

Employment Committee

Wednesday 14 June 2017

A meeting of the above Committee will be held at the Town Hall, Royal Leamington Spa on Wednesday 14 June 2017 at **6.00** pm.

Membership:

Councillor Barrott	Councillor Mobbs
Councillor Mrs Bunker	Councillor Murphy
Councillor Day	Councillor Noone
Councillor Doody	Councillor Parkins
Councillor Mrs Evetts	Liberal Democrat Vacancy
Councillor Mrs Falp	

Emergency Procedure

At the commencement of the meeting, the Chairman will announce the emergency procedure for the Town Hall.

Agenda

1. Apologies and Substitutes

- (a) to receive apologies for absence from any Councillor who is unable to attend; and
- (b) to receive the name of any Councillor who is to act as a substitute, notice of which has been given to the Chief Executive, together with the name of the Councillor for whom they are acting.

2. Appointment of Chairman

To appoint the Chairman of the Committee for the ensuing municipal year.

3. Declarations of Interest

Members to declare the existence and nature of interests in items on the agenda in accordance with the adopted Code of Conduct.

Declarations should be entered on the form to be circulated with the attendance sheet and declared during this item. However, the existence and nature of any interest that subsequently becomes apparent during the course of the meeting must be disclosed immediately. If the interest is not registered, Members must notify the Monitoring Officer of the interest within 28 days.

Members are also reminded of the need to declare predetermination on any matter.

If Members are unsure about whether or not they have an interest, or about its nature, they are strongly advised to seek advice from officers prior to the meeting.

4. **Minutes**

(a) To confirm the minutes of the meeting held on 15 February 2017.
(Item 4a/Page 1)

(b) To confirm the minutes of the meeting held on 22 March 2017.
(Item 4b/Page 1)

5. **Review of Staff Terms & Conditions of Employment (Standby Allowance) – Phase 2**

To receive a report from the Corporate Management Team.
(Item 5/Page 1)

6. **Fit for the Future People Processes**

To receive a report from Human Resources. **(Item 6/Page 1)**

7. **People Strategy Update**

To receive a report from Human Resources. **(Item 7/Page 1)**

8. **Public and Press**

To consider resolving that under Section 100A of the Local Government Act 1972 that the public and press be excluded from the meeting for the following items by reason of the likely disclosure of exempt information within the paragraphs of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Item Nos.	Para Nos.	Reason
9 - 10	1	Information relating to an Individual
9 - 10	2	Information which is likely to reveal the identity of an individual

9. **New posts for Site Delivery Officer and Planning Assistant**

To consider a report from Development Services.
(Item 9/Page 1)
(Not for Publication)

10. **Housing Support and Lifeline Services – Restructure proposals**

To consider a report from Housing & Property Services.
(Item 10/Page 1)
(Not for Publication)

General Enquiries: Please contact Warwick District Council, Riverside House, Milverton Hill, Royal Leamington Spa, Warwickshire, CV32 5HZ.

Telephone: 01926 456114

E-Mail: committee@warwickdc.gov.uk

Enquiries about specific reports: Please contact the officers named in the reports.

You can e-mail the members of the this Committee at employmentcommittee@warwickdc.gov.uk

Details of all the Council's committees, councillors and agenda papers are available via our website www.warwickdc.gov.uk/committees

Please note that the majority of the meetings are held on the first floor at the Town Hall. If you feel that this may restrict you attending this meeting, please call (01926) 456114 prior to this meeting, so that we can assist you and make any necessary arrangements to help you attend the meeting.

The agenda is also available in large print, on request, prior to the meeting by calling 01926 456114.

Employment Committee

Minutes of the meeting held on Wednesday 15 February 2017 at the Town Hall, Royal Leamington Spa at 4.30 pm.

Present: Councillor Mrs Bunker (Chairman); Councillors Doody, Harrington, Mobbs, Murphy, Noone, Parkins and Rhead.

24. **Apologies and Substitutes**

- (a) Apologies for absence were received from Councillor Barrott; and
- (b) Councillor Harrington substituted for Councillor Day.

25. **Declarations of Interest**

There were no declarations of interest.

26. **Revision to the staffing establishment structure – Housing & Property Services**

The Committee considered a report from the Deputy Chief Executive (BH) which set out proposals to revise the Council's staffing establishment structure, by removing the Assets Team and the functions it performed from the existing Housing & Property Services service area and placing this team within the Chief Executive's Office, to be directly managed by the Deputy Chief Executive (BH).

