

Service Plan 23/24

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| Service Area : | People & Communications |
| Service Area Manager: | Tracy Dolphin |
| Chief Executive: | Chris Elliott |
| Portfolio Holder(s): | Jess Harrison |
| PABS | Transformation |

Sections:

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| Links to council vision & corporate business plan |
| Service Delivery and Major Workstreams |
| Performance |
| Risk Management |

Linkages to Council Strategy - Warwick 2030

| Theme and Strategic Goals | | Direct | Indirect |
|---|--|---|---|
| Delivering Valued, Sustainable Services | | | |
| Ensure sustainability is at the heart of our decision making | We will develop climate and sustainability impact tool to help inform, shape and improve our decision making. | <p>The purpose of the 'People Strategy' is to create a framework for the effective leadership and workforce planning of our people in order to provide the organisational capacity to meet our corporate objectives in delivering excellent services. Aims of the strategy are to establish our strategic approach to ensure we have the right people in the right place with the right knowledge and skills, working in an inclusive, positive, and supportive culture in relation to the following themes:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Smarter Working & the Working Environment <input type="checkbox"/> People (Workforce) Planning, Organisational Development & Performance <input type="checkbox"/> People Recruitment, Retention and Brand Identity <input type="checkbox"/> People Equality Diversity & Inclusion <input type="checkbox"/> People Learning and Development <input type="checkbox"/> People Health & Well-being <input type="checkbox"/> People Communications & Engagement <p>This relates directly to how we want to attract and retain the best talent to deliver our ambitions.</p> <p>The People and Communications Theme includes links to the Marketing and Communications Strategy which aims to deliver a first class, effective and efficient communication service for the Council. Our communications are credible, consistent across all platforms and reflect the customer journey. Our aims are to: Deliver the council's news in a clear, balanced format; promote and celebrate the council's successes; promote a responsive and decisive decision making process; develop and improve our digital capabilities to use them effectively; demonstrate collaboration with partners and stakeholders and engage and inform staff through our internal engagement processes.</p> | |
| Continue to ensure the council's finances remain on a firm and sustainable footing | Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities. Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs | | |
| Achieve and demonstrate delivery of high quality services | By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council. The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels | | |
| | We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer. | | |
| | Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements. | | |
| We want to attract and retain the best talent to deliver our ambitions | Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice. | | |
| Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy | A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions. We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound | | |
| Low cost, low carbon energy across the District | | | |
| Reduce energy consumption and carbon emissions from the council's public buildings | Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible. Assess the creation of an investment fund for energy conservation and energy generation projects. | <p>A theme of the People Strategy is 'Smarter Working and the Working Environment' - We understand that smarter working empowers us all to make the right decisions about where, when and how we work, optimising the use of 'agile' workplaces and technology and reducing our carbon footprint. To improve the focus on outputs and enable a positive worklife balance.</p> | Support delivery of services with people advice and resource data. |
| Reduce energy consumption and carbon emissions from existing Council Housing Stock | Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact. | | |
| Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes. | Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards. | | |
| Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges | New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability. | | |
| Explore multiple, innovative approaches to make it easier for others in the district | By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs | | |
| Creating Vibrant, Safe and Healthy Communities of the Future | | | |
| Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identify with a focus on people and the environment | Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter. | <p>A number of work streams within People and Communications support this goal including links with our People Health and Well being theme; People Communications and Engagement where we understand the importance of two way communication.</p> | <p>The People & Communications Service links with wider strategies and policies guidelines across the Council Health and Well being; Safeguarding; supporting enabling of the Digital Strategy through training and links with the People Strategy.</p> |
| | Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation. | | |
| | games and hi-tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness | | |

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| <p>Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.</p> | <p>Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support</p> |
| | <p>Build on our reputation as a home for national and international sporting events.</p> |
| | <p>Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.</p> |
| | <p>Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact</p> |
| | <p>Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is</p> |
| | <p>In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.</p> |
| <p>Enhance the Biodiversity of the District</p> | <p>Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.</p> |
| | <p>Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.</p> |
| | <p>Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities</p> |
| <p>To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities</p> | <p>Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.</p> |
| | <p>Develop and implement an asset based community development strategy where the Council and Working with partners to deliver community safety interventions to address ASB and fear of crime.</p> |

| Smarter Working & the Working Environment - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
|--|--|--|-------------------------|---|
| Review of Flexi Time | Review of Flex and Time Recording Policy linked to Agile Working Guidelines | Consulted with WOW/Staff Voice/Unison | | |
| Review of Agile 'Ways of Working' | Review of Agile linked to office Move/Pulse survey/Green Survey/Peer Review | Analysis of data and next steps | | |
| Cycle to Work Scheme | Review support and update amount to be contributed | Increased from 1000 to 2500 | | |
| Passenger Payments | Review implementation of passenger payments to support carbon footprint | Completed | | |
| Review use of flex recording system | Work with ICT to design a more modern approach to complement Agile Working Policy | To be scoped | | |
| People (Workforce) Planning, Organisational Development & Performance - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
| Generic Role Profiles | To support improvements in recruitment and retention, encourage flexibility within job roles and an overall increase in skills and knowledge | Work with WME - benchmarking, groupings, role profile templates, buy in, implementation | | |
| Data and Monitoring - Trends and Analysis for service plans, HRBPs | To regularly review and analyse data trends to help support Service Area plans | Work with I Trent to review reports and data analysis provision | | |
| Hay Job Evaluation | To review use of Hay Job Evaluation scheme to enable a flexible, agile and rmore responsive process | Work with Service Area Hay reps to implement revised process | | |
| Employment Policies | To regularly review and update Employment policies, in line with changes in legislation, for clarity and to make improvements for the organisation and staff | Consider the policies that are priority to review | | |
| Hay Benchmarking | Salary comparisons against Hay points | Benchmarking Review | | |
| Data and Monitoring - Trends and Analysis for service plans, HRBPs | Reporting - establishment, turnover, recruitment, vacancies, sickness, starters, leavers, gender pay, ethnicity pay gap, pension care4 | Reports written and communicated within HR for use with HofS | | |
| I-Trent Improvements | Self Cert/RTW form updated | Menopause reasons added | | |
| HR Handbook (Intranet Review) | Intranet content cleansed and updated | Continue to review | | |
| People Recruitment, Retention and Brand Identity - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
| How we recruit | To review potential use of different application forms for different roles eg Apprentices, casuals, internal | Work with Recruiting Managers and make changes to I Trent | | |
| | To introduce use of CVs as an alternative to application form | Changes to I Trent | | |
| | To review use of advertising media | Analysis of recruitment media/individual recruitment campaigns | | |
| | To review Onboarding and Induction of internal and external applicants | Work with WME - focus groups for recent recruits and recruiting managers, analyse data, engagement | | |
| | To review overall look and feel of WDC website re recruitment | Research into competitor / best practice websites and methods of recruitment | | |
| | To implement digital Right to Work checks (IDVT) | Work with Trust ID to implement within HR | | |
| | To review WDC use of DBS/BPSS checks | Implement a clear procedure | | |
| | To explore use of recruitment incentives (eg welcome payment, MFS, refer a friend) and retention payments | Action if appropriate | | |
| | To consider the Peer Review feedback on the theme of Recruitment & Retention | Review feedback against Themes and priorities | | |
| | To consider any actions from the Recruitment Audit | Action if appropriate | | |
| Support for Managers | To write and implement new intranet recruitment pages - "how to" guides, Recruitment flowchart | Benchmark other organisations for best practice | | |

