

Employment Committee

Wednesday 13 December 2017

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 13 December 2017 at **6.00pm**.

Membership:

Councillor Mrs Bunker (Chairman)	
Councillor Barrott	Councillor Mobbs
Councillor Day	Councillor Murphy
Councillor Doody	Councillor Noone
Councillor Mrs Evetts	Councillor Parkins
Councillor Mrs Falp	Liberal Democrat Vacancy

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

3. **Minutes**

To confirm the minutes of the meeting held on 13 September 2017.
(Item 3/Page 1)

4. **Members/Trades Unions Joint Consultation & Safety Panel Minutes**

To note the minutes of the Members/Trades Unions Joint Consultation & Safety Panel meeting held on 31 August 2017.
(Item 4/Page 1)

5. **New posts for CIL Officer**

To receive a report from Development Services.
(Item 5/Page 1)

6. **Apprenticeship Policy**

To receive a report from Human Resources.
(Item 6/Page 1)

7. **People Strategy Update**

To receive a report from Human Resources.
(Item 7/Page 1)

8. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Nos.	Para Nos.	Reason
9 to 14	1	Information relating to an Individual
9 to 14	2	Information which is likely to reveal the identity of an individual
14	3	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

9. **ICT Services Redesign**

To consider a report from ICT Services.
**(Item 9/Page 1)
(Not for Publication)**

10. **Development Services Restructure**

To consider a report from Development Services.
**(Item 10/Page 1)
(Not for Publication)**

11. **Additional Accountancy Resource**

To consider a report from Finance.
**(Item 11/Page 1)
(Not for Publication)**

12. **Temporary Project Management Resources**

To consider a report from the Deputy Chief Executive (BH). **(Item 12/Page 1)**
(Not for Publication)

13. **HR/Media & Communications Resources Review**

To consider a report from the Chief Executive & Human Resources.
(Item 13/Page 1)
(Not for Publication)

14. **Minutes**

To confirm the confidential minutes of the meeting held on 13 September 2017. **(Item 14/Page 1)**
(Not for Publication)

Published Tuesday 5 December 2017

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114
E-Mail: committee@warwickdc.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

You can e-mail the members of the this Committee at employmentcommittee@warwickdc.gov.uk

Details of all the Council's committees, councillors and agenda papers are available via our website www.warwickdc.gov.uk/committees

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

Members/Trades Unions Joint Consultation & Safety Panel

Minutes of the meeting held on Thursday 31 August 2017, at the Town Hall, Royal Leamington Spa at 4.30pm.

Present:

Employers' representatives: Councillors Coker and Heath.

Trades Unions' representatives: Mr Crump and Mr Foster.

Also Present: Mrs Barnes (Senior Committee Services Officer), Mrs Dolphin (HR Manager), Mr Hunt (Deputy Chief Executive) and Mrs Priestley (Senior HR Officer).

It was the Trades Unions' representative's turn to Chair the meeting so Mr Crump took the Chair.

7. Apologies and Substitutes

- (a) Apologies for absence were received from Mr Lynch & Mr Day; and
- (b) There were no substitutes.

8. Declarations of Interest

There were no declarations of interest.

9. Minutes

The minutes of the meeting held on 24 February and 1 June 2017 were taken as read and signed by the Chairman as a correct record.

Part One **Health & Safety Matters**

There were no Part One items.

Mr Crump explained to the Panel that there would be a report coming forward to the next meeting.

Part Two **Joint Consultative Matters**

10. Progress on the new Council headquarters and arrangements for the ongoing maintenance of Riverside House

The Panel received a verbal update from the Deputy Chief Executive (BH) who gave an overview of the current progress on the new Council headquarters move. He advised that exhibitions had been held for both the public and staff showing the plans for the new building.

There had been communications between officers and local residents regarding the future plans for the Riverside House site which had highlighted concerns from residents of Portland Place West, Somers Place, Church Hill and Wilhemina Close. The LLP and officers had worked through these concerns and responses had been provided along with a four page brochure to all residents.

It was anticipated that the planning applications for both the Riverside House and Covent Garden sites would be submitted in the next few days. The Riverside House application would be an outline application, with all matters reserved except for access and landscaping. A Masterplan would be submitted to Planning Committee in December. After this, the LLP would market the Riverside House site with the relevant permissions and officers would be able to begin a procurement exercise to build at the Covent Garden site, by which time they would have a better idea of true value and cost.

It was hoped that occupation of the new headquarters would be able to commence in January 2020.

With reference to the ongoing maintenance of Riverside House, Mr Hunt advised that the building would be maintained but no improvements would be made. Any repairs would be addressed, for example if there were any concerns with the fire alarm panel, this would have to be addressed because it posed a risk to health and safety. However, the agreement would be to secure windows rather than replace window latches. In addition, any leaks would be fixed.

In response to a question from Councillor Heath, Mr Hunt stated that staff had seemed interested and supportive. A range of concerns were shared and answers provided. A group had been set up, 'Transforming our Workplace' who were assisting with addressing concerns and a dedicated website had been established which provided answers. In addition, an exhibition was due to be held in the Space at Riverside House, in the near future.

Mr Crump agreed that the exhibition had been held at the right time and had empowered staff to ask questions and many fears had been allayed. It was agreed that this was a better approach than concerns being aired on 'Rumour Mill' and the Joint Community Forum meetings were working well.

The Panel thanked Mr Hunt for attending and providing an update.

11. Motion on NJC Pay to Councils

Trades Union representative, Mr Foster advised the Panel of the "Motion on NJC Pay to Councils" as detailed on the agenda.

He explained that the Unison, GMB and Unite had asked nationally for support from Local Authorities for a 5% increase on all NJC pay points for 2018/19.

The paper provided advised that NJC basic pay had fallen by 21% since 2010 in real terms and workers had endured a three year pay freeze from

2010 to 2012. In addition, local term and conditions had been cut, NJC was the lowest in the public sector and pay structures were being squeezed and distorted.

The motion therefore asked Warwick District Council to note the facts stated above and call upon the LGA to make urgent representations to Government to fund the claim; to write to the Prime Minister and Chancellor supporting the NJC pay claim and seeking additional funding to fund a decent pay rise; to meet with local NJC union representatives to convey support for the pay claim and the pay spine review; and to agree to a 5% increase on all NJC pay points and the deletion of JNC points SCP6-9.