The two remaining teams within the existing Housing & Property Services service area would remain within a renamed Housing Services service area, and a new Head of Service would be recruited.

The existing Housing & Property Services service area, headed by a Head of Housing and Property Services, was created in 2007 following the adoption of a new corporate strategy and establishment staffing structure, under a set of proposals known as Building on Excellence. Until that year, the Council had operated for five years with separate Housing and Property units, each headed by a Head of Service.

The report advised that the post of Head of Housing and Property Services had been vacant since 1 November 2016. The vacancy, coupled with the previous history of recruitment and retention issues in relation to the post, had prompted a review of the role of the Head of Service and the structure of this key service area. As a result, the Corporate Management Team (CMT) concluded that a fundamental change of approach was required in terms of the establishment structure, and that better service outcomes would be obtained by splitting up the current service area.

A copy of the existing service area structure was attached as Appendix One to the report and the proposed establishment structure was detailed at Appendix Two to the report.

EMPLOYMENT COMMITTEE MINUTES (Continued)

With regard to the recruitment of the proposed new Head of Housing Services post, an indicative process and timeline was set out at Appendix Three to the report.

In response to a question regarding the Portfolio Holder for the Assets Team under the new proposals, Councillor Mobbs advised the Committee that the intention was for Councillor Phillips, the current Portfolio Holder for Housing and Property Services, to assist him as Portfolio Holder with any day-to-day business. This would be reviewed in May 2017.

In response to questions from the Committee, the Deputy Chief Executive (BH) advised that:

- CMT had concluded that it was necessary to split the role of Head of Housing and Property Services when the post became vacant.
- The proposed position, Head of Housing Services, would remain part of the Senior Management Team.
- The post of Asset Manager was currently being carried out by a member of staff on secondment, but the proposal was to make the post permanent.

In response to questions from the Committee regarding the recruitment process for the proposed Head of Housing role, the HR Manager advised that:

- The final interview panel would be made up of Members from the original Panel.
- The recruitment process was still being considered with a view to making it more robust and further proposals would be put forward to the Committee in due course.
- All current members of Employment Committee would be able to sit on the Employment panel.

In response to further questions, the Deputy Chief Executive (BH) confirmed that the proposed new staffing structure would not adversely impact on his existing workload.

Having considered the report and having heard from the officers present, the Committee

Resolved that revision to the existing Council staffing establishment structure is approved to:

- (a) delete the existing Housing & Property Services service area, as shown at Appendix One to the report, from the establishment structure;
- (b) delete the post of Head of Housing & Property Services;
- (c) create a new service area entitled Housing Services;
- (d) create a new post of Head of Housing Services;

EMPLOYMENT COMMITTEE MINUTES (Continued)

- (e) expand the remit of the Chief Executive's Office to include the Assets Team, moved from within the existing Housing & Property Services service area in the current establishment structure;
- (f) create the revised Council staffing establishment structure, as set out at Appendix Two to the report; and

Recommended that Council revises Part 7 of the Constitution (Management & Portfolio Holder Structure) to reflect the approved staffing establishment, as set out at Appendix 1 to the minutes.

27. Pre-Application Officer

The Committee considered a report from Development Services which sought approval for a new dedicated full time Senior Planning Officer post in the Development Management Team within Development Services.

In January 2017, Executive agreed to the permanent introduction of a pre-application charging scheme including the provision of an additional full time Senior Planning Officer post to undertake that role.

Prior to that, commencing in February 2016, the revised pre-application charging scheme had been trialled in order to establish whether it was attractive to Council customers in providing an enhanced pre-application advice service, and whether the income received was sufficient to fund an additional full time Senior Planning Officer post which was needed to undertake that work.

The Executive report confirmed that the trial had been successful on both counts and officers, therefore, requested authorisation to adopt the scheme permanently and to create the additional post.

In response to questions from the Committee, the Development Services Manager advised that:

- He was confident that the income from the pre-application charging scheme would continue to exceed the requirement for the post, considering the scale of development planned for the District.
- If the officer responsible for pre-application advice was absent, Planning Officers would be capable of sharing the workload and covering the post on a short-term basis.

Having considered the report and having heard from the officers present, the Committee

Resolved that the post of Senior Planning Officer is added to the Council's permanent staffing establishment.

