

 Employment Committee 3.9.19		Agenda Item No. 5
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926456350	
Wards of the District directly affected	None	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	June 19	
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	8.8.19	Chris Elliott/Andrew Jones/Bill Hunt
Chief Executive	5.8.19	Chris Elliott
Section 151 Officer	5.8.19	Mike Snow
Monitoring Officer	8.8.19	Andy Jones
Finance	5.8.19	Mike Snow
Portfolio Holder(s)	8.8.19	Andrew Day
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted to provide any comments.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report is an update on progress made on the People Strategy Action Plan and associated areas as discussed at SMT, the People Strategy Steering group (PSSG) and submitted to Employment Committee.

2. **RECOMMENDATIONS**

- 2.1 That Employment Committee note the report and feedback any comments.
- 2.2 That Employment Committee note the review of the Apprenticeship scheme and next steps (Appendix 1).
- 2.3 That Employment Committee approves update to local employment conditions and amendments to NJC Employment Contracts in relation to continuous service, to reflect National Conditions of Service.
- 2.4 Employment Committee approves the update to the Recruitment and Selection Policy so that the Chief Executive be authorised to establish fixed term posts for up to 2 years as long as funding is in place for the post.
- 2.5 Employment Committee approves to increase the Learning and Development Officer post (WD00023) from 0.8 to 1.0 FTE from April 1st 2020.

3. **REASONS FOR THE RECOMMENDATIONS**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires. The People Strategy Action Plan underpins the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.
- 3.2 After one year of operation the opportunity has been taken to review the Corporate Apprentice Scheme. Full details are attached in Appendix 1 but in brief the Scheme has exceeded expectations and proposals are put forward to maximise use of the Corporate Apprenticeship fund and the Apprenticeship Levy.
- 3.3 Update NJC Employment Contract to reflect National Conditions of Service in relation to continuous service, legal requirements and local policies and practices. The only change to local conditions of service is to update the continuous service criteria to reflect National Conditions Service.

Previous local government service is recognised in line with Redundancy Modifications Order and the National NJC Conditions of Service in relation to notice period, redundancy, occupational sick leave and pay, parental leave and pay and annual leave entitlement.

National conditions of service allow for a break of one week before continuous service is broken in terms of recognition for accrual of occupational sick leave and pay entitlement, annual leave entitlement and parental leave entitlement. There is no recognition of previous service in relation to notice accrual.

Warwick District Council Local Conditions allow for a

- 6 month break in relation to the accrual of holiday entitlement.
- 12 months break in relation to the accrual of occupational sick pay entitlement
- 12 months break in relation to accrual of notice period (at a half rate)

Discussions are ongoing with the unions to bring local conditions of service, relating to continuous service, in line with the Redundancy Modifications Order and National NJC Conditions of Service.

3.4 To update the recruitment and selection policy so that authorisation be given to the Chief Executive to establish fixed term posts for up to 2 years, so long as funding is in place for the post. This will allow more flexibility in managing temporary resourcing requirements. The majority of statutory rights for employees start at 2 years' and therefore for periods longer than this it would be appropriate for the Committee to determine due to potential risk to the Council.

3.5 The Learning and Development Officer post is an integral part of the HR function and provides training support for service areas and Councillors and co-ordination of the corporate training programme as well as tailored solutions for teams and individuals including coaching, MBTI and mentoring. In the last 2 years the functionality of the role has increased to include internal health and well-being and IT training. This has proved successful with examples including the implementation of the WDC Health & Well-being Scheme, and ongoing engagement activities. The launch of the Health & Well-being survey in July 2019 will provide further actions to be developed as part of Objective 3 of the overall Health & Well-being corporate strategy.

The role also includes development and implementation of our compliance tool 'Meta' in conjunction with IT, which has increased in functionality to include E learning for areas such as GDPR and roll-out to Councillors. The role has been operating temporarily full-time for the last 2 years and due to the increased capacity not diminishing the recommendation is to confirm the post from 0.8 to 1.0 from April 2020.

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,	Green, Clean, Safe	Infrastructure,

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

4.2 Supporting Strategies

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

4.2.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future.

The way in which we lead and support our people is key to the successful delivery of quality services.