In response, Councillor Coker stated that he could see the strength in the proposal but the difficulty was local authorities being able to afford it. He felt that both figures in the motion would be difficult to afford and potentially, the only way to achieve it would be by losing staff. He reminded those present that formally the NJC and the Employer's side would be debating this at a higher level and the Council would abide by the decision made.

The trade Unions representatives advised that overall pay had fallen by 21% since 2010 and the Council needed to recognise that its workforce was starting to age. WDC needed to attract people into employment with local government but this would not be achieved if they were the lowest paid.

The HR Manager referred those present to the appendix to the report which provided a summary of the Remuneration Review report that had been discussed with SMT and the Unions and was due to be presented to Employment Committee in September. The document summarised the main points from the review together with other considerations. One of the recommendations going to Employment Committee was that the Council would look to freeze the Living Wage Foundation rate of pay at the current level. The frozen rate would be increased in line with a 1% pay award on 1 April each year until it was exceeded by National Living Wage.

The Panel therefore

Resolved that the motion be noted.

12. **People Strategy Steering Group Update**

The Panel received a verbal report from the Head of Human Resources who advised that the Workforce Steering Group was due to meet the following week. The update would be discussed at the meeting prior to its submission at Employment Committee to ensure it was fit for purpose in the actions being put forward.

In addition, the Remuneration Review had been completed with coordination from SMT and the Unions.

The Panel were also informed that data had been collected over a period of six months in relation to advertising, recruitment and branding. The number of vacancies filled had increased from 69% to 89% in January 2017. There were only five agency staff currently employed by the Council

and these were generally used for temporary cover such as maternity leave. In addition, the Council had been put forward for an award in recognition of its branding and marketing of vacancies.

With regard to apprenticeships, a brief had been discussed with SMT and a corporate scheme was due to be put forward as of September 2018. The Council were looking to bring in a cohort of apprentices on an ongoing scheme. Managers would be asked to look at the resources in their teams with a view to supporting and mentoring apprentices.


The Works Perks scheme had proven very successful and had been rolled out to Members via 'Members Update'.

Finally, the Head of Human Resources advised that the Chief Executive's talk had taken place in June and July 2017 with 80% of staff attending. One of the highlights of the talk had been the recognition of staff by the Chief Executive, with the offer of two additional days leave to be taken at Christmas 2017.

The Panel thanked officers for the update and therefore

Resolved that the update be noted.

(The meeting ended at 5.10 pm)

	Employment Committee – 13th December 2017	Agenda Item No. 5
Title	New posts for CIL Officer	
For further information about this report please contact	David Barber Dave.barber@warwickdc.gov.uk and Gary Fisher Gary.fisher@warwickdc.gov.uk	
Wards of the District directly affected	All	
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	N/A	
Background Papers	N/A	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	4/12/17	Bill Hunt
Head of Service	1/12/17	Tracy Darke
CMT	4/12/17	Chris Elliott/Bill Hunt/Andy Jones
Section 151 Officer	4/12/17	Mike Snow
HR	4/12/17	Sue Firminger
Finance	4/12/17	Mike Snow
Portfolio Holder(s)	1/12/17	Cllr Alan Rhead
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

1.1 This report seeks to establish a new post of Community Infrastructure Levy (CIL) Officer within the Development Management Section of Development Services.

2. **Recommendations**

2.1 That a new permanent post of CIL Officer be established within the Development Management Section of Development Services.

3. **Reasons for the Recommendations**

3.1 **Recommendation 2.1:** At its meeting on 20th November 2017, the Council agreed to adopt the CIL Charging Schedule. The CIL scheme is due to be implemented prior to 18th December 2017. Once the scheme is live, there will be a need to undertake a range of associated activities (such as measuring plans to calculate floorspace, liaising with applicants, considering exemptions, calculating charges, sending out liability and demand notices, monitoring payments and coordinating enforcement activities for non-payments).

3.2 Testing work undertaken to date shows that this work is likely to be time consuming and without an additional and dedicated resource this will impact on the capacity of Development Management to deliver statutory requirements and high quality outcomes. This aligns with the experience of other Councils that have implemented CIL where in many cases they have employed one or two CIL officers.

3.3 At its meeting on 29th November, the Executive agreed to fund a post from the Planning Reserve until the end of March 2018 (with a view to the Reserve being replenished over time from the administration allowance from the future CIL receipts). Beyond March 2018, the Executive agreed that the post should be funded from either the 5% CIL receipts or the increase in Planning Fees. Until a decision is reached on how best to utilise the increase in Planning Fees, it was agreed that both options for permanent funding are kept open and that details of the recommended option for the permanent funding of the should be considered alongside the 2018/19 Budget in February 2018.

4. **Policy Framework**

4.1 **Fit for the Future:**

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 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 Improved 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 Anti-Social Behaviour (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		
Will help collection of CIL for timely provision of infrastructure essential to enable the growth required in the Local Plan	Will help collection of CIL for timely provision of infrastructure essential to enable the growth required in the Local Plan	Will help collection of CIL for timely provision of infrastructure essential to enable the growth required in the Local Plan
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		
Will provide a dedicated and specialist resource to support the collection of CIL and in doing so will enable the existing teams to continue to provide a high quality service in dealing with planning applications.	Will ensure high quality service is provided to those liable to pay CIL	CIL provides and important and reliable alternative source of funding for infrastructure

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies. The Local Plan is one of the key strategies, cutting across many of the FFF strands. The CIL scheme ensures the delivery of appropriate infrastructure to enable the growth required through the plan period.

4.3 **Impact Assessment:** There are no equalities or environmental impacts associated with the proposals in this report.

