

 Employment Committee 13th June 2018		Agenda Item No. 10
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	March 2018	
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	23.5.18	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	30.5.18	Chris Elliott
CMT	23.5.18	As above
Section 151 Officer	23.5.18	Mike Snow
Monitoring Officer	23.5.18	Andy Jones
Finance	23.5.18	Mike Snow
Portfolio Holder(s)	30.5.18	Andrew Mobbs
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 feedback.		
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.
- 2.2 To confirm amendments to Grievance, Disciplinary and Capability Policies (Appendix 1 and 1a)
- 2.4 To approve 'Long Term Sickness and Ill Health Capability Policy and Procedure' (Appendix 2)

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future programme of work. Its aim is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are designed to deliver the workforce that the Council requires. The People Strategy Action Plan underpins the People Strategy and reports progress to SMT, CMT, People Strategy Steering Group and Employment Committee.
- 3.2 The proposed changes to the Grievance, Disciplinary and Capability Policy have been consulted with Unison, Joint communication Forum and Members Trades Union Panel. They correlate with the existing ACAS guidelines and will affect all staff excluding Chief Officers as defined within Article 12 of the Constitution:

To amend the appeal process to one internal appeal only, there will be no second appeal. Members will therefore no longer be involved in situations highlighted below:

- Grievance: omit second appeal for bullying/harassment only
- Disciplinary: omit second appeal for dismissals only

An appeal may be made on various grounds, including new evidence, challenging evidence, undue severity or inconsistency of the penalty or if they feel a grievance has not been satisfactorily resolved. The one appeal process is more in-line with other Councils and aims to support staff and managers through a difficult time to ensure the outcome is less drawn-out. This will also support the Employment Committee and their commitment by not having to train Councillors whenever an appeal goes forward.

Full support for managers and staff proceeding through any kind of formal procedure will be provided, for example Occupational Health referral, Counselling, Mediation, 1-1 support (ESO's or Line/other managers), HR and Unions.

- 3.3 The introduction of the new Long Term Sickness and Ill Health Capability Policy and Procedure has been consulted with Unison, Joint Communication Forum and Members/Trades Union Joint Consultation Panel.

This policy is to support staff and managers with a defined policy independent to our 'Managing Attendance' and 'Capability' policies. Long term sickness is defined as at least 4 weeks continuous absence or intermittent absence that

amounts to 20 working days in a 12 month period (pro rata for part time staff) will also be managed under this policy. The policy outlines ongoing support and processes to manage long term absence: regular review meetings; occupational health referrals; counselling; reasonable adjustments that may facilitate a return to work and phased return.

The policy addresses the issues around unused annual leave where employees are unable to take their annual leave within the current leave year due to long term sickness. If there is not enough time remaining within the leave year for the leave entitlement to be taken, or the absence spans for more than one leave year, then the employee will be able to carry over statutory entitlement of up to 20 days from the remaining accrued leave (pro-rata for part time employees); 20 days is the European statutory minimum leave entitlement. This is a change to our existing policy where employees carry over full contractual entitlement (23 - 31 days dependant on continuous service). The aim of this amendment is to manage the impact of accrued leave due to long term sickness on the individual, team and organisation.

Full consultation has taken place with the unions and training/briefing sessions will be planned including case studies to work through examples and highlight how this policy can support individuals.

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	Link to our customers	The proposal considers

areas to support health and well-being together with engagement and communications	and the recognition of how we impact on our communities through our people.	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.

6. **ALTERNATIVE OPTION(S) CONSIDERED**

6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's FFF programme by not reviewing the areas highlighted in the People Strategy.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the HR Manager and HR Senior Officers.

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

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

8.3.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

8.3.2 **Workforce Planning and Performance**

Update of the priorities of the Workforce Steering Group: to continue to review our policies and guidelines; supporting Investors in People process; update of our DBS process; review of gender pay gap report; quarterly training budget review; support for 11 apprenticeship roles advertised end March/April; review of pilot of new reward and recognition scheme 'Workstars'.

8.3.3 **Equality & Diversity**

Working in partnership, Learning and Development, the Media Team and WCC are rolling out 15 Social Media/Discrimination and the Law sessions to all staff to help them set up on social media and learn the benefits of using it appropriately. The pros and cons of social media will be highlighted, with examples of bad practice. The second part of the session relates to 'Discrimination and the Law' with highlights of the Equality Act, protected characteristics and practice scenarios.

8.3.4 **Learning & Development**

The new Learning & Development Guide has been well received and now comprises of a new Management framework including sessions on: 'Political Awareness', 'Introduction to Project Management', 'HR for non HR Managers', 'Managing change'. Training update for 2017/18 to date: A total of 71 in-house corporate training sessions have been delivered with 690 delegates attending.

8.3.5 **Communications , Involvement and Engagement**

The team worked with the Chief Executive to deliver his Annual Talk across 4 sessions at the Spa Centre on 9 and 10 May. This was combined with co-ordinating the stands for the Staff Expo which was attended by 336 staff and 2 councillors. The team produced videos, quiz sheets and evaluation sheets for

the event. The Expo included a referendum, bowling, fitness assessments, crafts and a quiz. Feedback has been extremely positive and staff have enjoyed this way of finding out what is happening across the council and hearing from the Chief Executive about the council's current projects and plans.

The Staff Voice group has been involved in supporting and researching a number of projects this quarter including: Chief's annual talk, reward and recognition software, reviewing the lone worker policy as well as providing feedback on products sold in the Space. They also attended the Expo handing out publicity postcards to promote their presence across the council. Following the Chief Executive's bid for a promotional budget at Executive; a Wrap was produced for the Courier to promote the work achieved so far as part of the St Mary's Lands masterplan. It will also be set in a newsletter to distribute to members of the Working party.

A corporate Facebook account launched successfully on 8 May with over 120 likes to date, this will feature in the social media training (see 8.3.3).

The Media team has produced publicity to promote the Cycle Tour on 15 June which comes through Warwick and Kenilworth and finishes in Leamington Spa. This includes a web page, designing leaflets, posters and a cardboard cut-out, preparing press releases, press advertising and a social media campaign. The media team will also support on the day with live social media updates from the media Centre.

The Designers worked alongside a local artist at the Pump Rooms, to design a fresh new and inviting entrance to the Pump Rooms. It was officially opened by the Chair of the Council on 26 April.

8.3.6 Employee Well-being, Reward and Recognition

As part of our Health & Wellbeing programme we have joined up with Bupa to offer a health plan membership scheme for employees who wish to enrol. This membership entitles staff to 'claim back' some (or all) of the costs incurred on everyday health costs through existing NHS services e.g. dental work, or other therapies such as physiotherapy. The membership offers benefits such as: dental and optical treatments and services; hospital stays, NHS or private; cashback on prescriptions; cover for WDC employee plus 4 dependants (up to the age of 24); partners or upgrades to the next level of the membership can be accessed directly with Bupa; confidential counselling for areas such as managing change, bereavement, stress, anxiety and depression. Whilst the scheme uses NHS services, treatments not provided on the NHS can be sought which are local and immediate e.g. physiotherapy without the need for GP referral; elderly support hotline provider for those caring for and/or living with the elderly; access to organised workplace challenges, health blogs, finance management/debt and legal advice.

A 'new' Reward & Recognition scheme has been piloted 'Workstars' with mixed feedback from teams. This has enabled us to review further what staff/managers aspire from a scheme for us to research and present back to the organisation.