EMPLOYMENT COMMITTEE MINUTES (Continued)

28. Additional temporary Property Maintenance Officer – Housing & Property Services

The Committee considered a report from Housing and Property Services which set out the proposal to recruit an additional Property Maintenance Officer (PMO) on a temporary basis for a period of one year, to undertake pre and post inspections of empty (void) council houses as part of the revised voids repair process introduced in 2016.

On 1 April 2016, the Housing and Voids Property Repairs Contract was changed from operating as an open book model to one based upon Schedules of Rates. In concert with this change, a one year fixed term property maintenance officer post was put in place to cover pre and post inspection of all the void properties. This approach had delivered greater cost certainty and improved quality control when undertaking void property repair works. The post, currently covered as a secondment, was due to expire on 17 April 2017.

The existing Housing and Voids Property Repairs Contract would continue to be run on the Schedule of Rates model until the 31 March 2018, when the current contract expired. As such, it was recommended that a new 12 month fixed term property maintenance officer post was approved, to commence on 17 April 2017, coinciding with the remaining duration of the existing contract period. This post would ensure continuity in undertaking the current void repair process.

In response to questions from the Committee, the Deputy Chief Executive (BH) advised that:

- The post would not require contract management/procurement experience; it was more of a technical role involving contract administration.
- The post-holder would visit a void property, specify the work that needed to be done, inform the existing contractor and inspect the work after it had been done. If the post-inspection failed, the contractor would be contacted. The aim was to ensure a good standard and quality of let for subsequent tenants.
- The current post-holder was seconded and this would end on 17 April 2017. A new post would be created from this date and the agreed recruitment process would be followed; the post would be offered to staff at risk and if no one was matched to the post the internal and external recruitment process would then follow.

Having considered the report and having heard from the officers present, the Committee

Resolved that the creation of an additional Property Maintenance Officer post for a temporary period of 12 months from 17 April 2017 is approved.

29. Sports & Leisure – Contracting Coaches

The Committee considered a report from Cultural Services which outlined a proposal to convert the casual coaches and swimming teachers that

EMPLOYMENT COMMITTEE MINUTES (Continued)

regularly delivered instructional activities each week within the Sports and Leisure service, into established contracted posts. The recommendation was based on the rationale that these employees worked each week and, therefore, could claim that they had a contractual relationship with Warwick District Council.

It was felt appropriate that this issue should be addressed in advance of the appointment of an external partner to manage the leisure centres and the transfer of staff to the external partner. Potential operators had been advised of the changes proposed in the report.

The table in section 2.1 of the report showed the total hours per week at each site for each role:

Job Role	NCLC	SNPLC	AFSP	CFRC	Rate of Pay
SWIM TEACHERS (Term time only)	47.75	22.5	43.5	N/A	£15.03
SWIM HELPERS (Term time only)	26	9	13	N/A	£8.25
GROUP FITNESS (52 WEEKS)	12	16	2	14.5	£18.79

Historically, the Council's Leisure facilities operated the extensive range of activity instructional programmes with casual coaches. Operationally, this approach had its advantages because it allowed the centres to be flexible about when classes ran, should the demand change. However, over recent years it had become more and more difficult to recruit coaches and, as a result, the number of coaches available had reduced greatly. This had resulted in a greater reliance on a small number of coaches and increased the risk to the service when coaches could not, or chose not to, work.

The report advised that the increased reliance on a small number of coaches to cover regular instructional activities could lead to an increased risk of claims from casual staff that they had accrued employment rights, and a potential legal challenge in relation to the Council's use of casual staff. This proposal sought to address and minimise that risk to the Council.

In summary, establishing these contracted posts would remove ambiguity regarding the employment relationship of these workers and would provide security of employment, in accordance with TUPE legislation, with the new operator.

The Sports and Leisure Contract Manager advised the Committee that the rates of pay detailed in the report included holiday entitlement.

In response to questions from Members, the Head of Cultural Services, the Sports and Leisure Contract Manager and the Senior HR Officer replied that:

- Leisure attendants had gone through a similar process previously.
- Staff were aware that Employment Committee was meeting to discuss the proposal, and would receive feedback from the meeting the following day.

EMPLOYMENT COMMITTEE MINUTES (Continued)

- The changes would not be enforced; staff would be offered a contract but were not obliged to accept it.
- The risk of staff choosing to remain employed on a casual basis and making a potential claim against the Council was mitigated by the offer of employment.
- Potential operators had asked for the contracts to be flexible to allow staff to work at any site, as was currently the case, but they had no other issues. Potential operators would be informed of the Committee's decision by the end of the week.
- There would still be a number of casual staff at Leisure Centres and at the Spa Centre.
- Set rates of pay meant that there would be no additional costs to the Council in relation to establishing the new roles.
- If coaches were in short supply, it would fall to the new management to resolve this issue through advertising.
- Casual and contracted staff had the option to opt-in or out of the Local Government Pension Scheme. There could be an increase in staff opting in under the new proposals, but at this stage this was unknown.