5. Budgetary Framework


- 5.1 As set out in para 3.3 above, the Executive has agreed to fund this post until March 2018 from the Planning Reserve. This is expected to cost up to £8,000. On implementation, the Council can use up to 5% of CIL receipts to cover the costs of administering CIL. It is proposed that during 2018/19 this facility is utilised to replenish the Planning Reserve to ensure there is no ongoing impact on the Reserve.
- 5.2 In total, the annual cost of this post is expected to be £29,500 per annum. Beyond March 2018, there are two viable options for the permanent funding of the post:
- a) to use part of the proposed planning fees increase. The Government have indicated that the Council will be able to increase planning fees by 20%. At present, the Head of Development Services is undertaking work to develop proposals as to how the Council could use this increase in fees to the best effect. One option would be to include the ongoing cost of this post within that fee increase.
 - b) to use up to 5% of the annual CIL receipts. For this to be viable, the Council would need to collect a minimum of £590,000 from CIL each year.
- 5.3 The option of using Planning Fees to fund the post would have the advantage of maximising the amount of CIL that is available to be spent on infrastructure priorities. However until the work that is currently being undertaken has been completed, it is not clear whether that will be a priority for the additional fees.

6. Risks

- 6.1 If the new post is funded from CIL receipts, the Council would need to collect a minimum of £590,000 from CIL each year from 2018/19 onwards. CIL predictions for 2018/19 suggest this is likely to be achieved, although initially the predictions are particularly volatile as receipts are dependent on when a limited number of major schemes start on site. There is therefore a risk that in 2018/19 insufficient CIL receipts are achieved to fund the costs of this post. However, from 2019/20 onwards, CIL receipts are expected to grow substantially as some of the larger sites are commenced. It is therefore a low risk that there will be an ongoing shortfall and it is expected that in the event of a shortfall in 2018/19, this could be recovered from CIL receipts in 2019/20.

7. Alternative Option(s) considered

- 7.1 An alternative would be for the existing Development Management teams to undertake the work on assessing CIL. This approach has been tested in the preparations for implementing CIL. The conclusions were that due to the time consuming nature of process, this could have a significant impact on the capacity of the teams to deliver statutory requirements and high quality outcomes. Further the type of work and range of skills involved pointed towards the need for a dedicated resource. This option is not therefore recommended.
- 7.2 A further alternative would be to make the post temporary. This option has been considered in light of the potential for the Government to replace CIL with a new method for collecting infrastructure funding. However, announcements in the Autumn statement suggest that the Government is intending to retain and potentially strengthen CIL. In this context it is recommended the recruitment issues that could arise from advertising a temporary post should be avoided by making the post permanent.

 Employment Committee 13th December 2017		Agenda Item No. 6
Title	Apprenticeship Policy	
For further information about this report please contact	Elaine Priestley – Senior HR Officer Tracy Dolphin – HR Manager	
Wards of the District directly affected		
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?	Yes/No If yes state why	
Date and meeting when issue was last considered and relevant minute number		
Background Papers		

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliott/Andrew Jones/Bill Hunt
Head of Service		As above
CMT		As above
Section 151 Officer		Mike Snow
Monitoring Officer		Andrew Jones
Finance		Mike Snow
Portfolio Holder(s)		Andrew Mobbs
Consultation & Community Engagement		
Consultation has taken place with the recognised Unions		
Final Decision?	Yes/No	
Suggested next steps (if not final decision please set out below)		
Report to Employment Committee recommending the adoption of a Corporate Policy.		

1. **Summary**

- 1.1 The purpose of this report is to request approval of the attached Corporate Apprenticeship Policy. A Corporate Apprenticeship Programme would operate in addition to the Council's agreed staffing establishment and budget and funding has been agreed by the Executive.

2. **Recommendation**

- 2.1 The Employment Committee approves the attached Apprenticeship Policy.

3. **Reasons for the Recommendation**

- 3.1 At its meeting of 29th November 2017 the Executive approved the creation of a fund for a Corporate Apprenticeship Programme enabling the District Council to offer up to 8 apprenticeship opportunities at any one time.

The rationale for raising the number of apprentices employed by the Council and increasing the apprenticeship training offered includes:

- To address difficulties in recruiting into some hard to recruit to areas.
- An investment in new skills and planning for the future.
- The introduction of the Apprenticeship Levy commits the Council to paying a percentage of its paybill (0.5%) less an allowance of £15k per annum. This equates to approximately £50k for WDC for 2017/18 and is a recurring cost.
- The District Council has an ageing workforce so there is the potential to lose skills and create skills gaps as staff retire.
- The potential to support development and workforce planning.

- 3.2 **Benefits to Apprentices** - Apprentices can gain the skills that WDC and other local employers need and that are relevant to the local economy, therefore improving their prospects of progressive earnings and sustained employment.

Other benefits include:

- learning while earning
- gaining a recognised qualification
- receiving off-the-job training specific to their apprenticeship
- working alongside experienced staff

- 3.3 **Benefits to the Authority** - Enables WDC to train staff to the level required, as well as assuring that there are people available with strong technical and good employability skills.

Other benefits include:

- staff are trained to the WDC's specific requirements
- apprentices can help fill skills gaps
- increased productivity
- a higher calibre of staff
- proven retention

4. Policy Framework

4.1 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 the FFF People strand contains several Key projects of which the Salary, Benefits and Recruitment Review is one. This report shows the way forward for implementing a corporate Apprenticeship scheme which is a priority work stream as part of the review.

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 right people in the right jobs support the Council in delivering its intended outcomes.	The right people in the right jobs support the Council in delivering its intended outcomes	The right people in the right jobs support the Council in delivering its intended outcomes. The employment of apprentices will contribute to raising the skills of the local labour force and can support the employment of support specific groups, for example NEETS (Not in Education, Employment and Training)
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,	<u>Intended outcomes:</u> Focusing on our customers’ needs Continuously improve our processes Increase the digital	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management

empowered and supported The right people are in the right job with the right skills and right behaviours	provision of services	Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
To ensure we are competitive in being an 'Employer of choice' attracting, training and retaining talent to the District Council.	Creates additional capacity for staff to innovate, support change initiatives, and make best use of new technology.	Enables access to the Apprenticeship Levy funding

4.2 Supporting Strategies

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

People Strategy

4.3 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 a key element to the successful delivery of quality services.

4.4 The review also seeks to recognise the plans that will enable the Council to recruit and retain staff of the calibre required to deliver its services efficiently and effectively.

4.5 **Impact Assessments** – Consideration has been given to equality issues.

