the use of the Apprenticeship Standards, to upskill existing employees in comparison with the traditional routes for training</p>	<ul style="list-style-type: none"> • To maximise the use of the Levy available 	OD Lead	Year 1

Action Plan 3

	Activity	Benefits		
6	<p>Explore all external funding streams with appropriate service areas, including</p> <ul style="list-style-type: none"> • NMDS • Income generation methods of training delivery • Grant funded training 	<ul style="list-style-type: none"> • To maximise the use of the Levy available 	OD Lead	Year 1, 2, 3
7	<p>Culture Change</p> <ul style="list-style-type: none"> • Reports are created on a bi-monthly basis to identify training attendance where training has been identified as a development need • To create a simplified CPD monitoring tool • To ensure that employees on short term contracts have access to appropriate training where possible • To utilise team away days, team building exercises to develop staff • Cross directorate working / shadowing • Restorative approach training • Unconscious Bias training for all 	<ul style="list-style-type: none"> • To ensure learning and training is facilitated by managers and employees during work time • Benefits are recognised and show cased • Ensure all the workforce has opportunities • This is a two-way process and so employees feel valued • Team culture is developed, and employees feel empowered 	Head of Communications / OD Lead/ Head of HR/ Managers / Employees	Year 1, 2, 3

	Activity	Benefits		
8	<p>Develop appropriate policy to support training and development, with options for</p> <ul style="list-style-type: none"> • Employees to directly contact OD initially with requests of training • OD to request the approval from the manager if suitable options identified (new initiative) 	<ul style="list-style-type: none"> • To raise accountability for undertaking training to ensure skills and personal development is utilised in the workplace • Link to other Our People Strategies • Reports can be run on who has requested training and who has attended training • Ensure a restorative approach were possible 	Head of HR / OD Lead	Year 1, 2, 3
9	<p>Assist managers to understand how to support employees through training and development</p>	<ul style="list-style-type: none"> • More employees will have the opportunity to undertake training as required 	OD Lead	Year 1
10	<p>Consider current development processes and opportunities and consider changes required to develop appropriate training for the council going forward</p> <ul style="list-style-type: none"> • Further consider the strategic needs and personal development required to ensure the culture changes happen in line with the new council plan. • Political awareness shadowing • Use internal resource where appropriate • Embedding a restorative approach across the council • Apply for funding and funded training 	<ul style="list-style-type: none"> • Consider costs • Deliver what is needed to ensure people have the tools to do the job • People feel motivated • People have new knowledge and skills 	OD Lead	Year 1, 2

Action Plan 4

What opportunities can we create for growth and progression?

Where possible employees should consider all opportunities available to them in their role and options across the council. Consider different ways of working and the benefits of these opportunities.

The employer will consider service need and the development required to ensure that employees have the right skills and knowledge to work according to the need of the council and the people of the city.

Where appropriate, employees should be able to take advantage of opportunities across the council, with support from managers. Managers can consider different ways of sourcing capacity that may include across service working.

	Activity	Benefits	Owner	Timetable
1	Create a register of employee skills over and above of their normal work	<ul style="list-style-type: none"> Employees can undertake other work where required – matrix working opportunity Employees can set up wellbeing activities Managers can invite employees to engage with project work 	Head of HR / OD Lead	Year 1
2	Further develop volunteering opportunities for council employees. Building upon the current strategy and 2 days paid time to volunteer. Communications highlighting: <ul style="list-style-type: none"> Where to volunteer When to volunteer Time to volunteer 	<ul style="list-style-type: none"> More people may take up the opportunity to volunteer and benefitting the city Employees have the opportunity to learn new skills, they can't get in their paid role Employees can contribute to the city in a different way that is celebrated and recognised Opportunity to use it within the council services 	Employment and Skills Team – Volunteering manager/ OD Lead	

	Activity	Benefits		
3	<p>Develop new ways of working across the council</p> <ul style="list-style-type: none"> • Secondments – short term/ long term • Matrix and cross directorate working • Part time workers being offered alternative work in other teams to build up to full time. 	<ul style="list-style-type: none"> • This will maximise resource and minimise waste • Managers and employees can be innovative in how they deliver required outcomes across services 	Head of HR/OD Lead / Managers / Employees	Year 2, 3
4	<p>Develop appropriate data sets to record the different development undertaken</p>	<ul style="list-style-type: none"> • Gaps can be recognised and filled • Different working patterns can be identified • Understanding the changes taking place culturally across the council can be quantified 	Insight and Performance / OD Lead	Year 1, 2, 3
5	<p>Confirm effective processes for employees to identify their development needs and their career progression aspirations</p>	<ul style="list-style-type: none"> • Employees have accountability for their own career development • Feel empowered and valued • Gather data to monitor activity through 	Head of HR/OD Lead / Managers / Employees	Year 1
6	<p>Communication strategy to ensure that all employees have access to opportunities</p>	<ul style="list-style-type: none"> • Create a sense of fairness across all employees • Ability to showcase different opportunities and build as an exemplar employer 	Head of Communications	Year 1