Following confirmation from officers that the establishment of these posts would be at no additional cost to the Council, Members requested that paragraph 5.3 of the report was included as a further recommendation for clarification purposes.

Having considered the report and having heard from the officers present, the Committee

Resolved that

- (1) the addition of 206.25 "teaching and coaching" hours to the establishment from 1 March 2017, as per the table in section 2.1 of the report, is approved;
- (2) casual workers who currently carry out identified hours on a regular basis are offered a contract of employment; and
- (3) there are no additional costs relating to the establishment of the roles as outlined in the report.

30. Leamington Visitor Information Centre Staff Transfer

The Committee considered a report from Cultural Services which sought approval for four Visitor Information Assistant posts to be added to the Council's staffing establishment.

The Royal Leamington Spa Visitor Information Centre (VIC) was currently provided as part of an agreement between Warwick Town Council and Warwick District Council. The Town Council managed the service on behalf of the District Council in return for an annual grant. In addition to this

EMPLOYMENT COMMITTEE MINUTES (Continued)

grant, the direct costs of providing the service (such as staffing and stock) were also charged back to Warwick District Council.

The primary purpose of the VIC was to offer visitors to the area a comprehensive, face-to-face information service.

A report which reviewed the VIC arrangement was considered at a meeting of the Executive on 5 January 2017. The Executive approved the report's recommendations which, in summary, were:

- a) to conclude the current agreement with Warwick Town Council to manage the Royal Leamington Spa VIC from 31 March 2017;
- b) for the operation of the Royal Leamington Spa VIC to be brought in-house as soon as was practicable and for that service to be placed under the management of the Arts section of Cultural Services; and
- c) that, following full consultation with staff, the roles of Visitor Information Assistant, Senior Art Gallery Assistant and Box Office Supervisor be combined into a single team with the aim of providing an enhanced service and extending the opening hours of both the Box Office and the VIC.

In order for the service to be brought in-house, it was necessary for the employment of the current Visitor Information Assistants to be transferred from Warwick Town Council to the District Council under the Transfer of Undertakings Protection of Employment Regulations (TUPE).

The Arts Manager introduced the report.

In response to questions from Members, the Senior HR Officer advised that:

- Under TUPE legislation, staff had to be transferred on their existing zero hours contracts and discussions were taking place to make them mainstream in line with other Warwick District Council employees. A consultation process would follow.
- The length of service of the majority of staff was approximately two years.
- Members of staff were aware of the proposed changes.

Resolved that

- (1) four Visitor Information Assistant posts are added to the Council's staffing establishment; and
- (2) the four current 'zero hours' workers are transferred from the employment of Warwick Town Council to Warwick District Council under their existing terms, with effect from 1 March 2017.

(The meeting ended at 5.31pm)

Employment Committee

Minutes of the meeting held on Wednesday 22 March 2017 at the Town Hall, Royal Leamington Spa at 4.30 pm.

Present: *Councillor Mrs Bunker (Chairman); Councillors Doody, Harrington, Mobbs, Murphy, Noone, Parkins and Rhead.*

31. **Apologies and Substitutes**

- (a) There were no apologies for absence; and
- (b) Councillor Mrs Falp for Councillor Heath and Councillor Cain substituted for Councillor Rhead.

32. **Declarations of Interest**

There were no declarations of interest.

33. **Minutes**

The minutes of the meeting held on 14 December 2016 were taken as read and signed by the Chairman as a correct record.

34. **Members/Trades Unions Joint Consultation & Safety Panel**

The minutes of the meeting of the Members/Trades Unions Joint Consultation & Safety Panel held on 8 December 2016 were noted.

35. **Revenues Officer**

The Committee considered a report from Finance which advised that as a result of an on-going increase in council tax work (primarily relating to the increased number of properties in the District), it was proposed to increase the establishment by one Revenues Officer.

The report advised that in recent years there had been a substantial increase in the volume of correspondence received by the Revenues Section within Finance in respect of Council Tax and the main reasons for this were summarised in the section 3.1 of the report. The reasons included an increase in the number of properties in Warwick District, an increase in "buy to let" properties and the changes introduced to discounts and exemptions.