5. **Budgetary Framework**

5.1 Costs incurred by implementing the proposed Corporate Apprenticeship Programme would be in addition to the Council's established staffing budget.

The proposed salary costs of an apprentice range between £7,814-£14,470 plus on costs subject to age, level of apprenticeship and whether 12 months have been completed. These would be updated each year in line with National Living Wage increases.

Apprentices aged 19 and over, who have completed the first year of apprenticeship must be paid the National Living Wage for their age. This is currently between £5.60 to a maximum of £7.50 per hour.

The Council already has to pay approximately £50,000 to the Government Apprenticeship levy in 2017/18. The Council is effectively able to get this funding back to pay for training costs, but not to fund employment costs. This cost has already been included within the Council's Budgets

It is important to note the additional indirect costs, both monetary and time related. The opportunity cost is difficult to assess together with the impact on staff overall, some examples are:

- apprentice time spent 'off job' training
- manager time to plan, support and prepare their resources and the team
- training for mentoring
- HR support, time and costs to co-ordinate programme, interviews, training, work with managers, teams and apprentices to ensure the programme is fully supported.

5.2 The proposed apprentice pay scales are shown in the appendix. Depending on the nature of the apprenticeship, it may be necessary for these pay bands to be flexed.

5.3 The total cost of employing 8 apprentices could be up to 150,000. This has been included as a recurring cost within the Medium Term Financial Strategy and Base Budget for 2018/19 being considered by the 29 November Executive

5.4 It should be noted that £150,000 is a maximum cost based on 8 apprentices over 25 with one year's experience in the apprenticeship. In reality it is unlikely this will ever be the case however it covers all eventualities. In 2018/19 it is anticipated that a cohort of apprentices will be recruited to join the Council midway through the year. Consequently, for 2018/19, a lower figure of £100,000 is proposed and has been included within the Base Budget.

6. Risks

6.1 This scheme forms part of a wider initiative to mitigate any risks to the Council relating to future recruitment, retention and skills gaps. If a Corporate Scheme is not funded there is the potential risk to one of the work streams that support the effective workforce planning for the Council.

6.2 There may not be suitable vacancies or employment opportunities to retain apprentices at the end of the apprenticeship training.

7. Alternative Option(s) considered

7.1 Not to introduce a funded Corporate Apprenticeship Programme
- This was discounted as not meeting the Council's objectives to recruit, train and retain staff. It would also prevent access to the Apprenticeship Levy which the Council has to pay regardless of the number of apprentices employed.

8. Background

8.1 Like all Local Authorities Warwick District Council (WDC) has a low proportion of young people working for the organisation, with our Workforce Profile indicating that on 1st November 2017 from 474 members of staff 4.22% were aged between 18-24.

The proportion of older workers, the 55-64 age group is 24.47% and the over 65's 3.16%

This has implications for the resourcing of future service delivery, indicating the need for a more targeted approach to succession planning. One specific approach to address this age imbalance is to offer apprenticeships. This will help the organisation to address specific skills shortages by 'growing our own', as well as encouraging more young people to consider careers in local government.

As a public employer within the District, the Council can seek to lead by example, offering younger people opportunities to study for relevant national qualifications at the same time as earning a salary, and contributing effectively to the District's economy.

A corporate policy/guidelines and dedicated support from HR will support managers/staff to understand and follow the process to recruit, manage, mentor and support apprentices and promote apprenticeships.

Organisational Benefits:

Supports key strategic objectives of the Council.

- Will contribute towards achieving a more balanced workforce as a workforce profile found the average age of a WDC employee is nearly 46 years.
- Help to raise the educational attainment of the WDC employees. This approach could also be extended to include employees 'at risk' in securing employment in a new role.
- Apprentices provide positive role models for the Council in their own communities.
- A means of replenishing 'high potential' candidates as older and more experienced workers leave the organisation.
- By 'growing our own' – securing higher retention rates through career pathways and reducing recruitment costs.
- Workforce Planning – ensuring that we can identify employees potentially approaching retirement/or career progression and ensuring that knowledge and skills are not 'retired'/lost when the employee departs.
- Help tackle some staffing shortages, and reduced reliance on agency/temporary staff.
- Greater staff retention / reduced turnover.
- Apprentices have a positive impact on staff morale by stimulating new and fresh ideas.
- Provides existing staff with coaching and mentoring opportunities, contributing to CPD.
- Opportunities to work closer with partners and training providers; as well as actively exploring the option of becoming a training provider in our own right.

Community Benefits:

- Strengthen links and relationships between the Council and local communities, particularly if we recruit apprentices who reside in the District.
- Demonstration of a Council commitment to promoting inclusion, wellbeing and reducing poverty.
- A tool to tackle high local levels of Worklessness in specific groups – for example NEETS, (Not in Education, Employment and Training), particularly if we target recruitment to local people.
- Raise attainment and aspirations for the young people of Warwick District.

- Contributes to raising skill levels in the local labour workforce.

8.2 Subject to the policy being agreed by Employment Committee a recruitment campaign will start during National Apprentice Week in February 2018.



APPRENTICESHIP POLICY

WARWICK DISTRICT COUNCIL

APPRENTICESHIP POLICY

Contents

1. Policy Statement	1
2. Scope	2
3. What is an apprenticeship?	2
4. During the apprenticeship.....	2
5. Ending the apprenticeship early	2
6. Apprenticeship comes to an end	3
7. Policy Monitoring	3

1. POLICY STATEMENT

1.1. Warwick District Council is committed to offering high quality services that benefit the residents of the District. As part of this commitment the Council offers Apprenticeship opportunities, where Service needs allow, to promote 'on the job' education and development.

1.2. Employers all over the country recognise and value apprenticeships as they demonstrate that the apprentices taking part in these schemes have been trained in the skills they need.

1.3. When an apprentice is taken on they will receive a contract for training rather than a contract of employment, but employment rights will still apply. Apprentices have the legal right to complete their training (subject to particular extenuating circumstances).

2. SCOPE

2.1. This policy applies to all apprentices under a written contract for training.

2.2. Further specific details would be linked to the relevant departmental working arrangements for apprentices and will be outlined during the induction process

3. WHAT IS AN APPRENTICESHIP

3.1. An apprenticeship is a planned training programme that allows an apprentice to acquire valuable skills on the job that will provide employment opportunities in the labour market following the successful completion of the training.

