 Employment Committee 22nd March 2017		Agenda Item No. 8
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	December 2016	
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	3.3.17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	3.3.17	Chris Elliott
CMT	3.3.17	As above
Section 151 Officer	3.3.17	Mike Snow
Monitoring Officer	3.3.17	Andy Jones
Finance	3.3.17	Mike Snow
Portfolio Holder(s)	3.3.17	Andrew Mobbs
Consultation & Community Engagement		
<p>This is the People Strategy Update for January to March 2017 and describes highlights that will be discussed at People Strategy Steering Group prior to Employment Committee March 2017.</p>		
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 the People Strategy Action Plan as discussed at the People Strategy Steering group (PSSG).

2. **RECOMMENDATION**

- 2.1 That Employment Committee note the report and feedback any comments.

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.

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 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. People – Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular. The People Strategy reflects the people priorities and actions of the Council and incorporates key themes from our Investors in People and other assessments. This will continue to be updated as part of the Plan for 2016 – 2020.

5. **BUDGETARY FRAMEWORK**

- 5.1 Should there be initiatives identified 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 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.

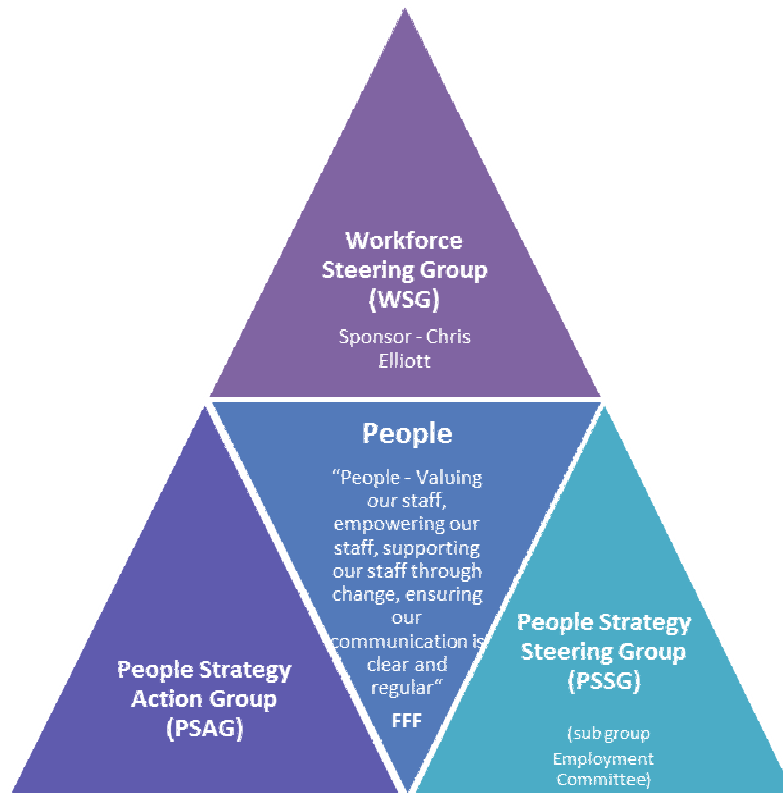
8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Mrs Bunker, Cllr Barrott and Cllr Falp and supported by Heads of Service from Culture, Neighbourhood Services, Development Services, the 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 January to March are:

8.3.1 Leadership and Organisational Development

- HR continues to support organisational redesigns across the Council within this quarter: Bereavement Services; Health & Community Protection; Housing (Sustaining Tenancies) and Tourism review.
- The 'Review of Salaries, Benefits and Recruitment (RSBR)' work stream has now been incorporated into the work of the newly formed 'Workforce Steering Group' to recognise the importance of the people issues highlighted within the Council and review the priorities of the People Strategy Action Plan. This group consists of SMT with support from HR and is sponsored by Chris Elliott, Chief Executive.



The group links with the People Strategy Steering Group and the People Strategy Action Group (key officers to work on the operational elements of the plan). Based on challenges we are facing around salaries, benefits and the way we recruit and retain staff, the Workforce Steering Group has prioritised specific areas which have been highlighted in 8.3.2.

8.3.2 Workforce Planning and Performance

- Update of the of the priorities of the new WSG are as follows:
 - Guidance related to our job evaluation scheme ('HAY') has been completed and implemented to ensure more robust processes are in place and support is given to managers on writing job descriptions and person specifications.
 - The salary review, based on hard to recruit areas or where we have data to suggest that salaries may be the reason that people are leaving us has looked at the link between salary and challenges in recruitment. We are now in the process of local benchmarking to enable an options report to be reviewed by CMT end March.
 - The group is also reviewing the development of generic job descriptions/person specifications for specific areas to ensure that we don't exclude trainees, college/university leavers/apprenticeships and WDC staff from applying for junior posts where we can develop people and provide career opportunities. This will also support the flexibility and transference of skills across the council.
 - Implementation of WM Jobs/Brunswick Job Club and Armed Services recruitment portals has enabled us to widen the access of applications for roles which we are monitoring to measure impact.
 - Re-branding of the benefits of working with WDC - external (website) and internal (intranet). Whilst some private sector salaries are higher than local government there are many benefits to e.g. flexible working, excellent pension scheme, which we plan to promote more effectively.
 - Options for a corporate Apprenticeship Scheme linked to the new apprenticeship levy are being scoped and will then be considered by SMT in respect of approach/resources/sustainability and costings associated with a scheme. The aim is to have this in place for September.
- Management Information updates are reviewed as part of SMT agenda on a quarterly basis, the People elements of this includes: FTE/headcount; short and long term absence data; agency spend; appraisal completion; leaver analysis and vacancy information.
- Terms and Conditions Part 2 is now trialling new ways of working to ensure harmonisation and effective management practices across the Council related to standby arrangements.