Action Plan 4

	Activity	Benefits		
7	Review current HR policy and develop policy to support new ways of working	<ul style="list-style-type: none"> • Guidance for managers as to how to manage the changing processes • Gives managers permission to look at all options available to maximise resources • To ensure that there is a process and permission to carry out new ways of working • Work as one council 	Head of HR / Managers	Year 1
8	Develop a competency framework which will link to Job Families and level of roles	<ul style="list-style-type: none"> • Give a guideline as to the level of work that can be carried out • To support future appraisal processes 	OD Lead / Head of HR	Year 2
9	Streamline internal process to manage the allocation of internal resource	<ul style="list-style-type: none"> • Managers have access to resource when they need it 	Head of HR	Year 1, 2



Action Plan 5

How do we ensure employees are managed fairly and effectively?

We want the workforce to enjoy coming to work, after all the work they do is important for the city of Wolverhampton. Being able to showcase the work that they do and the benefits it has is integral to how individuals will feel. Ensuring that links with their manager is a positive or fair experience is very important and will be a key factor in whether the employee feels valued.

	Activity	Benefits		
1	Create a suite of effective management development opportunities <ul style="list-style-type: none"> • Formal professional qualification • Middle management development programme • Bitesize training modules that cover specific training areas • Good practice sharing with colleagues • Coaching and Mentoring • Management induction • Management CPD portal • Restorative management training • Peer support and challenges • Reflection on training and how this is being used in the work place • Research modern management approaches 	<ul style="list-style-type: none"> • Management development is available in different ways to accommodate various levels and amount of need • Continual updating of management skills • Culture change across the council • All management development information is in one place, so managers can go to it directly to find what they are looking for 	OD Lead / Managers	Year 1, 2, 3
2	Review relevant HR policies and develop new where appropriate <ul style="list-style-type: none"> • Flexible working policy • Appraisal policy • Secondment policy 	<ul style="list-style-type: none"> • To update where necessary and ensure they are fit for purpose 	Head of HR	Year 1, 2, 3

Action Plan 5

	Activity	Benefits		
3	Develop an updated appraisal and 121 process across the Council	<ul style="list-style-type: none"> To ensure that it is aligned to the needs of the service areas and the employees To ensure it is useful and utilised Embeds a restorative approach across the council 	Head of HR/OD Lead and working group	Year 1
4	Develop communication and engagement processes which highlight changes to working practice. Ensuring that it can be used both internally and externally of the Civic Centre <ul style="list-style-type: none"> Restorative approach with teams and customers Unconscious Bias support 	<ul style="list-style-type: none"> Gaining regular feedback on the training and how new ways of working have been implemented into the service Showcasing successful changes Supporting culture change across the council and the way we work 	Head of HR/ Head of Communications	Year 1
5	Set up a manager network group <ul style="list-style-type: none"> Restorative approach with teams and customers Unconscious Bias support 	<ul style="list-style-type: none"> Peer support and discussion through restorative approach to problem solving and innovation Show case new work and good management practice 	OD Lead/ Managers/ SEB	Year 1
6	Managers learning from their teams <ul style="list-style-type: none"> Good conversations Flexible approach Restorative approach Set of principals Team integration Different tools and techniques required 	<ul style="list-style-type: none"> 360 Approach to management development Create a tool box of solutions and techniques to effectively support as required Working together to reach solutions to problems Open and honest approach Listening to ideas from teams Culture change 	Managers/ Teams/ Head of HR/OD lead	Year 1, 2, 3

	Activity	Benefits		
7	<p>Managers understand and use the processes available to ensure that employees have the flexibility to work differently in order to deliver outcomes for service areas</p> <ul style="list-style-type: none"> • Embed agile working where appropriate • Effective team meetings • Create meaningful targets to showcase achievement 	<ul style="list-style-type: none"> • Teams can work in an agile way where possible • Teams feel empowered and trusted • Relevant accountability across the team from the manager to the team members • Leaders are encouraged to lead, and employees feel led 	Managers / Teams / HR	Year 1, 2, 3
8	<p>Working with other managers to create a cross service approach</p> <ul style="list-style-type: none"> • Shadowing opportunities • Using available resource even if that is in another service area • Cross service briefings • Managers spend some development time in other areas • Managers work across other councils where appropriate 	<ul style="list-style-type: none"> • Reduction of silo working • Empowers managers to be accountable for outcomes • Assist with policy development • Develop as a manager 	Managers / OD lead / Head of HR	Year 1, 2, 3



Action Plan 6

How can we help people to leave the organisation well?

