

 <b>Employment Committee</b> <b>21<sup>st</sup> March 2018</b>		<b>Agenda Item 6</b>
<b>Title</b>	People Strategy Update & Social Media Policy	
<b>For further information about this report please contact</b>	Tracy Dolphin - HR Manager <a href="mailto:Tracy.dolphin@warwickdc.gov.uk">Tracy.dolphin@warwickdc.gov.uk</a> Tel: 01926456350	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	December 2017	
<b>Background Papers</b>	None	

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

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	5.3.18	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	5.3.18	Chris Elliott
CMT	5.3.18	As above
Section 151 Officer	5.3.18	Mike Snow
Monitoring Officer	5.3.18	Andy Jones
Finance	5.3.18	Mike Snow
Portfolio Holder(s)	5.3.18	Andrew Mobbs
<b>Consultation &amp; Community Engagement</b>		
This is the People Strategy Update for the last quarter and describes highlights that will be discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted with to provide any comments.		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

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).

2. **RECOMMENDATION**

2.1 That Employment Committee note the report and feedback any comments.

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 To confirm the updated Social Media Policy

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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<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
<b>Impacts of Proposal</b>		
The proposal considers areas to support health and well-being together	Link to our customers and the recognition of how we impact on our	The proposal considers areas to support employment e.g.

with engagement and communications	communities through our people.	apprenticeships
<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
The themes from the strategy support training engagement and skills.	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 Mobbs, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the HR Manager and HR Senior Officers.

8.2 The Steering Group meets quarterly prior to the Employment Committee and reviews successful work completion, plans in progress and areas to highlight for discussion.

8.3 Areas of Success/Highlights within the agreed People Strategy themes for the last quarter are:

### 8.3.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

### 8.3.2 **Workforce Planning and Performance**

- Implementation of Corporate Apprenticeships Scheme with representatives from HR attending 6 Careers Fairs and Assemblies in the district to date. We are reviewing the roles and confirming 10 - 15 possible apprenticeships from September 18. As of 6.3.18 there were a total of 269 views to the Apprenticeship web page. This is a new scheme and continues to evolve.
- The gender pay gap reporting has now been completed representative of data as of 31.3.17 and due to be published by the end of March. A separate report has been prepared for SMT/Employment Committee.
- Update of the priorities of the Workforce Steering Group are as follows:
  - To continue to review our policies and guidelines
  - Investors in People achievement of Bronze in 2015, the next assessment due to be implemented in June 2018 to include a Staff survey
  - Training for managers planned on Business Improvement Processes with a full review

### 8.3.3 **Equality & Diversity**

As part of the ongoing E & D action plan the first 'Social Media, Discrimination and the Law' session was delivered to 17 Councillors with an emphasis on the consequences of actions relating to Discrimination. We are planning to roll this out to staff (and offer to those Councillors who couldn't attend).

### 8.3.4 **Learning & Development**

- Following feedback from SMT's appraisal reviews as part of our quality control mechanism, we have amended our Annual Appraisal and Personal Development forms. We are supporting staff with briefings at team meetings to ensure there is emphasis around the conversation and how the benefits of the Appraisal conversation can support development. Managers continue to undertake the Conducting Effective appraisal training to ensure that they are confident in their role in the Appraisal review.
- All managers now have access to their Service Area Skills Matrix for them to log Personal Development plans.
- Training update for 2017/18 to date: A total of 56 in-house corporate training sessions have been delivered with 576 individual attending. Some of

the subjects covered include Recruitment & Selection, Prevent Awareness, Conducting Effective Appraisals, Fire Warden, Time Management, Fraud Awareness Project Griffin and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.

- In 2017/18 to date we have 31 staff and managers qualified in IOSH Managing Safely and 14 staff qualified in IOSH Working Safely.
- Our 2018-19 Learning & development opportunities are now being scheduled and in addition to courses previously delivered we have organised Business Improvement Techniques and Effective Complaint Handling.
- As per the review and implementation of revised subsistence rates for the organisation, we have reviewed the subsistence/expenses for attending external training to align with this policy to ensure consistency.

### **8.3.5 Communications , Involvement and Engagement**

- Following the restructure in December, the Digital Communications and Social Media Officer and the Marketing & Communications Officer have both been confirmed into full time roles. This will give greater resilience within the team.
- Working in partnership, Learning and Development, the Media Team and WCC delivered Social Media training to councillors to help them set up on social media and learn the benefits of using it appropriately. The pros and cons of social media were highlighted, with examples of bad practice evidenced by a further briefing related to Discrimination and the Law.
- A new Website Manager joins us in March to continue and improve on our existing award winning website.
- The media team have worked with HR to launch a campaign to promote apprenticeships at the Council, producing a webpage, a video and printed material as well as giveaways for exhibitions at school and college presentations.
- Media team supported the annual District Council Network conference at Chesford Grange, an exhibition stand promoted the district, the council and the services we offer. Our calendars were given away to delegates, along with a welcome postcard from the Chief Executive and Leader of the Council.
- The Chief Executive's Expo has been booked this year for the 9 & 10<sup>th</sup> May at the Spa Centre. Staff have been given the dates to save and further planning is now underway to co-ordinate the talk and service area's exhibition stands.
- The Staff Voice group has been reviewed and membership confirmed. The Group will be chaired by the Marketing and Communications Manager and report into Workforce Steering Group. There will be a clear process for reviewing projects, policies and initiatives and a way of feeding back issues and outcomes to WSG.
- Internal Audit of Communications (social media) achieved a 'substantial' result with recommendations to ensure the council's social media policy has appropriate approval and to include it with the social media training that is currently underway for all staff and councillors.
- The social media policy (Appendix1) is attached, staff will be directed to read and understand the policy and how it applies to their use of social media both in work and in their own time.

### 8.3.6 Employee Well-being, Reward and Recognition

- A report has been prepared for the Health Overview & Scrutiny Sub-committee highlighting our co-ordinated approach to health and well-being as part of the 'Health and Well-being Approach'.
- Everyone Active joined us mid December 2017 as part of the Christmas Jumper fundraising event to encourage staff to sign up for membership and start the new year with a commitment to being more physically active. They also ran a Spin-a-thon at Newbold Comyn in January 2018 to raise money for Mind & Macmillan.
- Further events planned throughout 2018: Awareness and Health Check events for WDC staff and Councillors; 'Everyone Active' to return to review how our 'internal ages' have developed; training on Health & Wellbeing related subjects as part of Learning & Development opportunities; the Community Partnership team are currently promoting opportunities for staff to undertake Health Walks from RSH during lunch breaks; Building on the success of the staff "table tennis leagues" and to consider other activities in the workplace to encourage well-being during the working day.