An increase in correspondence levels was evidenced in 3.2 of the report covering financial years 2015/16 to 2016/17. This increase had, in turn, impacted on an existing backlog of work which despite being closely monitored had resulted in the oldest item in the work queue being 60 days old.

The report proposed increasing the Finance establishment by one additional full time permanent Revenues Officer from 1 April 2017 at an additional cost of £30,100, allowing for on-costs and eventual top of scale.

EMPLOYMENT COMMITTEE MINUTES (Continued)

This funding had been agreed by Members in the February 2017 Budget Report.

The Head of Finance introduced the report and provided a summary of the increased workload that the team had experienced in the past twelve months. In response to questions from Members, the Head of Finance confirmed that:

- the post would be permanent;
- the post would be advertised internally to begin with before being advertised externally;
- The Finance service area had undergone one redesign and was due for another one in the near future;
- It would be possible to detail the increase in Buy To Let properties in graph form covering the past five years;
- In relation to the oldest item in the work queue being 60 days old, the workload had been at it's peak at that time and had now reduced to a 20 day backlog.

Having considered the report and having heard from the officers present, the Committee

Resolved that the Finance establishment be increased by one additional full time permanent Revenues Officer from 1 April 2017.

36. Project Manager – Car Parks fixed term contract extension

The Committee considered a report from Neighbourhood Services which requested the extension of a Project Manager post covering Car Parks for a further twelve months.

The Executive had agreed in June 2016 to fund the post for a maximum of two years and the successful candidate was recruited to the position in November 2016 on a one year fixed term contract.

The report explained that the Council no longer had an internal engineering department which had placed limitations on how the Council could approach car park improvement works. A number of the multi-storey car parks had reached the end of their operational life, as had the payment equipment within the car parks. In addition, the existing officer resource within Contract Services had been unable to apportion the sufficient time to these multiple projects.

The Executive had agreed to a maximum £105,000 to fund a temporary project manager which was to be funded through the Service Transformation Reserve. The expenditure figure quoted was a maximum amount and any unused funding provision would be returned to the respective Reserve as appropriate.

The report advised that it had now become apparent that in order to deliver the full range of ongoing car park projects, the post needed to be extended by a year. A breakdown of the current postholder's workload was provided at sections 3.2 to 3.5 of the report.

EMPLOYMENT COMMITTEE MINUTES (Continued)

The Head of Neighbourhood Services introduced the report and summarised the various projects relating to car parks, how these were to be delivered and the impact the projects would have on the individual towns.

Following a question from Councillor Noone, officers from Human Resources clarified that the employee currently residing in this post was working on a secondment basis so the rules relating to becoming a permanent employee did not apply.

In response to questions from Councillors, the Head of Neighbourhood Services advised that;

- He could not guarantee that the work on these projects would be completed within 12 months but reminded Members that a lot of work needed to be carried out to enable officers to reach a decision point;
- He accepted that the post may need extending in the future;
- With regard to the Linen Street Car Park, there was some urgency to complete work and reports would be forthcoming in due course.

Having considered the report and having heard from the officers present, the Committee

Resolved that the current one year fixed term contract for the Project Manager – Car Parks, due to expire in November 2017, be extended until November 2018.

37. Pay Policy Statement

The Committee considered a report from

The report advised that

Having considered the report and having heard from the officers present, the Committee

Resolved

38. People Strategy Update

The Committee considered a report from

The report advised that

Having considered the report and having heard from the officers present, the Committee

Resolved

39. Revenues Officer

The Committee considered a report from

EMPLOYMENT COMMITTEE MINUTES (Continued)

The report advised that

Having considered the report and having heard from the officers present, the Committee

Resolved

40. **Public and Press**

Resolved that under Section 100A of the Local Government Act 1972, the public and press be excluded from the meeting for the following items, by reason of the likely disclosure of exempt information within paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006, as set out below.

Minute Nos.	Para Nos.	Reason
	1	Information relating to an individual
	2	Information which is likely to reveal the identity of an individual.

The full text of Minutes 41 to 44 were recorded in a confidential minute which would be considered for publication following implementation of the relevant decisions. A summary is as follows:

41. **Minutes**

The confidential minutes of the meeting held on 14 December 2016 were taken as read and signed by the Chairman as a correct record.

42. **Housing Related Support – Management Proposals**

The Committee approved the recommendations in the report.