	Activity	Benefits	Owner	Timetable
1	Review and develop effective exit process	<ul style="list-style-type: none"> • To understand what the manager is required to do and what the employee should do • To ensure all activity is completed for when the employee leaves the organisation • Showcase positive promotions • Deliver actions to support negative challenges • To capture feedback and data on why people are leaving the council • To ensure that any activity to support the resignation can be carried out 	Head of HR / working group	Year 1
2	Data collection and review of leavers	<ul style="list-style-type: none"> • To understand if there are any problems and if so make effort to respond to them • To identify why people are leaving the organisation 	Head of HR	Year 1



SEB and the OD team want to thank the hundreds of employees who have contributed to the new Our People Strategy; the people who have been part of specific working groups, members of the staff equalities groups, all the people who responded to the OD survey and all those people who took the time to attend one of the engagement sessions in the summer and autumn of 2018.

Adam Ingram	Christopher Jones	Hannah Pawley	Kay Stroud	Michael Conroy	Sara Bayliss
Adrian Holmes	Christopher Pugh	Harpreet Riyat	Kayla Mazunda	Michael Conroy	Sarah Prescott
Adrian Marshall	Christopher Watabiki	Hayley Dibble	Kaylin Watson	Michael Daly	Sarah Preston-loader
Adrian Price	Craig Harrison	Hayley Reid	Keller Phillips	Michael Hallows	Sarah Price
Adrian Smith	Craig Merriman	Heidi Parkinson	Kelly Wheatley	Michael Harris	Sayfna Khatoun
Aisha Khan	Dale Stallard	Helen Bayliss	Kevin McGarry	Michael Haynes	Sean Cullen
Ajoypal Simon	Daniel Nicholls	Helen Spencer	Kieran Simpson	Michael Lake	Sean Hynes
Alan Bowen	Darren Charlesworth	Henry Gregory	Kiran Purewal	Michael Poole	Sharon Burns
Alan Owen	Darren Dawes	Humphreys	Kiran Sohal	Namita Parekh	Sharon Sohal
Alan Shakespeare	Darren Haynes	Ian Ptak	Kirpal Bilkhu	Natalie Barrow	Shekera Lodge
Alberto Andrade	Daryl Evans	Ian Ray	Kulwant Chahal	Nathan Spargo	Simon Beeston
Mendonca	Daryl Evans	Ian Tinsley	Lakhvinder Kainth	Nicholas Knowles	Simon Hamilton
Alex Lees	David Everall	Isaac Vivian	Laura Ash	Nicola Baker	Simon Malpass
Alexander Lane	David Harrison	Jacqueline Powell	Laura King	Nicola Hack	Sonia Jackson
Amanda Benton	David Hickman	Jagtar Singh	Laura Noonan	Nicola Kimbell	Sophie Todd
Amanda Porter	David Humpage	James Bayliss	Laura Palmer	Nigel Slack	Stanley Chilton
Amanpreet Thamrat	David Hunting	James Pemberton	Lee Boucker	Nina-marie Gayden	Stephen Alexander
Andrea Patel	David Smith	James Perks	Lee Hawkins	Oliver Ford	Stephen Morgan
Andrew Austwick	David Taylor	Jamie Douglass	Leonie Woodward	Orjeta Kolonja	Stephen Woodcock
Andrew Austwick	Dawn Halford	Jamie Hall	Leslie Round	Pamela Hill	Steven Abrams
Andrew Downes	Dawn O'Brien	Jane Andrews	Liam Russell	Paravinder Kaur	Steven Abrams
Andrew Harrison	Debbie Pheasant	Jane Dixon	Liam Tipton	Parvinder Uppal	Steven Cartwright
Andrew Perks	Deborah Gait	Jane Hodgetts	Lisa Hill	Patricia Clarke	Steven Fellows