Appendix 5

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| | To write and implment a Recruitment Tool Kit for managers | To include advert wording, shortlisting, interview pack/questions, how to onboard, templates, induction | | |
| | To provide Manager access to Recruitment portal to review applications | Changes to I Trent | | |
| | Update workflows re candidates withdrawing from process | Changes to I Trent | | |
| | Pro rata holiday for FTC staff on I trent | Changes to I Trent | | |
| Grow our Own | To undertake a review of Apprentices 2023 | To include onboarding, induction, support, career progression, providers | | |
| | To implement a WDC work experience programme | To include a Work Experience week July 2023, information on website, liaison with schools, commitment from managers | | |
| | To review other methods to "grow our own" Review of T levels | To include T levels, paid internships, post grad Uni students | | |
| | To review WDC Career Grades | Consdider consistency in approach | | |
| Refreshing the Benefits | To undertake a review of WDC existing benefits | To include promotion of existing benefits, review of Intranet pages | | |
| | To undertake a review of other possible benefits | Consdider merits of Buying / selling annual leave | | |
| | | Salary sacrifice workplace giving | | |
| | | IVF support / fertility treatment leave | | |
| | Salary Sacrifice Car Lease Scheme | Implemented | | |
| | Review cycle to work scheme | Increased to £2,500, include electric bikes | | |
| Leavers | To analyse staff turnover | To identify trends, areas for concern | | |
| | Leaver reason analysis | To identify reasons, trends and actions to address | | |
| | To provide leavers with an online Exit interview form | To enable analysis of data from exit interviews | | |
| Reward & Recognition | To implement Working for Warwick Scheme | Monitor take up and impact | | |
| Systems/Data | To action changes to annual leave year - on request | To action annually on staff request | | |
| | To add location to I Trent | To enable accurate data to be gathered following office move | | |
| | To increase availability of reports | Recruitment Reports | | |
| | To change WDC's probationary periods | Reviews at 1, 3, 5 months | | |
| | Reports - Turnover/Establishment/Finance Details | Continue to support Service Areas to review data | | |
| | New mileage elements - passenger/Electric car | Completed | | |
| | To add contracts & T&Cs to I Trent | Completed | | |
| Election May 2023 | 694 Right to Work checks completed on backlog of Elections staff, liaised with Elections re payments, staff paid June 2023 | Completed | | |
| Agency - Comensura and other agencies | To review guidelines and how to support Managers | Improvements and communication completed | | |
| Applause 1 | Implementing and communicating Applause package | | | |
| People Equality Diversity & Inclusion - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
| EDI Strategy | To review a comprehensive EDI Plan linked to the People Strategy | Benchmark other organisations | | |
| | Recruitment of EDI specialist | Completed | | |
| Task & Finish Group recommendations | To review the recommendations and feasibility | Break down each area to review impact | | |
| Equality Impact Assessments | Provide training and specialist support from EDIBP | Training to be reviewed | | |
| Gender Pay Gap/Equality Pay Gap report analysis | Prepare as part of Workforce Profiling | Employment Committee March 2024 | | |
| Accessibility & Inclusivity of comms eg E&D | Review as part of Comms Plan | Ongoing | | |
| Link to RRR project to promote incusivity in all our recruitment | | Link to timeline of Theme 3 | | |