43. **Revision of the Bereavement Services Staffing Structure in Neighbourhood Services**

The Committee approved the recommendations in the report.

44. **Health & Community Protection Service Area Re-structure**

The Committee approved the recommendations in the report.

(The meeting ended at 5.56pm)

	EMPLOYMENT COMMITTEE	Agenda Item No. 5
	14th June 2017	
Title	Review of Staff Terms & Conditions of Employment(Standby allowance) – Phase 2	
For further information about this report please contact	Tracy Darke	
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	6 th April 2016 Executive Committee	
Background Papers	3 rd September 2015 Executive Committee, 23 rd March 2016 and 14 th December 2016 Employment Committee	

Contrary to the policy framework:	Yes/No
Contrary to the budgetary framework:	Yes/No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	Yes/No (If No state why below)

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	26/5/17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	26/5/17	Chris Elliott
CMT	26/5/17	Chris Elliott/Andrew Jones/Bill Hunt
Section 151 Officer	26/5/17	Mike Snow
Monitoring Officer	26/5/17	Andrew Jones
Finance	26/5/17	Mike Snow
Portfolio Holder(s)		Andrew Mobbs
Consultation & Community Engagement		

The review of terms and conditions has been the subject of a full consultation programme with all staff and with the Trade Unions. The review has been discussed at the Joint Communication Forum on 1st November 2016, 8th December 2016 and 10th May 2017, and the Members Trade Union Panel on 1st June 2017.

Final Decision?

Yes

Suggested next steps (if not final decision please set out below)

1. Summary

1.1 The purpose of this report is to explain the proposed changes to staff terms and conditions for phase 2 relating specifically to standby allowances following a trial of delivering the standby and out of hours service differently.

2. Recommendation

2.1 That the Employment Committee approves the following:

- (i) Standby and out of hours service provided for Building Control and Housing Repairs is delivered through the Warwick Response service

3. Reason for the Recommendation

3.1 A review of phase 2 terms and conditions has been undertaken. This included overtime payments, standby allowances and subsistence and allowances. Changes to overtime payments and subsistence allowances has now been implemented, and it was agreed that there would be a period of time to trial delivering out of hours cover to achieve the savings required from standby allowances.

3.2 The trial has consisted of all out of hours calls first point of contact being Warwick Response (WR) for housing repairs and building control. This has enabled WR to be able to filter the calls and only refer those calls that require a Housing Repairs or Building Control Duty Officer for technical input. During the trial, which started on 9th January, the number of calls being forwarded to the Duty Officer has significantly reduced from an average of 40-50 per week, to 0-4 approx. This is likely to reduce further as officers in WR become even more experienced in handling the calls. In terms of Building Control calls, there have been very few (2 calls and no visits necessary) during the trial. However, it must be recognised that a process needs to be in place, in case a significant incident occurs. The table attached at Appendix 1 gives the data collected on a week by week basis regarding the number of calls through WR. It also identifies the advantages and disadvantages of the change to the service and it is considered that the advantages far outweigh the disadvantages.

4 **Policy Framework –**

- 4.1 The report seeks to change the Council’s existing offer of terms and conditions to staff. Whilst these changes do not specifically affect contracts of employment, they have been treated in the same way as they have become custom and practice of the Council. Therefore, we have completed a formal consultation exercise with staff affected.
- 4.2 **Fit for the Future –** The Fit for the Future report to Executive of 3rd September 2015 included plans to achieve savings of £145,000. Phase 1 has been implemented and phase 2 is required to deliver £45K
- 4.3 **Impact Assessments –** Full consultation has taken place with the staff affected and it is not considered that any particular group or sector of staff will be dealt with unfairly under the definitions outlined in the Equality Act.

5 **Budgetary Framework**

- 5.1 The Council’s Budget and Medium Term Financial Projections assume that the Terms and Conditions review will generate savings of £145,000 per annum to the General Fund, and proportionate savings to the Housing Revenue Account. Phase 1 has delivered savings of £135,000. However, there is still a requirement to deliver the saving from phase 2, for which £43,000 has been factored into the 2017/18 Budget. Standby allowances and out of hours payments are expected to deliver £10,000 savings for the General Fund and in the region of £25,000 for the HRA. If this is not achieved, the Council will need to seek alternate savings. Finding additional savings is becoming increasingly difficult without impacting on services.

