

 Employment Committee 11th June 2019		Agenda Item No. 6
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926456350	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	March 2019	
Background Papers	None	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	Yes/No
Included within the Forward Plan? (If yes include reference number)	Yes/No
Equality & Sustainability Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	29.5.	Chris Elliott/Andrew Jones/Bill Hunt
Chief Executive	22.5	Chris Elliott
Section 151 Officer	29.5	Mike Snow
Monitoring Officer	29.5	Andy Jones
Finance	29.5	Mike Snow
Portfolio Holder(s)	24.5	Cllr Andrew Day
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted to provide any comments.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report is an update on progress made on the People Strategy Action Plan as discussed at the People Strategy Steering group (PSSG) and policy updates.

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the report and feedback any comments.
- 2.2 That employment Committee agrees the requirement to pay back 12 weeks Occupational Adoption half pay unless returning to work for a minimum of three months is waived in future.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires. The People Strategy Action Plan underpins the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.
- 3.2 Local Government Maternity Leave scheme includes the provision to receive 12 weeks' Occupational Maternity Pay at half pay subject to pledging to return to work for at least 3 months. At the March meeting of the Employment Committee the requirement to pay back 12 weeks' Occupational Maternity Pay was waived.

It is proposed to amend the Adoption Policy to bring it in line with the Maternity Policy. This requirement to return to work or pay back the 12 weeks' half pay has little impact on retention and it can cause problems in relation to service planning and continuity of provision should a member of staff elect to return to work for the 12 weeks only.

These amendments reinforce the Council's commitment to support family friendly policies.

4. **POLICY FRAMEWORK**

4.1 **Policy Framework**

Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. The actions from the People Strategy are one of those key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Impacts of Proposal		
The proposal considers areas to support health and well-being together with engagement and communications	Link to our customers and the recognition of how we impact on our communities through our people.	The proposal considers areas to support employment e.g. apprenticeships
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The themes from the strategy support training engagement and skills. Policies are updated to reflect ongoing legislation and the changes in the organisation.	Constant improvement in our through digital provision. Monitoring of MI information to review data trends	Value for money in how we attract procure training and deliver through different channels.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

4.2.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

5. **BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified beyond the existing budgets then a case can be made for further funding to support.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

- 6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's FFF programme by not reviewing the areas highlighted in the People Strategy.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Margrave, Cllr Mangat, Cllr Gifford, Cllr Wright supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, HR Manager and HR Senior Business Partners.
- 8.2 The Steering Group meets quarterly prior to Employment Committee/SMT and reviews successful work completion, plans in progress and areas to highlight for discussion.
- 8.4 Areas of success/highlights within the agreed People Strategy themes for the last quarter are:

8.2.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

8.2.2 **Workforce Planning and Performance**

Update of the priorities of the Workforce Steering Group:

- Protocols and guidelines for Agency recruitment
- Review of Agile guidelines
- Learning and actions from Apprenticeship Scheme

8.2.3 **Equality & Diversity**

The roll-out of the Social Media, Discrimination and the Law training continues to receive positive feedback.

8.2.4 Learning & Development

Training update for 2018-2019: 1715 delegates received training through 42 events totalling 993.5 training days. This includes 13 staff completing 136 E-learning lessons. This is an increase of 154% of delegates receiving training on 2017/18 (675) and 76% more training days attended than 2017-2018 (563.5 days). This is due to the new 'Management & Leadership' programme rolled out to all new and existing managers and mandatory courses: Social Media Discrimination and the Law, Fraud Awareness, Health & Safety Awareness and HR for non HR Managers, Recruitment and Selection and Step up to Management.

Other development: IOSH Working Safely, MECC (Make Every Contact Count), Time Management, Understanding Autism and Safeguarding.

The Learning and Development Guide continues to provide a blended and comprehensive access to face to face, E-Learning, Coaching, and tailored training and development for teams and individuals

During 2018/19 we received funded places (from Public Health) for front line staff to attend 'Mental Health First Aid'. We now have 71 staff qualified as Mental Health First Aiders where 27 have completed the 2-day course and 44 the 'lite' half day course. We have further Mental Health Awareness sessions arranged for staff who could not undertake the full course.