3.2. An apprenticeship will last for a defined period of time, usually between one and four years with a defined end date or end event.

3.3. The programme will combine work and learning and supports an individual to develop skills and knowledge, usually within the framework of achieving a qualification for a particular trade or profession.

3.4. The apprentice will be paid at the appropriate rate whilst training and this will equate to at least the minimum wage for apprentices where relevant.

4. DURING THE APPRENTICESHIP

4.1. Apprentices enjoy the same terms and conditions as employees such as sick pay and annual leave entitlements etc.

4.2. As such, all apprentices must comply with the Council's terms and conditions and policies.

4.3. Managers should make apprentices aware of the Councils policies and should follow the guidance contained within them.

5. ENDING THE APPRENTICESHIP EARLY

5.1. Apprentices are contracted to complete a specified course of training.

5.2. However, apprenticeship posts are subject to regular appraisals. Contracts cannot be terminated early unless there are exceptional circumstances, i.e. sufficient evidence that there are substantial capability or conduct issues or where there is a downturn / business changes meaning the Council can no longer fulfil the agreed training and work programme.

5.3. The relationship and contract cannot be terminated early merely by the employer giving notice to the apprentice.

5.4. An apprentice wishing to terminate their training should do so in accordance with the terms of their contract.

6. APPRENTICESHIP COMES TO AN END

6.1. Although apprenticeships are for a limited period, they are not a fixed-term contract.

6.2. Because an apprenticeship contract is for a specific purpose – training – the contract will be discharged on the completion of that training. As the end of the contract is reached upon the successful completion of the training, the notice is implied in the contract and there is no requirement to provide notice of the end of the contract, although it is good practice to do so. Completion of the apprenticeship will be determined by qualification and appropriate notification will be provided in writing to the apprentice of the date of termination

6.3. There is no legal requirement for the Council to provide employment or further training at the end of the apprenticeship,

6.4. Reaching the end date or event will constitute the end of the contract and will not be a redundancy dismissal.

6.5. Apprentices have the same employment rights as other employees, including in terms of dismissal, appropriate dismissal processes should therefore be followed.

7. POLICY MONITORING

7.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.

7.2. Responsibility for the implementation, monitoring and development of this policy lies with Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

December 2017



APPRENTICESHIP GUIDANCE WARWICK DISTRICT COUNCIL

Warwick District Council Apprentice and Apprenticeship Guidance notes

This Guidance comprises of 5 elements:

1. Context
2. Employment Considerations
3. Guiding Principles
4. A Practical, 'How to Recruit Guide'
5. Frequently Asked Questions

Context

1.1 What are apprenticeships?

An apprenticeship is a way for young people and adult learners to earn while they learn in a real job, gaining a real qualification and skills for the future.

1.2 Can existing staff undertake apprenticeship training?

Existing members of staff can undertake an apprenticeship training, provided it is a new skill/area, this could be funded by the Council's Levy. They remain on their current contract and terms and conditions but are required to sign an agreement to complete the training.

1.3 How long do they last?

Depending on the sector and job role, an apprenticeship can take anything between one and five years to complete. It is a package of training and qualifications.

1.4 What areas do they cover?

There are over 200 different apprenticeship frameworks across a range of sectors, including the following:

AAT

Business Administration

Customer Services

Project Management

HR Management

ICT

Construction

Civil Engineering

1.5 Apprentice Framework

This provides for the establishment of the most appropriate apprenticeship structure, liaising with the HR Team and to identify a suitable provider and possible funding.

Agreeing with the apprentice the amount of release time / time on the job, managers will provide support to apprentices to complete their Apprenticeship Framework. The manager will also agree the amount of time for assessor access and the additional input required by the line manager or colleagues to

provide evidence or witness testimonies.

All apprenticeships combine work with qualifications and are available up to Degree level:

- Intermediate – Level 2 (GCSE equivalent)
- Advanced – Level 3
- Higher – Level's 4, 5 and 6
- Level 7 – (Masters Degree equivalent)

An apprentice would not be able to replace a trained member of staff as they need time to develop their skills and gain experience. However, apprenticeships offer an excellent way to build additional capacity within teams.

1.7 Apprentice Pay Scales

Apprentices will be remunerated in accordance with the pays scales set by Warwick District Council. The current rates are attached Appendix 1, these are updated annually in line with National Living Wage increases.

1.8 Funding the Apprentice's Salary

The Council has a finite Corporate Apprenticeship Fund. In order to access funding for an apprentice, Service Areas will complete a profoma outlining their business case.

It should be noted that not all applications to this fund will be successful and priority will be given to areas where there is a recognised recruitment problem.

Rates of pay may also vary depending at what stage of the apprenticeship the apprentice is at.

1.8 Funding the Apprentice's Training

The Council will be able to access the levy funding to invest in apprenticeships through the Digital Apprenticeship Service. Subject to the levy funding not being exceeded, this will cover ALL the training costs of the Apprenticeship, but none of the employment costs.

1.9 New Trailblazer Apprenticeships

From July 2015 the Government introduced a new initiative in line with specific business demands. Trailblazer standards have been designed by over 1300 employers for new apprenticeship frameworks. These schemes are open to all ages and to new and/or existing employees, with a further advantage being that they are able to attract significant Government funding. As an example, currently the Government will double whatever the employer contributes, up to £27,000.

1.10 The Apprenticeship Levy and the English Apprenticeships 2020 Vision

The Government's ambition is to create 3 million apprentices by 2020, with the aim that apprentices will become an integral part of the wider workforce.

In order to meet this figure the public sector, and more specifically local authorities, will need to deliver more apprenticeships.

From April 2017 all public sector organisations have been required to pay an annual apprenticeship levy which will be based on a percentage of its total overall annual wage bill. For Warwick District Council this is in the region of £50,000.

Employment Considerations

2.1 Contracts, Terms & Conditions

A standard WDC fixed term contract will be issued along with an Apprenticeship Agreement. Apprentices will be WDC employees and therefore entitled to all benefits, such as annual leave, sick pay and employer pension contributions. They will also be encouraged to take up learning and development opportunities offered by the organisation, with line manager's permission.