Appendix 5

| People Health & Well-being - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
|---|--|--|------------------|--|
| Health Officers Group Actions | Continued meetings to support health and well being across the Council | Regualr agenda and minutes that are relevant | | |
| Health & Well-being Strategy | Link to the Well-Being Themes | To review at HOG meetings | | |
| BUPA - Health & Well-being | Ongoing review of claims and analysis | Review further promotions of scheme | | |
| Occupational Health (Enhanced appointments) | Link to Applause / Working for Warwick | Review of impact link to Silver Thrive Awards 2023 survey | | |
| People Learning and Development - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
| Workforce Planning - Link to Service Area Plans | Service Area Workforce planning | SAP Update 2023/24 | | |
| Appraisals | Review of Systems to support process | Link to Learning and Development Group to review | | |
| Personal Development Plans | Review PDP process linked to Appraisals | To review quality and impact | | |
| The way we deliver | Consider delivery method as part of Peer Review feedback on hybrid working | Link to Learning and Development Group for further consideration | | |
| Evaluation | Blended training - Evaluation | Review of evaluation process and governance | | |
| E-Learning | How can we use more effectively | Review of present E Learning options | | |
| People Communications & Engagement - Subject | Commitment | Action | Comments /Update | RAG Status - Red - Not started Amber - In Progress Green Completed |
| Marketing Strategy - review and update | Reference Business Strategy, EDI | To link to new Corporate Strategy | | |
| Social Media strategy - review and update | Reference EDI | To link to new Corporate Strategy and Projects | | |
| Internal comms strategy | Supports organisational devt & performance and smarter working | To link to new Corporate Strategy | | |
| Develop WDC Brand - employees | As part of actions with the recruitment, retention & brand identity | To link to new Corporate Strategy | | |
| Develop WDC brand - external | Link to customer journey | To link to new Corporate Strategy | | |
| Refresh mission/vision | Align with recruitment, retention & brand identity | To link to new Corporate Strategy | | |
| Refresh values | Align with internal and external brand | To link to new Corporate Strategy | | |
| Support for councillors as spokespeople | To support external brand, deliver vision/mission | To provide any training/coaching | | |
| Review Website | Link to digital strategy, customer journey | To link to new Corporate Strategy | | |
| Support and promote corporate groups | Eg. Staff Voice, HWB, WOW, WSG MF | Link to Peer Review recommendations in how we can utilise key groups to suppor our actions | | |
| Developing and using customer insight eg. Surveys | To support external brand, deliver vision/mission | Consider engagement and how we implement/evaluate | | |
| Support managers with communicating news | Links to support for managers | Regular updates and ensure briefings are clear | | |
| Review and improve all communications platforms | Both Internal and external | Benchmark other organisations | | |

Service Overview

| | Service Being Delivered | Main aspects of service delivery | Service Demand/Service Requests | | |
|---|---|---|--|---|-----|
| | | | Estimated Expected Workload | Notes | |
| | Human Resources (EDI, Health and Well being) | Develop and manage the People Strategy and associated action plan to meet the Council's priorities. | | Quarterly | |
| | | To ensure the Council Policies and practices are fit for purpose and acts within legislation in order to maintain its role as a fair and equitable employer | | Annual | |
| | | To provide management information regularly to enable the Council to make informed decisions, for example absence, turnover and agency costs. | | Quarterly | |
| | | To continue to work with Service Areas in reviewing efficiencies and resourcing in all service areas | | | |
| | | To support services with Employee Relations issues and ongoing training to empower managers with the skills and knowledge to manage performance management/conflict issues confidently | | | |
| | | To support the internal Health Officers Group to ensure a robust Health and Well being plan | | | |
| | | Continued review of EDI priorities | | Quarterly | |
| | Payroll | To liaise with Warwickshire County Council to co-ordinate payroll and HR transactional services | | Monthly | |
| | | To ensure people management information – FTE, absence etc is up to date on a regular basis | | Monthly | |
| | | To co-ordinate pension information between WDC and WCC | | Monthly | |
| To provide 'Self Serve' to all staff and Councillors which includes Expenses, Overtime, and Mileage (Annual Leave and training for staff) | | | | | |
| | Learning & Development | To review key indicators, to determine corporate training needs | | Quarterly | |
| | | To support Service Areas to complete Training Needs Analysis of Service Area needs from Personal Development Plans to develop Corporate Training Plan through the LMS system | | 6 monthly | |
| | | To provide comprehensive, blended learning solutions for all staff and managers across the Council, including e-learning. | | E-Learning/Hybrid/Face to Face | |
| | Marketing & Communications | To coordinate and manage all corporate communications, both internally and externally, providing advice and assistance where necessary and in line with the Council's Communications Strategy. I.e. Right information in the right format at the right time; ensure the reputation of the Council is paramount. | | | |
| | | To support the Local Resilience Forum in delivering the County-wide Emergency Plan | | News/content coverage/Tweets per month/Facebook followers | |
| | | Manage and deliver the council's emergency communications across all platforms | | | |
| | | To provide communications and marketing support across the Council to help promote services across all platforms | | | |
| | | To communicate and engage staff in corporate projects and initiatives to ensure they are positive ambassadors for the council | | | |
| | | To provide a comprehensive graphic design service to all service areas To support Staff Voice and ensure they are utilised as a communication tool in the Council | | | |
| | Website | To manage the corporate web site, developing best practice and ensuring service areas present information and digital services appropriately for our customers. | | WDC residents, businesses and visitors | |
| | | Budgets | Monthly budget monitoring as part of Finance's corporate budgetary control | N/A | N/A |
| | | | Delivering service within budget | | |
| | | | Annual review of the Equipment Reserve | | |
| Undertake Finance year-end training | | | | | |
| Procurement | | Attendance of key officers at in-house/external ongoing training | N/A | N/A | |
| | | Regular meetings with procurement officers | | | |
| | | Procurement project meetings for major projects | | | |
| | | Appropriate training for all officers undertaking procurement. | | | |
| | | Early involvement of the procurement team in relevant procurement exercises. | | | |
| Ensuring procurement undertaken is in accordance with the Council's Code of Procurement practice. | | | | | |
| Contract Management | Identify contracts due for renewal during the year | N/A | N/A | | |
| | Training in relation to contract monitoring | | | | |
| | Quarterly update of the contract register | | | | |
| Audits | Plan for Audit programme 2023 - 2025 | N/A | N/A | | |
| | Implementation of outstanding audit recommendations | | | | |
| | Regular review at departmental management meetings | | | | |
| | Annual review | | | | |