8.3.3 Equality & Diversity –

- Continuing to work in partnership with Warwickshire County Council for specialist support.
- Internal E & D Audit October 2017 confirmed we are 'Substantial' with no significant recommendations.
- The Equality and Diversity Policy Statement has been produced for employees which links to the E&D agenda, this is planned to be promoted via the Metacompliance system to ensure understanding and ownership.
- Equality and Diversity training continues to be provided by E-Learning and face to face delivery.

8.3.4 Learning & Development

- The 'On Course' training guide launched in March 2017 provides details of development opportunities for staff and managers as part of Appraisal/Personal Development conversations.
- 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 across the Council to

eliminate the need for paper based timesheets/expenses/mileage claims. Managers are able to monitor all absence within their areas via the absence planner.

- E-Learning launched October 2016 with a take up of 32 staff to date requesting a range of programmes including 'IT', 'Risk Assessment for managers', 'Your preferred Learning Method', 'How to Manage your Boss' this supports the aim of the People Strategy to provide access to immediate learning. Other subjects being undertaken in the last quarter include 'Information Governance', 'Lone Working', 'Personal Safety' and 'Time Management'. Staff who have undertaken E-Learning so far have found it beneficial as they can work through the subject at their own speed and in their own time.
- Conducting Effective Appraisal training sessions are available in March – April 17 to support managers undertaking both their team's appraisals and 1-2-1 meetings; 52 Managers have booked onto this training. This covers understanding the Appraisal and Competency, preparation, questioning & listening skills, effective feedback and a practical session.
- 13 Managers are currently progressing through the Institute of Leadership and Management (ILM) Level 3 and Level 5 Leadership and Management qualification. Delegates have undertaken a series of workshops after which they undertake written assignments. Upon successful completion they are awarded the ILM Level 3 or 5 Leadership and Management Qualification.
- Training update for 2016/17 to date: 37 various in-house corporate training sessions have been delivered. Some of the subjects covered are Lone Working, Recruitment & Selection, Mental Health Awareness, Time Management, Child Sexual Exploitation Awareness and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.
- Policies implemented via the Metacompliance system include 'Employee Code of Conduct' and 'Dignity at Work'. This system allows us to cascade the WDC policies electronically to all staff and we have an electronic timestamp of when they have confirmed they have read the policy. It also ensures that we have a clear audit trail of when staff have read the policies and benefits the organisation through using less paper and time than our previous manual system.

8.3.5 Communications , Involvement and Engagement:

- There has been a positive response to 'Work Perks', the new staff discount scheme, following its launch in December, with 140 staff signing up to date to access discounts and offers. Promotion of offers and discounts will continue via the intranet.
- In addition a reward and recognition scheme is being investigated by the Staff Voice group which will add to the "Work Perks" package for staff.
- The Media Team is continuing to develop the intranet, so that it is better utilised as a source of news and information, with the assistance of the new Digital Content & Social Media Officer.
- The Rumour Mill continues to be a popular stream of engagement with staff and is being monitored to ensure it is being used correctly.
- Member's Update has been reviewed following its launch in November and it is regularly being opened by 75% of councillors, their feedback suggests they are satisfied with receiving Council news in this way.
- In addition, Media team are now copying in all councillors with every press release issued.
- Media team is working with the Chief Executive to plan his talk in May 2017 and also to re-launch FFF at the same time.

- The Media Manager, Website Manager and HR Manager met with the Leader and the Chief Executive to discuss issuing news stories proactively, linking in with the Executive meetings and liaising with Portfolio Holders for a more proactive approach. Going forward, the Media Manager will attend Executive meetings, where we can liaise directly with the press and the Executive as projects are approved and then work with the Website Manager to deliver news quickly.
- A questionnaire was issued to February Manager's Forum to gather views on Media activity and communications across the council. This will be issued to all staff via the Intranet in early March as part of the Service Review.
- Media statistics are currently being compiled and will be issued to CMT, Councillors and put onto the intranet in early March.

8.3.6 Employee Well-being, Reward and Recognition

- Staff Voice are reviewing options for a new WDC Recognition & Reward Scheme.
- The Council has been awarded the Workplace Health and Wellbeing Charter and work has continued on the key themes, including:
 - 20 volunteers, including 4 members of staff, have been trained as 'Walking for Health' Walk Leaders. This will give us the capacity to schedule regular 'Walks for Health' for the benefit of the general staff.
 - A schedule of health events on a variety of topics is being reviewed for implementation throughout 2017/18 by the H&WB Lead and the Learning & Development Officer. These presentations will concentrate on the priority topics of the Workplace Wellbeing Charter criteria, but not exclude other topical interest subjects. The priorities are around Mental Health, Healthy Food, Drugs & Alcohol and Physical Health. One such exception, of topical interest, is the impact of sleep on health of which the Health and Well Being lead recently received training on.
 - The importance of Health and Well Being is now included as part of the Induction process to all new staff.
 - Coventry, Solihull & Warwickshire (CSW) Sports' offer to the Council in terms of advancing physical health is being explored in relation to provision for Council staff. This is at the preliminary discussion stage.