People Strategy Statement 2011/2012

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 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 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.

Approval

The People Strategy will be agreed by the Senior Management Team and formally approved by the Executive. The Portfolio Holder for Corporate and Community Services will be accountable for the achievement of the actions in the strategy.

Monitoring

The strategy is monitored by the Senior Management Team (SMT) and the Employment Committee, as well as the Portfolio Holder. Quality assurance for policies developed under the strategy is provided through the joint communications and consultation framework which ensures that changes are subject to evaluation and consultation

Management and Responsibility

The HR Manager is responsible for maintaining the strategy and updating the action plan on an annual basis. SMT 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 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 quarterly reports to SMT and Employment Committee detailing workforce data. It will be monitored annually through the People Strategy Statement and Action Plan.

People Strategy Priorities 2011/2012

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 organisation 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 2011/2012

From the priorities above, the following areas of work have been identified.

Topic	Action	Responsible Officer(s)	Milestones	Measures
Leadership and Organisational Development	Give the right support to Leadership Teams for interventions	CMT / SMT / HR / I&P	Successful leaders in interventions	Successful redeployment from interventions
	Work with managers to increase 'managing people' knowledge and understanding	HR team	HR Workshops attendance Experiment in different methods with managers	Fewer 'difficult cases' to deal with
	Provide 'tool kits' whenever possible to give clear direction	HR team	HR policies have clear process and guidance for managers	Reduced number of disciplinary, grievance and capability cases
	Identify areas to expand, decrease, share, outsource	SMT	Through annual service and workforce planning	
	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
Workforce Planning and Performance	Introduce the Oracle HR IT management system Establishment data is accurate Reduce advertising costs	HR Manager	Integration with payroll data Self serve roll out	Better MI outputs
		SMT / HR team	Numbers redeployed	Turnover rates
	Review the use of Comensura as the contract is due for renewal and	HR / Procurement	Numbers of agency staff at any one time	Reduction in agency worker costs annually
	Review all recruitment requirements so that all types of contracts of employment are used that best meet the Council's needs	HR / SMT	Update SMT regularly on all types of employment numbers and costs	Establishment data is accurate
	Succession Planning - map current	HR / SMT	Monthly, Quarterly and Annual	

			Employment data reported and trends or issues highlighted and acted upon	
	workforce regularly and share this with SMT	HR / SMT		
	Predict future needs for people and skills and aim to meet this	HR / CMT		Percentage of staff appraisals undertaken
	Ensure that policies and processes are aligned to the FFF plan			
Equality and Diversity	Embed Equality Impact Assessments as part of service planning, ensuring managers are trained	Whole Organisation	EIA Training is regularly offered and take up is monitored	Achievement of the Equality Framework
	Ensure managers understand their responsibilities under the public sector duties	HR / CMT	Regular training and awareness promotions	Numbers of EIAs completed and published
Learning and Development	Continue to develop and review the Appraisal and Competency scheme	L&D / SMT	Feedback is used and incorporated where appropriate	Return on investment
	L&D activity is monitored and tracked	L&D / Procurement		Tracking staff that have been through recognised management training and correlation to career success and promotions
	Identify value for money from training investment	L&D	Procurement training and advise for L&D	
	Corporate training supports the organisational changes through appropriate training offered		% of PDPs completed	
Communications and Involvement	Use staff surveys to gauge engagement levels and organisation's morale levels	HR/ CMT / I&P	Bi- annual 'Best Council's survey	Number of staff involved in community engagement
	Link customer service, equality agenda and service delivery through service planning	SMT / HR	% of service plans that have an equality action	
	Have clear communication channels and	CMT / SMT		

	publish these			
	Adopt the Plain English standard for all communications with our customers	HR / Printroom /SMT		
	Monitor employee satisfaction via staff satisfaction index	CMT		
Employee Well being, Reward and Recognition	Manage absence, emphasise well-being	HR / SMT / CMT	Regular absence reporting and monitoring	Absence levels reduce
	Introduce and use the reward fund	CMT		
	Use 'Best Public Sector' survey to measure staff engagement	Whole organisation	Enter the survey every two years	Number of recipients from reward fund
				Ranking achievement