

## People Strategy Statement Update June 2012

### **Purpose**

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.

### **Scope**

The people strategy covers all Warwick District Council employed staff, whether permanent, temporary or casual and wherever they may work. It does not include Elected Members who are covered by their own code of conduct and development strategy; it is also relevant to those organisations that we work in partnership with on joint projects.

### **Positioning**

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

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

These themes remain but are more aligned with the aims of the Fit for the Future programme that operates within the context of decreasing finances (budget pressures), increasing expectations from our customers and increasing, changing demand from many sources including central government.

### **Fit for the Future Programme**

This programme describes how the Council's **Vision** within the Sustainable Community Strategy – *'Warwick District, a great place to live work and visit, where we aspire to build sustainable, safe, stronger and healthier communities'* will be achieved by understanding our customers, adopting Systems Thinking methodologies to design our services and encouraging staff to continuously strive for improvement. This will support the FFF strand of cultural change and require further behavioural and leadership change from our staff and managers to ensure that we stay true to our **Values**:

- Honesty and Integrity
- Openness and Transparency
- Fairness and Equity
- Community Focus
- Environmental Sensitivity

The cultural Leadership change needs a Leadership team that is fit to lead the change, strategies and policies that at fit to support the change with clearly defined parameters and service delivery that is fit to deliver what is of value to the customer.

**Investors in People**

In December 2011 WDC achieved Bronze status of IIP; the summary of findings of this document can be found as part of the IIP Report/Appendix. Proposed actions have now been integrated into the People Strategy.

**Approval**

The People Strategy will be agreed by the Senior Management Team and formally approved by the Employment Committee. The Leader and the Chief Executive will be accountable for the achievement of the actions in the strategy.

**Monitoring**

The strategy is monitored by the People Strategy Steering Group (PSSG) and Employment Committee as well as being scrutinised by Members Trades Union Joint Committee (MTUJC). Quality assurance for policies developed under the strategy is provided through the joint communications and consultation framework (JCF) which ensures that changes are subject to evaluation and consultation

**Management and Responsibility**

The HR and OD Manager is responsible for maintaining the strategy and updating the action plan on an annual basis. The PSSG is responsible for ensuring that actions relating to the Strategy are translated into all relevant service area plans across the Council.

**Project Management**

Those elements of the strategy which form projects within the Council's overall FFF programme will be organised as per the Council's guidelines on project management and will require a business case and project initiation document.

**Resources**

The HR/OD team will play a key role in providing resources for the strategy and many of the actions will reflect the priorities of the team operational plan. The People Strategy, however, affects all the people in the organisation and a significant input is required from managers across the Council in order to achieve its objectives. The strategy aims to make best use of existing resources allocated to staffing in the Council; it is not resourced in its own right.

**Key Indicators / Measures**

Indicators and Measures will be monitored on a regular basis through six monthly reports to PSSG and Employment Committee. It will be monitored annually through the People Strategy Statement and Action Plan.

### People Strategy Priorities

- 1 Following service changes, an emphasis on re-deploying staff and encouraging a flexible and multi skilled workforce
- 2 Providing managers with the skills and support to manage their people fairly and equitably; rewarding achievement and addressing capability and conduct issues
- 3 Designing training and development to enable people to embrace change both within their current jobs and in future ways of working
- 4 Involving people in the way their work is designed through a Systems Thinking approach in order to improve processes that lead to greater efficiencies and better customer satisfaction
- 5 Planning the workforce structure that knows their customers, provides the right number of people with the right skills and attitudes at the right time in the right way
- 6 Leading organisational culture change and development in an open and transparent manner that ensures communication is in an honest and accessible way; allowing access for everyone to understand what the Council is trying to achieve and how to play their part in it

To address these priorities, close working relationships with union colleagues will be paramount.