Appendix 5

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| Service Management | Risk Register | Peer Review at SLT, by Risk Manager and Insurance Officer | N/A | N/A |
| | | Implementation of mitigation and control | | |
| | | Team Operational Plan risks are reviewed monthly by the management team. | | |
| | | Review of Risk register quarterly as part of 1-1 with Line Manager if required | | |
| | Service Assurance | Identifying new risks, managing existing risks, developing risk mitigation and removing redundant risks. | N/A | N/A |
| | | Actions arising out of Annual SA document | | |
| | | Monitoring of customer measures | | |
| | | Refresher training in procurement and finance procedures, where appropriate | | |
| | Corporate Health and Safety | Update of Business Continuity Plan | N/A | N/A |
| | | Ongoing reviews of risk assessments where relevant | | |
| | Service Delivery | Change in how services are delivered and impact on resource to manage the change | N/A | N/A |
| | | Responding to and supporting business change throughout the Council. | | |
| | Workforce Planning and Development | Establishment | 16.28 FTE | |
| | | Vacancies | | |
| | | Continuing development of post holders | | |
| | | Recruitment to vacant posts. | 1 | |
| Review critical posts and activities to ensure continuity of service. | | | | |
| Completion of the PDPs as part of the appraisal process | | | | |

Performance Measures

| Ref | Corporate Plan Links | Corporate Plan Measure | Measure | Target | Progress | Comments | Current Status | Lead Officer | Reporting Month |
|-----|------------------------------|------------------------|---|--------|----------|----------|----------------|-------------------|-----------------|
| | | | | | | | | | Q1 Apr - Jun |
| PC1 | Effective Staff | Yes | Staff Turnover percentage of Headcount | 3.9% | 0.0% | 0 | | Karen Weatherburn | Q1 Apr - Jun |
| PC2 | Effective Staff | Yes | Average Number of working days lost per | 2.50 | 0.00 | 0 | | Karen Weatherburn | Q1 Apr - Jun |
| PC3 | Maintain or Improve services | Yes | Number of impressions across Social Media | 600000 | 0 | 0 | | Nicki Curwood | Q1 Apr - Jun |
| PC4 | Maintain or Improve services | Yes | Website satisfaction levels | 60% | 0% | 0 | | Nicki Curwood | April-23 |
| PC5 | Maintain or Improve services | Yes | Web form completions | 2500 | 0 | 0 | | Nicki Curwood | April-23 |
| PC6 | Maintain or Improve services | Yes | Task success in searches - achieve what you set | 60% | 0% | 0 | | Nicki Curwood | April-23 |