Apprentices may be required to attend college or a training provider on a specific day per week or be assessed mainly in the work place, depending on the job role. Apprentices will be given paid time off to attend this and may also be given time off for study at additional times, depending on the needs of the course. During College term holidays it would be expected that the apprentice attends their 'normal place of work'. An apprentice must work a minimum of 30 hours per week for 12 months.

Apprentices will not be eligible to undertake any overtime and nor will they be entitled to any enhancements to their agreed salary.

It is hoped that apprentices will continue to work for the Council and gain a permanent or temporary contract at the end of their apprenticeship and they will be able to apply for internal vacancies as and when they arise.

2.2 Employment Considerations

Status – apprentices are treated no differently to any other WDC employee and accordingly all terms and conditions are equally applicable, such as sickness pay, annual leave entitlement, etc.

Time recording – line managers need to ensure that apprentices understand the guidelines and expectations eg who they go to for authorisation of leave etc. Apprentices must be employed for a minimum 30 hours per week and be given time off to attend college training.

Apprentices will require a tax code and a P45 will also be required if they have previously been employed.

Pension – All apprentices will be enrolled into the pension scheme, with an option to withdraw within the first 3 months (in which case all contributions paid are refunded).

Progress Reviews – These will take place at regular intervals between the apprentice, their Line Manager and the Learning Provider.

Probationary Period – this will be the same as any other WDC employee, i.e. 6 months.

Annual Leave – Leave entitlement of 23 working days per leave year, in addition to Bank and Public Holidays.

Appraisals and 1:1s– clear targets and expectations need to be set by the line manager at the outset and the apprentice should understand that these will form the basis of the probationary review. Any additional training needs outside of the apprenticeship should also be picked up at this stage.

End of Apprenticeship Permanent employment cannot be guaranteed at the end of an Apprenticeship. Three months before the end of the Apprenticeship, the apprentice will be placed on the redeployment register and given prior opportunity to apply for vacancies. Support will be given to apprentices to enable them to apply for suitable posts with the Council.

Redundancy There is a commitment from organisations to continue the Apprenticeship to the end of the training. Apprentices are not entitled to a redundancy payment.

2.3 Responsibilities of Managers

Managers will be responsible for:

- Initial identification of apprenticeship opportunities in their service areas
- Sourcing funding to pay the wages for an apprentice, whether that be via the service budget and/or successfully accessing the corporate fund.
- Recruitment of an apprentice, in partnership with the HR Team.
- Ensuring the apprentice is given appropriate time to complete the relevant qualifications, including paid time off for day or block release
- Providing any necessary equipment or clothing / uniform
- Planning an appropriate work programme for the apprentice
- Working with the college or training provider to support the relevant qualification
- Mentoring and supporting the apprentice
-

In addition to the above for Apprentices aged 16-18:

- Ensuring the appropriate young person`s risk assessment is completed
- Complying with health & safety regulations relating to the area of work and any particular requirements or restrictions on young people

2.5 What an apprentice can bring to the team

As with any new member of staff starting in post, bringing an apprentice into a team can alter the dynamics and this will need to be managed. Line managers should involve colleagues as much as possible and appreciate that at times jobs will take longer whilst the apprentice gets used to the work. Quality standards will need to be very clear from the start. What is sometimes taken for granted with experienced colleagues will need to be explained in detail for apprentices. Line managers should find out from the apprentice

what they enjoy and what they are good at to identify and maximise strengths that can contribute to team performance.

2.6 Welcoming apprentices into the organisation

Orientation into a service is important, as is understanding the specific needs of new recruits, particularly young people who may be entering the world of work for the first time.

Getting the team ready to welcome the apprentice is important, outlining what is expected from line managers and colleagues in terms of setting the right example and role modelling.

Induction should be undertaken, as with any new employee. The WDC induction process should be used. A place should also be reserved on the first available Corporate Induction.

2.7 Role of HR

The HR Team will:

- Lead the Apprenticeship programme, linking in the wider Workforce Planning Strategy
- Provide advice to managers regarding Apprenticeships and Recruitment
- Be the main contact with training providers and the Skills Funding Agency
- Help recruit and sift potential applicants, advise of relevant apprenticeship frameworks/standards and help identify the relevant training provider
- facilitate a mentoring scheme for apprentices and employees
- run, if merited , bespoke courses

2.8 Further information

For further information and support on apprenticeships please contact hr.officers@warwickdc.gov.uk .

Guiding Principles

- Apprentices will be employees of Warwick District Council.
- Apprenticeships will provide individuals with practical work experience and a qualification needed for their respective chosen career within a structured framework.
- Apprenticeships will be funded through either existing Service budgets or by accessing a finite corporate fund, as outlined in a business case bid.
- Vacancies will be considered on a case by case basis and if suitable as an apprentice opportunity the manager will identify this on the VARF for consideration / approval.
- Apprenticeships will not replace existing staff, duties and functions.
- The length of an apprenticeship placement will be determined by the actual apprenticeship. Typically they range from 12 months to 2 years; however some last up to 5 years.
- Exiting WDC staff may apply to undertake Apprenticeship Training and remain in their substantive post.
- Apprentices will be on a fixed salary and therefore not eligible to salary progression through increments, although negotiated NJC and National Living Wage pay increases will be applied.
- Apprentices will not be eligible to undertake any overtime.
- Apprentices will not be entitled to any enhancements to their agreed salary.
- A probationary period of 6 months will be applicable to all apprentices in line with the terms and conditions of all new WDC recruits. Progress will be monitored by the Line Manager and the Training Provider.
- Performance and progress of Apprentices will be monitored using existing performance management criteria and processes e.g. Appraisals, 1 to1`s, capability procedures.

Practical, 'How to Recruit Guide'

4.1 Recruitment

The process of recruiting an apprentice is slightly different to that of any other member of staff purely due to the specialised nature of apprenticeships

4.2 Steps to Appoint an Apprentice from an established vacancy

STEP 1 – Vacancy occurs

STEP 2 – Should the post be filled? VARF

STEP 3 – If yes STEP 4

STEP 4 – Can the post be designated as an Apprenticeship? If no, recruit on usual basis. If yes, STEP 5

STEP 5 – Manager works with the HR Team/ to identify an appropriate Apprenticeship Framework, Training Provider, etc.