## Action Plan 2012 – Update on progress June 2012 including IIP Actions

<b>Leadership and Organisational Development</b>					
<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Allocate the right OD support to Leadership Teams for interventions	CMT / SMT / OD	Successful interventions	numbers redeployed and interventions completed on time	Quarterly reports for PSSG and Employment	Restructure of HR and OD should support this better
<b>IIP Action:</b> staff are aware of successes, progress and benefits of ST interventions through communications channels	CMT / SMT / OD	Regular updates on FFF progress SMT led communications	Positive elements to ST identified and utilised for further interventions Use of case studies	Staff Steering groups established Frequency and duration of groups	Agree frequency of the communication and updates identified
<b>IIP Action:</b> leaders reinforce the benefits of appraisals as part of performance management processes	HR/CMT/SMT	Annual schedule of appraisals and half year reviews used	Positive feedback Number completed Has a % increase	Annually - return of completed appraisals reviewed	
<b>IIP Action:</b> equip managers and staff to undertake ST interventions and offer support	OD/HR/CMT/SMT	Review TNA methods with OD team	More efficient and effective interventions ST knowledge across the council increases		
Work with managers to increase 'managing people' knowledge and understanding	HR	HR Workshops attendance  Experiment with different methods with different managers	Fewer 'difficult cases' to deal with  Better prepared managers	Annually - review HR workshop suite and attendance  Ad hoc	
<b>IIP Action:</b> identify where team briefings (apart from HR workshops) might be needed	HR/L&D	React to ad-hoc requests Devise a plan to make it easier to ask for help	Less consultation needed with HR  Better people management	<b>6 monthly meetings with SMT on a 1-1 basis to establish needs</b>	
Provide 'tool kits' whenever possible to give clear direction	HR	Review HR policies to ensure that they have a clear process and guidance for managers to	Reduced number of disciplinary, grievance and	As new procedures and policies are developed and in	

		follow Regular policy review	capability cases	place	
<b>IIP Action:</b> provide a catalogue of learning options	L&D	Completed	Increased access to the 'right' learning		Achieved May 2012
<b>IIP Action:</b> provide guidance on how to complete a training needs analysis (TNA)	L&D	Schedule in tailored workshops for managers	Right people on right learning Numbers of managers who attend Quality of analysis	To be planned into HR Workshops 2012/13	On plan
Develop alternative ways and places for people to work	Project Board / SMT	Increased uptake of flexible and home working options	Reduced desks occupied at RSH	Annually	Plans under review of accommodation
<b>Workforce Planning and Performance</b>					
<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Introduce the Oracle HR IT management system	HR Manager and Head of C&CS	Integration with payroll data  Self serve roll out	Better MI outputs  Better organisational access to manager's MI	Implemented Oct 2011. Self serve by Dec 2012	Self serve will be in by Dec 2012, PID produced
Establishment data is accurate	SMT / HR	Data accurate Data clean	report suite required is identified Data in reports meets customer's needs	Monthly / Quarterly/ Annually	
Review all recruitment requirements so that all types of contracts of employment are used that best meet the Council's needs	HR / SMT	Monthly, Quarterly and Annual Employment data reported Trends or issues highlighted and acted upon	Redeployment process Councillor approval Recruitment Freezes for redeployment	Monthly, Quarterly and Annual Employment data As required	
Review the use of Comensura as the contract is due for renewal	HR / Procurement	New contract on plan	Reduction in agency worker costs Numbers of agency staff at any one time Saving on overall contract	New contract in place June 2012	New contract

Succession Planning - review current workforce at least annually with SMT	HR / SMT	Update SMT regularly Agree actions required with plans	Establishment data is accurate	In place by 2012 planning	Critical people/ posts mapped
Ensure that HR policies and processes are aligned to the FFF plan	HR / CMT	Formal feedback opportunities e.g. forums etc	Staff happier Managers can work with the policies and procedures	Quarterly formal review after each committee decision has been implemented	On going
<b>Equality and Diversity</b>					
<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Embed Equality Impact Assessments as part of service planning, ensuring managers are trained	Whole Organisation	EIA Training is regularly scheduled into corporate training plans	Achievement of the Equality Framework	End of 2012	Timescale needs amending
<b>IIP Action:</b> ensure access and awareness for all staff on training opportunities	L&D/CMT/SMT	Promotion of programmes – On Course catalogue	Right people with the right learning	Catalogue and suite available reviewed annually	
Ensure managers understand their responsibilities under the public sector duties	HR / CMT	Regular training and awareness promotions	Numbers of EIAs completed and published	Dec 2011	EIAs are more common place in service plans
<b>Learning and Development</b>					
<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Continue to develop and review the Appraisal and Competency scheme	L&D / SMT	Feedback is used and incorporated where appropriate	Return on investment	Annually review both schemes	Competency scheme due for review Q3
<b>IIP Action:</b> introduce a charter to identify an 'effective manager'	HR/CMT/SMT	Agree a charter is required Consult with staff and unions Draft the charter Agree and introduce the charter	To support culture change Align with competencies	To be agreed <b>As part of review for Appraisal do we need to have both competencies and charter</b>	
<b>IIP Action:</b> use appraisals to reinforce the values as part of the expected behaviours	L&D/SMT/CMT	As part of Appraisal & Competency Review	Awareness and less HR issues on behaviour	Annually review both schemes and incorporate	

