

 <b>Employment Committee</b> <b>16<sup>th</sup> December 2015</b>		<b>Agenda Item No 5</b>
<b>Title</b>	People Strategy Update	
<b>For further information about this report please contact</b>	Tracy Dolphin – Interim HR Manager	
<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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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>	June 15	
<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)

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	18/11	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	30/11	Chris Elliott
CMT	18/11	As above
Section 151 Officer	18/11	Mike Snow
Monitoring Officer	18/11	Andy Jones
Finance	18/11	Mike Snow
Portfolio Holder(s)	30/11	Andrew Mobbs
<b>Consultation &amp; Community Engagement</b>		
<p>This is the People Strategy Update for July – December 2015 and describes highlights that will be discussed at People Strategy Steering Group prior to Employment Committee December 2015.</p> <p>The Report summarises and presents the 'Guidelines for ICT Downtime' and the updated 'Attendance Management Policy' both consulted and approved with Unions and SMT.</p>		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. **SUMMARY**

- 1.1 This report is an update on progress made on the People Strategy Action Plan /people priorities discussed at the People Strategy Steering group (PSSG).
- 1.2 The report presents and summarises the Council's new Guidelines for 'Attendance at Work during ICT Downtime'. It sets out the authority's policy to support procedures when staff are unable to access IT systems.
- 1.3 The report presents and summarises the updated 'Attendance Management Policy' which replaces the previous Sickness Policy.

## 2. **RECOMMENDATION**

- 2.1 That Employment Committee note the report and feedback any comments.
- 2.2 That Employment Committee approve the 'Attendance at Work during ICT Downtime' – Appendix 1.
- 2.3 That Employment Committee approve the updated 'Attendance Management Policy' – Appendix 2.

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

- 3.1 The People Strategy Action Plan is an ongoing working document that reports progress to SMT, CMT, and Employment Committee.
- 3.2 A review of our policies is ongoing and updates will be reported to Employment Committee as they are evaluated.

## 4. **POLICY FRAMEWORK**

### 4.1 **Policy Framework**

The Strategy reflects the people priorities and actions of the council and incorporates key themes from our Investors in People assessments. The themes within Fit for the Future focus on Service, People and Money, all of these are reflected in the strategy with many actions influencing the different ways of working which are key within the FFF programme. This will continue to be updated as part of the new plan for 2015 – 2018.

## 5. **BUDGETARY FRAMEWORK**

- 5.1 There is no impact on the Budgetary Framework.

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

- 6.1 None considered

## 7. **RISKS**

- 7.1 There is significant risk to the delivery of the Council's Change programme by not reviewing the areas highlighted in the People Strategy. This will ensure we are progressing as part of Fit for Future priorities.

## 8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Bunker, Cllr Naimo and supported by Heads of Service from Culture, Neighbourhood Services, Development Services, the Interim HR Manager and HR Senior Officer.
- 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 period July – October are:

### 8.3.1 **Leadership and Organisational Development**

The People Strategy Action Plan is being updated as part of our Investors in People review highlighting the priorities against resources; this has been discussed at the PSSG meeting December 2015 with actions identified for the next meeting March 2016.

Representatives of the Senior Management Team have already considered how the People Strategy Steering Group can operate effectively and efficiently by considering key themes impacting on the Council, for example: Staff Morale and Development; Staff Engagement; Succession Planning.

### 8.3.2 **Workforce Planning and Performance**

- Restructures throughout the organisation continue to be supported by HR.
- There is an ongoing review of the format and access to Management Information as part of Self-Serve reports and consistency with all MI presented to SMT.

### 8.3.3 **Equality & Diversity**

- Working with Warwickshire County Council:
  - Essential 'Equality & Diversity' data has been updated for the Districts demographic area via the E&D internet portal. Emphasis on monitoring and recording data within service areas to be reviewed, the aim being to collate information on staff and our customers.
  - The Senior Management Team supports Equality and Diversity priorities and utilising the Staff Voice as E&D representation for service areas to ensure key messages are cascaded.
  - Employees will be supported by the new 'Dignity at Work' policy, which links to the E&D agenda.
  - Staff Voice received a briefing at their October 15 meeting so they are now working with a clear terms of reference. A key objective is to review, with the Learning & Development Officer and SMT, the E&D training requirements for all WDC employees.
  - Plans for Equality Impact Assessment training programme Feb – April 16 to be rolled out via service areas throughout the Council; focusing on the effectiveness and benefits of the EIA.
  - A review of 'Awareness' training on related areas to E&D to be rolled out to employees and Councillors from December 2015; bringing E&D to the

forefront of our agenda, this will include E&D training and mental health awareness to name just a few. We will work with Managers to highlight those who are priority.