STEP 6 – Advertising the vacancy internally and externally

STEP 7 – Screening will take place with potential apprentices identified / short listing and interviews carried out

STEP 8 – Apprentice is appointed. Pre-employment checks carried out ie references and health screening. Apprenticeship Agreement appended to Employment Contract signed

STEP 9 – Induction Process Followed, training plan put in place, assigned a mentor

STEP 10 – At the end of the Apprenticeship there is no entitlement to a permanent position. However three months before the end of the apprenticeship, prior opportunity will be given to apply for vacancies in line with the Redeployment Policy.

4.3 Steps to seek corporate funding to appoint an apprentice

STEP 1 Apprenticeship opportunity is identified

STEP 2 – Manager completes a business case (proforma below)

STEP 3 – Business Case considered by CMT if approved STEP 4

STEP 4 – Manager works with the HR Team/Apprenticeship Provider to identify an appropriate Apprenticeship Framework, Training Provider, etc.

STEP 5 – Advertising the vacancy internally and externally

STEP 6 – Screening will take place with potential apprentices/students identified / short listing and interviews carried out

STEP 7 – Apprentice is appointed. Pre-employment checks carried out ie references and health screening. Apprenticeship Agreement appended to Employment Contract signed

STEP 8 – Induction Process Followed, training plan put in place, assigned a mentor

STEP 10 – At the end of the Apprenticeship there is no entitlement to a permanent position. However three months before the end of the apprenticeship, prior opportunity will be given to apply for vacancies in line with the Redeployment Policy.

4.4 APPRENTICESHIP BUSINESS CASE PROFORMA

Manager name and contact details	
Title of Apprenticeship and level to be offered	
Service Area	
Team	
Line Manager	
Mentor	
Start Date	
Rationale as to why an Apprentice is required	
How the Apprentice is to be funded	
Funding options that have been considered	
Available Corporate Apprenticeship Funds (from finance)	
HR Approval – date(s) and outcome	
CMT app	Approval and date

Apprentices – Frequently asked questions

5.1 How will I benefit as a Manager?

As well as possibly helping local unemployed people to get ready for work or return to work, the scheme will provide you with an opportunity to obtain some additional resources to support the work of your team

5.2 How will Managers be supported?

Managers will be guided through the process by the HR Team. Apprentices also follow a framework with support from the new Digital Apprenticeship Service, in terms of:

- Selection of an apprenticeship framework or standard
- Selection of a training provider or providers to deliver the training
- Selection of an assessment organisation

In time we also envisage an in-house mentoring network both for apprentices and for managers where other managers who have provided apprenticeships in the past will be on hand to offer advice.

5.2 How do I apply to recruit an Apprentice?

When a vacancy arises you can consider whether it would make a suitable opportunity for an Apprentice. If this is the case, you would flag this on the VARF. Alternatively you may bid for funding from the Corporate Apprentice Fund. In this instance you will complete the proforma outlining the business case, which will be considered by CMT

5.3 How much will an Apprentice be paid?

See Appendix 1.

However they will not be entitled to any enhancements to their agreed salary or eligible to undertake any overtime.

5.4 Who pays for the Apprentice?

The Service Area employing the apprentice will be responsible for their salary and costs.

Or

The Council will make available a finite corporate fund. In order to access this funding, Service Areas will need to complete the proforma outlining their business case. It should be noted that not all applications to this fund will be successful.

5.6 How and when will an Apprentice be paid?

They will be paid as an employee of the Council i.e. monthly, with the monies paid direct into a bank/building society account.

5.7 How will the performance of an Apprentice be monitored and assessed?

Whilst managers will be expected to supervise apprentices as they would with other staff by 1:1, appraisals etc, apprentices also have to meet targets set out in their apprenticeship framework and in this respect would be supported by the learner provider.

5.8 How much off- the job training will be required?

This will vary according to the apprenticeship, for example the apprenticeship may require day release for training/study.

5.9 How will an Apprentice benefit?

They will receive an opportunity to get real and practical work experience, whilst studying for a suite of qualifications. The Council is a large employer with a wide range of jobs and professions for which the apprentice could be considered for following successful completion of their apprenticeship (subject to vacancies).

5.10 What will be the Apprentice's Terms & Conditions?

An apprentice will be a WDC employee on a fixed term contract, thus being entitled to annual leave, sick pay, joining the local government pension scheme, etc.

5.11 How long will an Apprenticeship last?

An apprenticeship with the Council will last anywhere typically from 12 – 24 months but potentially up to 5 years.

5.12 What happens when an Apprenticeship finishes?

Unfortunately, there is no guarantee that an Apprentice will be offered a job with the Council upon completion. However, the experience and skills gained in acquiring the apprenticeship will put them in a better position to apply for jobs both within and outside the Council. Three months before the end of the Apprenticeship the apprentice will be placed on the redeployment register and given prior opportunity to apply for vacancies.


December 2017

APPENDIX 1

APPRENTICE SALARY SCALES 2017

Level	Apprentice Salary bands from April 2017	
Point 1 WDC	£149.85 per week (£4.05 per hour) £7,813.61 per annum (equivalent to NMW for 16-17 yr old)	All New Starter WDC Apprentices
Point 2	£207.20 per week (£5.60 per hour) £10,804.00 per annum (NMW for 18-20 yr old)	19 th birthday and have completed 12 months of the scheme
Point 3	£260.85 per week (£7.05 per hour) £13,601.46 per annum (NMW 21-24)	21 st birthday and have completed 12 months of the scheme. Fixed term salary point for higher Apprentices
Point 4	£277.50 per week (£7.50 per hour) £14,469.64 per annum (NLW for adults)	25th birthday and have completed 12 months of the scheme.