6 **Risks**

- 6.1 The risk of not achieving the savings identified results in significant financial implications identified in 5.2 above, together with continued inconsistencies across the Council. Furthermore, it is essential that officers explore different ways of delivering services that may be beneficial to its customers and the Council.
- 6.2 The risk of not reaching a Collective Agreement is that we enter into a process of ‘Dismissal and Offer of Re-engagement’. Whilst this is not a process the council would wish to pursue, and efforts would continue to reach agreement, this is recognised process in order to change terms and conditions of employment. Should an employee chose not to accept the new contract of employment they have the option of pursuing an unfair dismissal claim
- 6.3 As highlighted in 6.2 that if the proposals for revisions to the Terms and Conditions are not approved the Council will then need to find similar scale savings from elsewhere with potential effects on services and jobs as a result.

7 **Alternative Option(s) considered**

- 7.1 There were a number of proposals considered as part of the terms and conditions review consultation, but were discounted as they either did not achieve the level of savings required or they had a more significant impact on the business or staff.

8 **Background**

- 8.1 Following the review of terms and conditions phase 2, two of the three changes identified have been implemented, these being overtime payments and subsistence allowances. The final change relates to standby allowances.
- 8.2 A review of standby allowances took place through the implementation of a trial which was agreed by Employment Committee in September 2016. There appeared to be an opportunity of using the existing Warwick Response (WR) service, which currently operates 24/7 to provide Lifeline support to the Council's tenants in sheltered accommodation. A team was set up to run the trial, which consisted of officers from Housing Repairs, Building Control and WR. This commenced on 9th January 2017 and data has been recorded on all calls since then.
- 8.3 Previously, if a call was received by the Housing Repair Officer or Building Control out of hours, that officer would either deal with the call, attend the premises or request contractors to attend the premises to carry out specific works. The trial provided the first point of contact to be WR instead, and as shown in Appendix 1, the majority of calls were handled by WR. Very few were transferred to the Housing Repairs and Building Control Officers. The same officers continued on standby during the trial as an initial safety net, but it became clear very quickly that the calls could be handled through WR. There has been training to ensure the WR call handlers are adequately skilled in taking the calls, which has also included a list of FAQ's and asbestos awareness training. Furthermore, some of the Business Support Officers in housing repairs do extra shifts in WR, which has provided some continuity. It was also necessary to understand whether the amount of calls that contractors needed to attend did not increase as a consequence of the change. Data was requested from Housing Repairs but due to the way the information is held, the evidence was inconclusive. One of the contractors did provide some data relating to the number of occasions they were called out during January to April for 2015, 2016 and 2017. The pattern indicated that for the first two months of the trial period in 2017, the number of calls to the contractor did increase by approximately 15%, but this dropped off to the same level for the next two months, which may confirm the point that WR have become more experienced in handling the calls. It can therefore only be

assumed that there will be no noticeable change in costs as a result of the proposal.

- 8.4 The number of calls for Building Control were very low through the trial, ie. 2, however, standby is to ensure that there is cover for dangerous structures, which by their very nature may require expertise in this area and the Building Regulations do require the Local Authority to provide a qualified person to deal with dangerous structures. This is covered in several ways. First, the Council's Emergency Plan has a suitably qualified person listed. Secondly, the appointed Structural Engineering company used by the service now has 24/7 cover built into the contract, which will provide the suitably qualified person to meet the requirements.
- 8.5 The removal of standby allowances provides savings to the general fund as well as the Housing Revenue Account and removes the inconsistencies in payments across the Council. It is recognised that the removal of this allowance does affect a total of 8 staff (a further 2 are within the WDC's Joint Building Control service but provide call out specifically for Rugby BC. RBC requested that we trialled the change to standby for them as well) that rely on these payments as they have done for a number of years. However, the change in the business improvement process has been successful and the required savings can be achieved.
- 8.6 There are staff in Environmental Protection that also receive standby allowances to respond to noise nuisances and CCTV monitoring. This has been excluded from the trial as there is a separate review taking place within that service area. However, the savings achieved are part of the expected savings from this review. It should also be noted that standby allowance savings originally expected from Warwick Plant maintenance have been accounted for as part of the leisure centre contract.
- 8.7 The planning service no longer provides out of hours cover to respond to any gypsy and traveller incursions over the bank holidays, which will deliver a saving. The Emergency Plan is now relied on for this service.

