

 <b>Employment Committee 15<sup>th</sup> June 2016</b>		<b>Agenda Item No. 8</b>
<b>Title</b>	People Strategy 2016 - 2020	
<b>For further information about this report please contact</b>	Tracy Dolphin HR Manager <a href="mailto:Tracy.dolphin@warwickdc.gov.uk">Tracy.dolphin@warwickdc.gov.uk</a> Tel: 01926 456350	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	None	
<b>Background Papers</b>	None	

<b>Contrary to the policy framework:</b>	Yes/No
<b>Contrary to the budgetary framework:</b>	Yes/No
<b>Key Decision?</b>	Yes/No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes/No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	18.5.16	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	11.5.16	Chris Elliott
CMT	18.5.16	As above
Section 151 Officer	18.5.16	Mike Snow
Monitoring Officer	18.5.16	Andy Jones
Finance	18.5.16	Mike Snow
Portfolio Holder(s)	26.5.16	Cllr Andrew Mobbs
Consultation & Community Engagement		
<p>This is the People Strategy/Action Plan for 2016 – 2020 and describes the key areas that will be discussed at People Strategy Steering Group/Joint Communication Forum prior to Employment Committee June 2016.</p> <p>Consultation has taken place with CMT/SMT representatives on the People Strategy Steering Group/Unions and Staff Voice prior to SMT.</p>		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

## **1. SUMMARY**

- 1.1 The People Strategy sets out the guiding principles within which the council will make decisions that affect its employees. The principles will act as a framework which will not only guide the decision making in relation to staffing matters, but impact on the culture of the organisation moving forward. The aims of the People Strategy and the associated actions are set for a four year period and will be reviewed in line with changing organisational needs.

## **2. RECOMMENDATION**

- 2.1 That Employment Committee support the proposed People Strategy 2016 – 2020 (Appendix 1).

## **3. REASONS FOR THE RECOMMENDATION**

- 3.1 The purpose of the People Strategy is to support the Council's Fit for the Future (FFF) 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.

## **4. POLICY FRAMEWORK**

### **4.1 Policy Framework**

The Council has adopted Fit for the Future as its strategic approach to dealing with the challenges facing the Council. Fit for the Future is a programme which seeks to deliver benefits in three areas; People, Service, Money. The recommendation within this report is consistent with all three strands but particularly in relation to the People strand (People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular) as the Council's Change Programme seeks to deliver the necessary savings and efficiencies and ensures people in the organisation have the skills knowledge and approach to support those changes.

## **5. BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified through this consultation process above and 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 Council's Fit for the Future Change Programme of not implementing a People Strategy.

## **8. BACKGROUND**

- 8.1 The Council has maintained a People Strategy since 2003 which has been reviewed and updated on a regular basis; it has been based around six themes:

- Leadership and Organisational Development
- Workforce Planning and performance
- Equality and Diversity
- Learning and Development
- Communications, Involvement and Engagement
- Employee Well-being, Reward and Recognition

These themes remain and are aligned with the aims of the Fit for the Future programme that operates within the context of budget pressures, increasing expectations from our customers and changing demand from many sources including central government. They are constantly evolving and will be reviewed regularly to ensure they are fit for purpose.

## 8.2 The People Strategy has contributed to some specific areas highlighted below.

- The HR/Payroll Project has continued to develop to support cultural change relating to empowerment for management and our aim to become less reliant on paper processes. With the introduction of Self-Serve, this on line service has enabled managers to monitor absence specifically and all staff to input timesheets and expenses and access payslips.
- The 'On Course' in house HR workshops have provided training and guidance related to WDC and its policies. Other learning options with an external input include: Coaching; MBTI; 360; Mentoring and tailored training where required. Partnership Working with Warwickshire & Coventry Learning & Development Consortium and West Midlands Employers has allowed us to ensure economies of scale and review return on investment. New Management programmes have been promoted highlighting the gap identified from IIP: Institute of Leadership and Management Level 3 & 5 - 9 delegates have been nominated to date with excellent feedback.
- The new audit tool 'Meta Compliance' has provided us with a more effective way to ensure staff read and understand essential information and has directly contributed to our transformation agenda relating to 'Different ways of Working'.
- Achievement of the 'Workplace Wellbeing Charter Award' which supports us in identifying our areas of strength and those to develop. Staff Voice/Employee Support Officers/Health & Well Being Champions continue to support staff.
- Successful agreement with Unions of harmonisation of Terms and Conditions (Part 1)
- New interactive vibrant WDC Intranet launched to support our 'communications involvement and engagement' theme within the People Strategy
- Updated Action Plan for Equality & Diversity to ensure our objectives are being met.
- A review of 'Comensura', the framework providing our Agency staff with HR taking ownership of the controls of new Agency staff to allow for monitoring and support for managers.
- 'Managing Attendance' policy replacing Managing Absence aimed at providing managers and employees with more guidance on how to manage attendance /sickness consistently throughout the Council. Dignity at work policy introduced to provide an informal approach and guidance prior to any formal grievance.
- Investors in People Assessment/Staff Survey completed Sept 2015 and achievement resulting in achievement of the Bronze award. Appraisals for 2014-15 99% complete

### 8.3 Future Plans

The people strategy 2016-2020 aims to support Fit for the Future linked to the values and objectives of the Council through achieving the following priorities:

- Employing people in the most cost efficient manner through effective marketing and advertising; controlling the use of agency staff; reviewing the recruitment process and managing probationary periods.
- Managing people fairly and equitably through setting objectives, targets and expected behaviours; recognising achievement and addressing capability and conduct issues. We need to build on our employment benefits package by developing a 'total reward package', which will create a stronger employment brand, supporting our aim to become an 'employer of choice'. We need to review how we evaluate roles to allow for a flexible workforce.
- Training and developing people to embrace change both within their current jobs and in future ways of working and delivering services. We need to align development activity towards required business outcomes and provide a healthy work place that values diversity.
- Involving people in the way their work is organised in order to develop improved processes that lead to greater efficiencies and customer satisfaction. We need to ensure that our existing good practice is applied consistently in all parts of the organisation.
- Planning the structure of the organisation and workforce to provide the right number of people with the right skills/knowledge and attitudes at the right time. We need to make best use of the Digital Transformation agenda to support our people processes.
- Leading organisation change and development in an open, transparent and engaging way. We need to develop our leadership style, capability and culture so that it supports our ambition to be a high performing council.
- Communicating and engaging with people in honest and accessible ways that allow everyone to understand what the Council is trying to achieve and how to play their part in it.

#### 8.4 Initial areas to be developed for the People Strategy Action Plan:

- E-learning tool to support training 'any place, anywhere, anytime' to be launched 2016.
- Communication and engagement priorities to be developed for Digital Transformation and Different ways of Working.
- Phase 2 Terms and Conditions review.
- Salary and Benefits Review, considering the short and long term impact of the National Living Wage; how we recruit and retain staff e.g. Apprenticeships; how we ensure we are an 'Employer of Choice'.
- Reward and Recognition review - How we recognise and reward staff.

#### 8.5 The People Strategy Action Plan will be developed and monitored as part of the People Strategy Steering Group and reported back to Employment Committee via the People Strategy Update.