To be updated each year in line with appropriate rates

 Employment Committee 13.11.17		Agenda Item 7
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager	
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	June 2017	
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	22.11.17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	15.11.17	Chris Elliott
CMT	22.11.17	As above
Section 151 Officer	22.11.17	Mike Snow
Monitoring Officer	22.11.17	Andy Jones
Finance	22.11.17	Mike Snow
Portfolio Holder(s)	29.11.17	Andrew Mobbs
Consultation & Community Engagement		
<p>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</p>		
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).

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.

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.	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, Development Services, 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 within this quarter:
 - HR/Media
 - Development Services
 - Finance
 - ICT

8.3.2 **Workforce Planning and Performance**

- Update of the priorities of the Workforce Steering Group are as follows:
 - Review of Workforce/Succession Planning
 - Review of corporate Apprenticeships Scheme
 - Use of Market Forces Supplements
 - Management Development
 - Skills Audit/Matrix
 - Policy updates

8.3.3 **Equality & Diversity**

- 'Mental Health and Wellbeing' introductory sessions being scoped for employees of WDC following our work with MIND.
- The Statement for 'Modern Slavery and Human Trafficking' is now in draft format ready for comments.
- A pilot session has been delivered on 'Social Media, Discrimination and the Law' with the aim to brief staff regarding the consequences of actions in case law and the importance of Equality and Diversity. The training session was well received and plans are in place to cascade across WDC and to Councillors.

8.3.4 **Learning & Development**

- As part of our quality control relating to Appraisal 'meetings' and associated performance management, SMT interviewed a selection of staff from across the organisation, chosen at random. Set questions were agreed to ensure consistency and provide analysis to inform recommendations to improve the effectiveness of the scheme overall.

A total of 27 people were interviewed. From the comments made recommendations are being taken forward to update and relaunch the guidance paperwork and ensure managers are given guidance/training on how to be complete the paperwork and conduct the meetings (this is

ongoing, 80 managers/supervisors have completed this training from March 16).

Some of the positive areas to recognise from the interviews:

- 96% discussed the previous year's objective and those for the next year
- 96% discussed and agreed their PDP as part of their appraisal process
- 100% stated that they had an active role in the process and 1-1's occur/are documented for the majority on a regular basis.
- A 'Management Training Framework' is being developed for all managers in starting WDC and existing managers as part of their Personal Development Plan.
- The 'MetaCompliance' system has been updated to enable staff the additional option to complete their compliance actions through a new web-link.
- Service Area Skills Matrix's have been introduced for each area to log Personal Development plans and forecast development required within the next 1 to 3 years. These will be updated following appraisals and 121 meetings.
- Three more managers have registered in the last quarter for Level 3/5 leadership and management qualifications through the Institute of Leadership and Management (ILM).
- Training update for 2017 to date: A total of 41 in-house corporate training sessions have been delivered. Some of the subjects covered are Recruitment & Selection, Prevent Awareness, Conducting Effective Appraisals, Fire Warden, Time Management, Fraud Awareness and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.
- In 2017 to date we have 23 staff and managers qualified in IOSH Managing Safely and 14 staff qualified in IOSH Working Safely.

8.3.5 Communications , Involvement and Engagement

- The interim Marketing & Communications Manager has now been confirmed in role as part of the Service Review. The role has been revised to include a more strategic approach to delivering the council's marketing and communications, which will allow us to review our short term and long term priorities linked to the organisational aims.
- Internal audit of Media & Communications achieved substantial with no further recommendations. This reviewed the team's operation under the print framework and associated processes, communication within the team and how work is monitored and evaluated.
- Members update has been refreshed with a more engaging design.
- Media statistics now include a more detailed commentary to ensure councillors and staffs understand the information being shared.
- A prominent campaign has been put together by the team to promote the changes to recycling over the Christmas period, which includes advertising, posters, leaflets, and bin hangers. We will also be updating the website and organising social media messages.
- Supported the launch of our new partner CPD through a photocall with the Leader and CE, press release and social media. The campaign highlighted the aims of this project to regenerate part of the old Town.
- Communications plan developed for the housing team to support the delivery of their programme of safety work in our high rise flats.
- The contract for 'Work Perks' has been renewed for a further year, 233 staff have signed up since its launch.

- The Chief Executives's 2018 Talk was promoted at Manager's Forum in October. All staff was advised that it would be an 'Expo' type event next year, so they had enough time to review and prepare their publicity during the year.
- A video to educate students on taxis in Leamington Spa has been viewed over 100 times, with 26 retweets and 10 likes on Twitter.
- Working in partnership with the University of Warwick, a co-ordinated social media and email campaign was launched to educate students on recycling & refuse in Warwick. In total, over 1000 unique visits were made to the recycling pages of our website by students from the emails and tweets.

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

- An exciting 'Health & Wellbeing Event' took place on 26th September:
 - 60 fitness assessments were completed by 'Everyone Active'; many people were surprised at their 'internal age'. We are inviting 'Everyone Active' back in January to review how our 'internal ages' have developed.
 - 10 men took part in the PSA testing for the over 45's from the Graham Fulford Charitable Trust with many women taking information for male relations.
 - Staff took details regarding hidden sugar content from the community dietician.
 - 'Walking for Health' shared information of their walks.
 - The Arts marketing team shared information of performances at the Spa Centre and Pump Rooms.
 - Safer Communities shared information from their 'your town, your choice' roadshows.
 - CWS Sports undertook a Well-being survey for staff.
- 51 flu jabs were undertaken on 30th October with WDC covering half the cost of each jab.
- Updates are provided to the Health & Scrutiny sub-committee and Employment Committee as part of the overall Employee Well Being theme incorporated in the People Strategy.
- Wellbeing at Work Charter being scoped to include themes highlighted from Health & Wellbeing Charter report – Mental Health Awareness, Physical Activity and Healthy Eating
- Health & Wellbeing Intranet page updated to include a calendar of events and links to relevant documents and websites.
- We are arranging Universal Credit awareness in spring to ensure staff is aware of changes to enable them to provide ongoing support.
- We are working with Public Health to source ongoing Mental Health Awareness training for staff and manager's.
- Arranging MECC (Make every contact count) training for all front facing staff and managers. MECC is about using appropriate opportunities to have a health conversation with individuals to help and encourage them to make healthier choices, so they can achieve positive long term behaviour change to improve their health and wellbeing and signpost to appropriate services.