In May 2018 we introduced a compliance E-learning system, from its launch a total of 632 people have completed training of approx. 992 hours. This has been modules on secure remote working, Internet Security, Emails essentials and Confidentiality as well as the mandatory GDPR module.

As part of our quality control relating to Appraisal 'meetings' and associated performance management, Service Areas Managers have interviewed a selection of staff from across the organisation, chosen at random. The feedback report confirms that all who were interviewed had an active role in the process.

Communications, Involvement and Engagement

We are co-ordinating the Staff Expo/Chief Executive's talk to take place at the Spa Centre this year on 11/12 June. This involves organising the team's stalls, staff and councillor attendance and helping the Chief Executive to develop the talk, based on his attendance at team meetings across the council.

The team supported the build up to the local elections in May – promoting via social media and the website as well as taking on a variety of roles during the day and then co-ordinating the media and issuing the live results at the count.

In terms of resident engagement, we posted results on social media and responded to queries, we also updated the website in real time, so that we could signpost to it.

- 290 Likes
- 93 Retweets
- 10,773 visitors and 122,838 total webpage hits to the elections results pages between 2-3 May. The total page hits show the increased engagement as people repeatedly checked the results.

We will be supporting the Democratic Services team with their engagement programme for the new councillors.

We have promoted a number of events including the new EcoFest on 5 May, held at the newly restored Pump Room Gardens, which involved providing all the promotional material as well as advertising it and live social media updates and video on the day. In addition, we will be promoting the Big Victorian Picnic on 8 June and Women's Cycle tour when it returns to the district on 13 June.

The Design team is working with the Spa Centre and Museum and Art Gallery team to combine their separate "What's on" Guides into a joint guide, the aim is to target a wider audience and reduce production costs.

We are reviewing our statistics and analysis to ensure the data can enable us to consider ways to improve where relevant, examples below:

	16 - 17	17 - 18	18 - 19	Comments
<i>Twitter followers</i>	7977	9147	9826	23 % increase since 2017
<i>Facebook followers (likes)</i>	0	Launched May 2018	1138	We continue to review
<i>Videos</i>	0	Started to produce videos	15 7452 views	
<i>Press Releases</i>	16	28	21	Purdah has affected 2019
<i>Coverage measured by Equivalent Advertising Value</i>	£4572	£9497	£7185	
<i>Website sessions/engagement with site</i>	468,000	502,000	483,000	Website audited May 19 'Substantial' – we are reviewing the use of intranet and website

Employee Well-being, Reward and Recognition

The year of Health and Well-being 2019 continues to be supported through internal posters relating to mental health; a 'postcard' detailing help available and the 24-hour Employee Assistance Helpline. The Marketing and Communications Manager presented at the Warwick Community Forum to highlight the involvement of WDC in this positive initiative.

The 'Work Perks' discount scheme continues to provide discount for staff with over £1,000 of savings through a spend of approximately £14,000. Seasonal offers continue to be promoted through the intranet.

Following the launch of the Health and Well-being (Bupa) Cash Plan membership scheme in June 2018 for employees a total of 289 have enrolled to date, 57% of our establishment.

To date the cost of the scheme to WDC is £11,017.34 and claims totalling £16,714.59 have been paid out to our staff. This includes £5,518.60 for dental treatment, £3,529.49 for optical (including contact lenses) £1,111.75 prescription costs and £4,639.75 therapy benefits.

From launch 36 staff have accessed the motivational Bupa Boost App and continue to achieve their goals. The app has 27,905,360 steps and 13,705 goals logged which are a mix of relaxation, mindfulness, fitness and nutrition set by individuals for their own motivation.

The Health & Wellbeing Intranet Page has been updated in conjunction with the Health Officers Group to share monthly messages about health and wellbeing.

Following from this successful scheme we are now rolling this out to Members as part of the new Council.