Andrew Purcell	Debra Boniface	Janice Wilkes	Lisa Taylor	Patrick Fennelly	Steven Hallett
Andrew Sargent	Debra Buckton	Jasmeet Kaur Ahir	Lisa Turner	Patrick Flynn	Steven Hansell
Andrew Scragg	Denise Pearce	Jasmin Bains	Lorna Carr	Paul Beddows	Steven Perks
Andrew Sherratt	Donna Garbett	Jason Haynes	Louise Chambers	Paul Brettie	Steven Turner
Anesu Makondo	Doreth Fannell	Jason Parry	Louise Grant	Paul Coxill	Stuart Rutter
Anita Pearce	Elaine Higgins	Jason Wolverson	Louise McCloskey	Paul Dewsbury	Stuart Sharman
Ann Geadah	Elaine Rochester	Jasroop Grewal	Louise Price	Paul Evans	Sukhminder Chahal
Anthony Bardi	Elizabeth Hartle	Jayne Capella	Louise Sketchley	Paul Holser	Sukhvinder Mattu
Anthony Bardi	Ellie Reynolds	Jayne Goddard - Mills	Luke Brown	Paul Lewis	Suzanne Levy
Anthony East	Elpida Griffiths	Jayne Hart	Luke Dudley	Paul Price	Theresa Radcliffe
Anthony Wilkinson	Esther Douglas	Jayne Watters	Lynn Askin	Paul Timmins	Thomas Horan
Anupam Sharma	Evertton Simpson	Jeff Marlow	Lynsey Kelly	Paul Timmins	Thomas Irvine
Ashley Sargent	Garry Willington	Jennifer Brake	Mai Gibbons	Peter Glesson	Thomas Senior
Bakshinder Jagpal	Garry Willington	Jennifer Davis	Marc Doley	Peter Norton	Thomas Jukes
Baljit Basatia	Gary Hartle	Jessica Prince	Margaret Banks	Peter Phillips	Timothy Philpot
Ben Jones	Gary Hawkins	Jo Smith	Marguerite Nugent	Peter Shorthouse	Tina Larkham
Benjamin Pritchard	Gary Price	Joanna Bryan	Maria Davenport	Philip Clifton	Tina Lauchlan
Bethaney Ridge	Gavin McGarry	Joanne Farley	Mark Curtis	Phillip Morris	Tina Power
Bethany Davies-Roath	Gem Brown	Joanne Keatley	Mark Darmody	Priti Callea	Toby Adshead
Beverley Mccalla	Geoff Barratt	John Brown	Mark Godson	Rachael Southan	Tracy Crutchley
Beverley Ward	Geoff Bell	John Harding	Mark Sheldon	Rachel Phillips	Trevor White
Blair Cumming	George Millington	John Nicklin	Mark Stratfull	Rachel Walley	Trevor White
Blair Cumming	Gerard Starr	John Pursall	Marley Butler	Ravinder Lalli	Valerie Richards
Caitlin O'Hara	Gianina Antoniou	John Simpson	Martin Pritchard	Rebecca Pearce	Van Der Westhuzien
Callum Kearney	Gillian Gil	Joseph Burley	Martyn Gregory	Rebecca Whitehouse	Victor Harper
Carlton Murray	Gillian Hateley	Julia Jackson Davies	Martyn Lawrence	Richard Slack	Victor Harper
Carol Jeavons	Gina Jefimik	Julie Dixon	Martyn Sargeant	Robert Shinton	Vijay Sharma
Carole Evans	Gorka Vazquez	Julie Hobday	Mary Costello	Roger Ward	Virgilio Sabetta
Casey Gavin	Grace Odesanya	Julie Metcalfe	Mathew Friend	Roy Castree	Wayne Baker
Chantel Johnson	Greg Bickerdike	Julie Simcox	Mathew Sheffield	Ruby Morrison	Will Moyle
Charles Hill	Gulsharan Anmol	Kameron Paul	Matthew Bowden	Ruth Horton	William Piercy
Charlotte Baker	Gursharan Brreach	Kamlesh Chand	Matthew Lyons	Ryan Roberts	Zenith Ignadossian
Christina Warrilow	Guy Morgan	Karen Brough	Matthew Stocken	Salvatore Alessi	Zoe Angel
Christine May	Habiba Amjad	Karen Plimmer	Matthew Vins	Samantha Alessi	
Christopher Franks	Hannah Connop	Karen Rhodes	Melvyn Brookes	Samantha Axtell	
Christopher Hoskins		Kate Jespers	Michael Chui	Samantha Pugh	

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