				feedback into revising the scheme	
<b>IIP Action:</b> managers to spot review appraisals when counter signing them and ask individuals for feedback on the process on an ad hoc basis	SMT/CMT	Annual checks as part of Appraisals	Increased quality of appraisal meeting leading to more effective 1-1's to review objectives	Annually/Half yearly	
<b>IIP Action;</b> use appraisals to capture effective training needs	SMT/CMT/L&D	Annual/Half year reviews	PDP summary data	Annually/Half Yearly	
L&D activity is monitored and tracked	L&D	Effective IT system to record training is implemented Activity recorded is the activity required Data is valued by the organisation	Tracking staff that have been through recognised management training and the correlation to their career success and promotions	Tbc – awaiting HRMS OLM module update from WCC – WCC not currently in place so waiting for them to have implemented it first	
<b>IIP Action:</b> managers link training to work through application of learning on the job by post training evaluation	L&D/SMT/CMT/All Managers signing off training	Pre-post Course Form – Pre-objectives discussed with Manager and then linked to Post learning objectives	Feedback from individuals on evaluation of learning	By April 2013	
Identify value for money from training investment	L&D / Procurement	Procurement training and advise for L&D is obtained	Value for money is achieved on training delivered	Annually	Procurement training completed and Advice taken ad-hoc
<b>IIP Action:</b> ensure that benefits and effectiveness is included in any review of training undertaken	L&D/SMT	Evaluation procedures in place	ROI evaluated regularly	By end of 2012	
Corporate training supports the organisational changes through appropriate training offered	L&D	PDPs are used to make this link clear	% of PDPs completed	Annually	

**Communications and Involvement**

<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Use staff surveys to gauge engagement levels and organisation's morale levels	OD/ CMT	Bi-annual entry into the 'best council' survey	Results of the 'Best Council's survey	2012 entry	
Link customer service, equality agenda and service delivery through service planning	SMT	Service plans contain equality action plans Service contribution to equality duty	% of service plans that have an equality action	March 2012	
Have clear communication channels and publish these	CMT / SMT/ Whole organisation Media Room	Publish the strategy Review and update of strategy Assessment of meeting the needs	Staff have a clear strategy and understand what they should be getting on what basis	End of September 2012 – tbc in conjunction with Media Room	Channel Strategy published and adopted
<b>IIP Action:</b> consider channels of communication to those not in a union	CMT	Establish if there is a need and how to find this out	Cater for this need if there is a desire	By end of 2012 this will have been reviewed	
<b>IIP Action:</b> consider alternatives to CX speech and access for all employees	CMT	Work starts on this in good time for 2012	More staff are engaged Feedback from staff	Work with media room in July 2012. Focus groups in place by August 2012	
Adopt the Plain English standard for all communications with our customers	HR / Printroom /SMT	Basic number of services have had the training i.e. those who communicate with customers regularly	Number of services that are trained and use the standard	Completed training/ ongoing	New sessions completed
Monitor employee satisfaction via staff satisfaction index	CMT	Trend over 4 x quarter surveys – evaluated after 1 year	% engagement across the organisation	2012	Q1 2012 – Hotfrog Indicator survey introduced as a benchmark for engagement



**Employee Well being, Reward and Recognition**

<b>Action</b>	<b>Responsible Officer(s)</b>	<b>Milestones</b>	<b>Measures</b>	<b>Timescale</b>	<b>Update June</b>
Manage absence, emphasise well-being	HR / SMT	Regular absence reporting and monitoring	Absence levels reduce	Monthly / Quarterly/ Annually	Absence trends are monitored and action agreed at a local level
Introduce and use the reward fund <b>IIP Action:</b> consult with the workforce for reward and the link to positive behaviour	CMT / Unions	Setting of award achievements and review of achieving the award	Achievement of the FFF award	Annually	FFF award fund under consideration
Use 'Best Public Sector' survey to measure staff engagement	Whole organisation	Enter the survey every two years	Ranking achievement	2012 entry	Monitored at SMT levels through MI reporting