TO**:**   **EMPLOYMENT COMMITTEE – 26TH JUNE 2006**

FROM**:**   **CORPORATE PERSONNEL SERVICES**

SUBJECT**:**   **REVIEW OF THE PEOPLE STRATEGY**

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1.   PURPOSE OF REPORT

1.1   To review achievements against the current aims of the People Strategy and to consult on the proposed aims for 2006/07 and 2007/08.

2.   BACKGROUND

2.1   The current People Strategy was agreed in 2003 following the local elections of that year. It has been reviewed on an annual basis and the aims for the current and subsequent years have been agreed by CMT and endorsed by the Employment Committee. The full strategy can be found on the website under policies and strategies.

2.2   The detailed actions for the strategy are contained in the Corporate Improvement Plan and the Service Area Plan for Personnel as appropriate.

2.3   During the lifespan of the People Strategy a national Pay and Workforce Strategy has been produced with five key areas of improvement identified for Local Authorities. These are: developing leadership capacity; developing the organisation; developing the skills and capacity of the workforce; resourcing local government; pay and reward and are reflected in the six themes of the People Strategy.

3.   METHOD OF REVIEW

3.1   The Strategy has been reviewed using the European Foundation for Quality Management (EFQM) RADAR matrix. This has been chosen because the Council has signed up to the EFQM model of quality improvement and the supporting objectives for each of the themes in the strategy reflect the EFQM model.

3.2   RADAR is a method of measurement that looks at Results; Approach; Deployment; Assessment and Review. This report reflects the assessment and review elements of RADAR.

3.3   Each of the six themes of the People Strategy have been considered by the Corporate Management Team and Heads of Service and the results are detailed in the attached appendix.

4.   SUMMARY

The new aims for 2006/07 and 2007/08 for each theme are proposed as a result of the review detailed in the appendix at the end of this report and are summarised below:

4.1   Leadership and Organisational Development

2006/07   To refine the definitions of the new ways of working and link them to the overall programme of organisational change with the Corporate Management Team becoming the role models for new ways of working.

2007/08   To maintain a culture of excellence through leadership from senior managers.

4.2   Workforce Planning and Performance

2006/07   To develop the workforce plan to take account of known changes and to manage individual performance to ensure that the full capacity of the organisation is realised and under performance is addressed.

2007/08   To continue the work from 2006/07 and review recruitment retention and development policies to ensure that the requirements of the workforce plan can be met.

4.3   Equality and Diversity

2006/07   To continue working towards Level 3 of the Equalities Standard.

2007/08   To achieve Level 3 of the Equalities Standard.

4.4   Learning and Development

2006/07   To continue to identify and meet priorities for improvement including management competencies; customer management; project management; process redesign; sharing knowledge; using technology and financial management and to assess the return on investment in training and development across the Council.

2007/08   To check the readiness of the Council against the new Investors in People Standard for assessment in 2009.

4.5   Communications and Involvement

2006/07   To improve communications with staff based outside Riverside House and to implement technology to assist in collaborative working and the sharing of knowledge.

2007/08   To review the approach to communications and knowledge sharing in the light of technology developments.

4.6   Well Being, Reward and Recognition

2006/07   To raise the profile of the importance of recognition and complete the actions in the Working Without Stress pilot.

2007/08   To review the approach to staff well being.

5.   POLICY AND BUDGET FRAMEWORK

5.1   The People Strategy is one of the council's resource strategies and sits as a high level document providing the overall themes for people management. The actions associated with achieving the strategy are detailed in the Corporate Improvement Plan and Service Area Plans as appropriate.

6.   RECOMMENDATIONS

6.1   That the Employment Committee endorses the proposed aims for each theme of the Strategy for the current year and the following year.

Karen Pearce
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BACKGROUND PAPERS

Areas in District Affected: None

Key Decision: No

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REVIEW OF THE PEOPLE STRATEGY MAY 2006

ASSESSMENT AND REVIEW

This review has used the EFQM RADAR matrix which considers the approach to each theme in the Strategy and how well that approach has been implemented (deployed). It then considers whether the effectiveness of the approach has been measured and if there has been any learning which could identify improvements. The final part of the matrix is to prioritise and implement any improvements which have been identified.

