

 Employment Committee 15.9.20		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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 2020	
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	13.8.20	Chris Elliott/Andrew Jones/Bill Hunt
Chief Executive	13.8.20	Chris Elliott
Section 151 Officer	13.8.20	Mike Snow
Monitoring Officer	13.8.20	Andy Jones
Finance	13.8.20	Mike Snow
Portfolio Holder(s)	13.8.20	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 areas of the People Strategy as discussed at the People Strategy Steering group (PSSG) and policy updates.

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the update of the Apprenticeship scheme (Appendix 1)
- 2.2 That Employment Committee approve the amendment to the Hay Panel Appeal process by replacing the Appeals panel with independent external verification.

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.

Apprenticeship Scheme. An update in relation to the Apprentice Cohort is provided in Appendix 1. Whilst we are anxious to provide opportunities within the community and are still actively recruiting a number of new apprentices this has been limited for the time being in order to enable us to review our processes to ensure we are able to continue to provide a high quality working and learning experience and support in new ways.

- 3.3. After a review of the HAY appeals process it is proposed to continue to provide the opportunity for staff/managers to appeal a grade based on the existing criteria. The amendment is to HAY Appeals Panel which at present includes an external HR consultant specialist in HAY, a Councillor representative trained in HAY and Unison representation. Moving to an external verification through Korn Ferry, the providers of the HAY evaluation scheme will ensure a reduction in time for the staff member to wait for an outcome, is more cost effective and lessens the emotional impact of the staff member defending their role, rather than as the appeal is based, the post. This also reflects the Officer Employment Procedure rules, within the Constitution. Unions are fully supportive of this amendment.

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> Becoming a net-zero carbon organisation by 2025 Total carbon emissions within Warwick District are as close to zero as possible by 2030 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	Constant improvement in our through digital provision. Monitoring of MI	Value for money in how we attract procure training and deliver through different

reflect ongoing legislation and the changes in the organisation.	information to review data trends	channels.
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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 Members - Cllr Falp, Cllr Wright, Cllr Mangat, Cllr Margrave and Cllr Gifford supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the Head of People and Communications and HR Senior Business Partners.
- 8.2 The Steering Group meets quarterly prior to Employment Committee/SMT and reviews successful work completion, plans in progress, including Covid-19 and areas to highlight for discussion.