5. **BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified beyond the existing budgets then a case can be made for further funding to support.
- 5.2 Budget for the increased hours of the Learning & Development Officer has been factored into 2020/21 and included in the budget update.

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

8.2.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

8.2.2 **Workforce Planning and Performance**

- Contract Update
- Recruitment and Selection Policy update

Update of the priorities of the Workforce Steering Group:

- Protocols and guidelines non contractual staff
- Business Plan priorities
- Agile working relating to Health & Safety
- Review of Apprenticeship Scheme

8.2.3 **Equality & Diversity**

- Update with Warwickshire County Council specialist on EQIA refresher training
- Review of priorities for 3-year plan

8.2.4 **Learning & Development**

People and Change workshops are being organised for both managers (full days) and staff (half days). These workshops will help staff and managers to identify the changes that occur in life, both in and out of work, help to recognise how change affects us and provide some practical ideas and skills to help us manage change positively. The sessions are being run between October and January and will be mandatory for all.

Following the success of the HR for non HR Managers programme, we have introduced a follow up workshop on 'Absence Management' in conjunction with Unison utilising 'actors' to support the learning.

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

As an ongoing action and part of our quality control relating to Appraisal 'meetings' and associated performance management, Service Areas Managers will be interviewing a selection of staff from across the organisation, chosen at random, to review the Appraisal process.

Communications, Involvement and Engagement

The team co-ordinated the Staff Expo/Chief Executive's talk in June at the Spa Centre and a further mop up session at the Jephson Gardens studio. It was very well attended by staff and an additional evening session was added this time, to ensure that our new councillors had another opportunity to attend.

Please see the table below for attendance across the council. It was not mandatory to attend, but there was high engagement in the event as many stalls offered give-aways, quizzes and fun activities.

Chief Executive	68/84	81%
Culture	31/56	55%
Development	57/69	83%
Finance	76/88	86%
HCP	32/48	66%
Housing	65/97	67%
Neighbourhood	43/55	78%
TOTAL	372/500	74%

Councillors	20/44	45%
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Feedback was very positive, staff enjoyed the opportunity to network with colleagues and councillors, learning more about their roles and to hear from the Chief Executive. We are investigating initiatives to progress the sharing of information between staff and councillors:

- Leaders Column – Andrew Day wrote his first monthly column in the Courier in June which we shared with staff in the first of our "Follow the Leader" articles.
- In addition, we are planning "Day in the Life" articles to run through the summer months featuring new Portfolio Holders initially and then colleagues after that.

Early in June we launched our new Residents newsletter. This is emailed weekly to those who have "opted in" and combines the news shared across all channels that week into one email. We have just under 1,000 residents signed up to receive this and we will be reviewing progress after 3 months.

Work Perks – our employee discount scheme offers money back and discounts on a range of products and services. We have just under a quarter of staff signed up to the scheme and during the first quarter they have spent just over £8000, making savings of £700. The savings are primarily made on shopping vouchers, reloadable cards and cinema tickets.

We supported the promotion of a number of events during this quarter, including Armed Forces Week and the Pub in the Park event in Warwick, where we worked closely with the publicity team to ensure we jointly resolved any issues over the weekend it was on.

The first quarter also saw an uplift in our social media followers, mainly as a result of the local elections and interest in the make-up of the new council. Twitter gained 268 new followers; Facebook achieved 312 new likes and there were over 3,100 click-throughs from social media to our website during this period.

We have continued to deliver Social Media training for staff and following the local elections 17 of councillors have received the training.

Employee Well-being, Reward and Recognition

Following the launch of the Health and Well-being (Bupa) Cash Plan membership scheme in June 2018 over 58% of employees have joined. Up to May 2019 the cost of the scheme to WDC is £11,017.34 and on average staff are claiming approx. £2,000 per month back for treatments. We have now rolled this out to Members as part of the new Council. Since launching the motivational Bupa Boost App we have had over 30 staff achieving their goals.

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

In July 2019 we launched the WDC Health & Wellbeing survey to all staff in conjunction with Unison, the results (September) will support us to consider actions moving forward in line with the corporate Health and Well-being Strategy.

Mental Health Awareness & Make Every Contact Count (MECC) training sessions are being organised for Autumn and we are looking at other health related awareness sessions to be arranged for later in 2019/20