#### **8.3.4 Learning & Development**

- Continued roll out of Self-Service training to all managers as part of 'Different Ways of Working' initiative to help managers 'manage' their areas more effectively. This system has now been embedded in the majority of service areas to reduce the paper based timesheets and expenses and allow managers to monitor more effectively all absence within their areas via the absence planner.
- 99.22% of Appraisals undertaken with managers and staff (2014 – 2015), having a documented conversation with staff regarding 'How's Work'.
- Personal Development Plans received are being reviewed and used to build the 2016 Corporate Training Plan together with planned meetings with Heads of Service relating to the Staff Voice Survey. A subset of PSSG will also review training budget allocation correlating with the plan and priorities of the Council to progress. This will be evaluated at Alt SMT to ensure there is a match of resources to needs.
- Safeguarding Children priorities established and being actioned as part of the overall Safeguarding action plan. Proposed training planned for Jan 2016.
- Mental Health & Wellbeing awareness sessions planned for all Managers Feb - April 2016, these will be prioritised based on need.
- Institute of Leadership and Management level 3 and level 5 Supervisor and Manager training being rolled out to support management development as identified as a theme throughout the IIP review.
- Mediation awareness training being planned with ACAS.
- Learning Agreement updated to more clearly state responsibilities and agreement between WDC and staff member.
- E-Learning due to be launched by end Dec 2015 to support staff's further development via the use of IT and support immediate access to learning.

#### **8.3.5 Communications , Involvement and Engagement:**

- Staff Voice has reached its first year anniversary, the group continues to evolve and is now being utilised further with Health & Well-being and Equality & Diversity initiatives.
- Senior Officers meetings have evolved into the 'Manager's Forum'; these will continue with a more engaging format which has proved successful. This change is aimed to improve communication from managers through their teams across the council.
- The e-mail format of Core Brief has been well received and continues to be engaging, highlighting key messages from the Senior Management Team and Service Areas.
- Positive use of Rumour Mill continues with appropriate questions being posed.
- Chief Executives talk Part 1 completed June/July, Part 2 with Chief Executive visiting teams and Part 3 planned for May 2016 as an EXPO.

#### **8.3.6 Employee Well-being, Reward and Recognition**

- The Investors in People Staff Survey includes questions relating to reward and recognition to help us develop actions to contribute to the People Strategy Action Plan.
- 'Making every contact Count' - most Health Champions have had MECC training and this continues with further awareness sessions being planned for later in the year.
- An assessment of WDC against the national Health and Wellbeing Charter has now been completed, results expected January 2016.
- Staff briefings on dementia completed earlier this year Well Person Drop-in Sessions have been held, and more are planned. Flu Vaccinations have been administered again this year.
- Sporting activities have been encouraged and there were successes in a regional bowls tournament; the Global Corporate Challenge was also well received by staff.
- The Health Champions Network is now working jointly with Staff Voice to promote health initiatives; the intranet continues to be used as a medium to communicate health information.

## **9. POLICY UPDATE**

- 9.1 Following the ICT Downtime earlier this year, guidelines on how to manage similar circumstances have been established and presented at Joint Communication Forum Nov 2015. All managers will follow the guidance for ICT Downtime to ensure employees are given fair and reasonable opportunity to attend work. This has been approved by all Union Representation. (Appendix 1)
- 9.2 The Absence Policy has been updated and renamed as 'Managing Attendance' Policy. This has been developed to provide managers and employees with additional guidance on how to manage attendance and sickness consistently across the Council and offers additional tools and techniques than in the previous policy to manage employee attendance within the workplace positively. The additional guidance within the policy will assist managers to monitor employee absence triggers (these have not changed) within set timescales and clarify the actions and outcomes. This has been approved by all Union representation. (Appendix 2)