Theme 1	Leadership and Organisational Development
Aims 2005/06	To communicate the new ways of working throughout the Council and decide how to model them through leadership.
Approach	The new ways of working were devised through the business process redesign work in conjunction with Catalyst and staff in service areas undergoing change. They were approved by CMT and included in the corporate improvement plan.
Deployment	A significant programme of change based around the introduction of technology has been progressed in Housing; Planning; Property; Finance and through electronic document management.
Measurement	Staff focus groups October 2005; Chief Executive visits to team meetings.
Learning	The introduction of new technology has addressed one aspect of the new ways of working but the customer; behavioural; operational and supplier principles have not been systematically addressed. The principles are too complicated for the majority of teams and individuals to work with and they do not form part of the approach to change management.
Improvement	The principles should be redefined and simplified and linked to an overall programme of organisational change that managers can identify with.
Proposed Aims 2006/07	To refine the definitions of the new ways of working and link them to the overall programme of organisational change with the Corporate Management Team becoming the role models for new ways of working.
Proposed Aims 2007/08	To maintain a culture of excellence through leadership from senior managers.

Theme 2	Workforce Planning and Performance
Aims 2005/06	To undertake future needs and scenario planning to further inform the workforce plan and identify issues arising from the Gershon review.
Approach	CMT considered the potential areas of impact that would affect the council over a three year period and agreed the changes needed in the workforce to accommodate these.
Deployment	Organisational changes have taken place in Environmental Health; Legal Services; Development Control; Policy Services; Regenesis and community development; Customer Services and Housing Services. A review of administration across the Council has been undertaken and is being implemented.
Measurement	Staff focus groups in October 2005 and HSE Stress Survey in November 2005.
Learning	There has been a continuing programme of workforce change to meet the needs of growing, contracting and changing services. The stress survey has shown that change is one of the causes of potential stress for staff and that managing the change process well is a crucial part of reducing anxiety. The survey also demonstrated that capacity is another key consideration in workforce planning coupled with the management of performance.
Improvement	Workforce planning should be expanded to include succession planning for key posts as well as consideration of the next set of scenarios that will affect the needs of the organisation. Recruitment and retention policies need to be reviewed to ensure they can meet the requirements of the workforce plan. Individual underperformance needs to be addressed.
Proposed Aims 2006/07	To develop the workforce plan to take account of known changes and to manage individual performance to ensure that the full capacity of the organisation is realised and under performance is addressed.
Proposed Aims 2007/08	To continue the work from 2006/07 and review recruitment; retention and development polices to ensure that the requirements of the workforce plan can be met.

Theme 3	Equality and Diversity
Aims 2005/06	To achieve level two of the Equality Standard.
Approach	Each service area is represented on a corporate equalities and diversity group which has co-ordinating responsibility for the achievement of the standard. Each Service Area is undertaking impact assessments of relevant areas of their work.
Deployment	All service areas have been responsible for producing a portfolio of evidence for level two of the standard.
Measurement	External peer assessment of the evidence against level two of the standard has been undertaken. Outstanding areas for inclusion have been highlighted and targeted for completion by June 2006.
Learning	The Equalities Standard is a complex standard to achieve and it has been necessary to review the Council target of achieving level 3 by 2007 in the light of experience.
Improvement	The target for achieving level 3 has been extended to allow a more realistic approach to the complexities of the standard and the capacity of the council to achieve them.
Proposed Aims 2006/07	To continue working towards Level 3 of the Equalities Standard.
Proposed Aims 2007/08	To achieve Level 3 of the Equalities Standard.

Theme 4	Learning and Development
Aims 2005/06	To use the workforce development plan to identify and meet priorities for improvement including management competencies; IT skills; knowledge sharing and the distribution of resources for development.
Approach	Learning and development activity takes place in two ways, either centrally organised and supplied by corporate personnel or IT Services; or locally organised by each service area. Each member of staff should have an agreed development plan as a result of their annual appraisal. In 2005 a Learning and Development post was introduced to ensure the corporate training activity met the needs of the council.
Deployment	All corporate training programmes are advertised through the intranet or directly to appropriate individuals. Individual training records should be kept within the personnel system to identify all the learning opportunities accessed by each member of staff.
Measurement	All corporate training and IT programmes are evaluated and the corporate training activity is reported to Employment Committee on an annual basis.
Learning	The corporate training budget represents approximately 14% of the council's budget for learning and development; there is little or no evidence of the return on investment for the other 86%. The introduction of a dedicated learning and development post has enabled the production of a more targeted corporate programme including management development training. There is no process to demonstrate that learning relates to the Councils priorities for improvement.
Improvement	Continue to identify and meet priorities for improvement including management competencies; customer management; project management; process redesign; sharing knowledge; using technology and financial management and assess the return on investment in training and development across the Council.
Proposed Aims 2006/07	Continue to identify and meet priorities for improvement including management competencies; customer management; project management; process redesign; sharing knowledge; using technology and financial management and assess the return on investment in training and development.
Proposed Aims 2007/08	Check the readiness of the Council against the new Investors in People Standard for assessment in 2009.

Theme 5	Communications and Involvement
Aims 2005/06	To improve communications to ensure there is a dialogue throughout the organisation that facilitates the sharing of knowledge.
Approach	Communications is managed through a process of organised meetings on a monthly basis including a team meeting for every member of staff. Supplementary communication methods include the intranet page; Warwick Update; the core brief and ad hoc management communications on specific topics.
Deployment	All teams should have regular meetings and survey results show this is the case for the majority of staff however not all teams meet as they should. Changes introduced during the year include a revised format for Warwick Update and a new meeting of CMT and the Heads of Service following the monthly CMT meeting to discuss future planning and ideas.
Measurement	Staff focus groups in October 2005 followed by visits from the Chief Executive and Directors to team meetings to discuss the feedback from the focus groups.
Learning	There needs to be some hierarchy to the communications process to avoid overload and allow staff to identify important items from interesting ones. The largest area of dissatisfaction with communications lies with the staff who are not located in the central building.
Improvement	Improve communications with staff based outside Riverside House.
Proposed Aims 2006/07	Improve communications with staff based outside Riverside House and implement technology to assist in collaborative working and the sharing of knowledge.
Proposed Aims 2008/09	Review the approach to communications and knowledge sharing in the light of technology developments.

Theme 6	Well Being, Reward and Recognition
Aims 2005/06	Implement the priorities in the pay and reward framework and review the approaches in the light of experience.
Approach	The approach to well being has been to provide a range of flexible working options for staff; safe and healthy working environments and support during times of difficulty. The approach to reward and recognition is based on having a fair and transparent pay policy with the opportunity to recognise work undertaken beyond the needs of the job. The changes to national terms and conditions agreed as part of Single Status have continued to be implemented.
Deployment	The policies are applicable to all staff but there is a feeling from staff that not all of them are consistently applied.
Measurement	Staff focus groups in October 2005; stress survey in November 2005; quarterly monitoring of sickness absence.
Learning	The staff focus groups highlighted the feeling that not all polices are consistently applied particularly in relation to flexible working for some staff. They also illustrated that the majority of staff felt they were a major benefit of working for the council. Absence monitoring demonstrated that 50% of the absence over the year was attributable to 33 cases of long term absence and that the support given to help people return to work was highly regarded. The stress pilot project with the Health and Safety Executive has produced valuable feedback from staff about the affects of change and management support on their wellbeing.
Improvement	Raise the profile of the importance of recognition and improve people management to ensure consistent application of personnel policies. Change the focus of absence management to well being and concentrate on those staff who are at work whilst following procedures for those who aren't.
Proposed Aims 2006/07	Raise the profile of the importance of recognition and complete the actions in the Working without Stress Pilot.
Proposed Aims 2007/08	Review the approach to staff well being in the light of future changes to ways of working.