9 Process and Timeline to move forward

- 9.1 The implementation of this change has been delayed by 3 months due to the time taken to set up and undertake the trial period, hence this will impact on the savings for 17/18. If this report is approved by Employment Committee, out of hours cover for housing repairs and building control will continue to be delivered through WR.

9.2 Consultation will continue to take place with the union and individuals with a view to reaching a collective agreement to implement the changes. An indicative timetable is given below.

Date	Action
Up to 14 th June 2017	Continue to work towards reaching collective agreement with the Unions to vary terms and conditions as detailed above
14 th June 2017	Employment Committee
26 th July 2017	Executive Committee
15 th June to 27 th July 2017	If agreement is reached, all staff will be given 6 weeks' notice of the changes to their terms and conditions of employment, subject to Executive approval
1 st August 2017	Implement revised terms and conditions subject to Executive approval

9.3 The termination and re-engagement route is not a preferred option but is a route that other Councils have adopted and in the event agreement is not reached an indicative timetable is set out below:

Date	Action
Up to 14 th June 2017	Continue to work towards reaching collective agreement with the Unions to implement changes as detailed above
14 th June 2017	Employment Committee
15 th June 2017	Issue letters to all staff seeking individual agreement to change terms and conditions on a voluntary basis
15 th June to 7 th September 2017	Commence 12 week termination and re-engagement process for those staff who have not voluntarily agreed to the proposed changes and continue to seek voluntary agreement to changes throughout the notice period
7 th September 2017	Implement changes to revised terms and conditions

Summary of trial of Lifeline team taking Repair calls out of hours

In order to support this trial the following actions were carried out

- Training – the Lifeline team visited the Repairs ‘call centre’ to see repairs being logged and listen to calls.
- Luke Timms and Caroline Huckvale who both work in the Repairs team and are also bank workers in the Lifeline team, so they took it in turns to ‘floor walk’ in the control centre from 5.15pm-10pm for the first 2 weeks.
- Asbestos awareness – most of the Lifeline team attended a training session, with a future session being planned for those that didn’t attend
- Process notes - notes were supplied by Repairs team and adapted by Lifeline team to support taking the calls
- Rota changes – We take the calls from 17:17 until 08:45 everyday, all weekend and bank holidays, table below shows volume of calls. We have altered the rota to ensure there are always 2 controllers on duty as the busiest time for repair calls is 17:15-20:00 weekdays and this is already a busy time for other calls. The alterations have not cost any extra money and have made the service more resilient.

Any problems that have arisen and the solutions that have been pursued

- A few training issues have been identified and are dealt with as they arise, mainly logging repairs correctly

Any ongoing issues and what we intend to do

- We need to look closely at reasons why the repair duty officer may be called to ensure any training needs are met in preparation for June (when the calls may come over to us on a permanent basis)
- We need more training on building control due to the low volume

Any positives about us taking on the service


- The lifeline team are increasing their knowledge and working with another housing team and could take calls at other times to support the repairs team (i.e. if RSH was inaccessible)
- Increased awareness of how to log repairs has enabled the team to log repairs for tenants that call us on the lifeline line or press pendant rather than redirecting them
- The average time it takes to answer the repair calls is under 10 seconds
- The customer is not calling a phone line that is redirected to a mobile and may not have a signal so have to leave a message
- Customer will hear engaged tone if the repair line is already engaged, rather than queuing or leaving a message
- Repairs are logged on the system at the time of the phone call
- All calls are recorded and statistics are available; i.e. average wait time, which is under 10 seconds
- Trial has shown the team maybe able to take other out of hours calls with appropriate training

Summary of trial of Lifeline team taking Repair calls out of hours

Summary of calls taken so far:

W/C	Total weekly calls	Number of calls to duty officer	Issues	Notes (i.e. further training needs highlighted)
09/01/2017	58	0	*If prop has overdue electrical test unable to log a job as system closes job screen	Is there away override/or to book appointment with tenant.
16/01/2017	No data	No data		
23/01/2017		0	Issue's in contacting Dodds (2nd mobile has been provided	
30/01/2017	44	2		Definitive list of what OOH repairs call we take - ensure we have correct authorisation via Active H
06/02/2017	50	2		
13/02/2017	43	1		Possibility of having more intensive training on Active H - this will enable person to show how control staff how to search for different assets also to look for asbestos inspections.(possibility of taking overflow calls if repairs busy)
20/02/2017	44			
27/02/2017	32	1		
06/03/2017	38		Active H - issues with system not working, IT not available	
13/03/2017	44	4		
20/03/2017	46		Jobs logged on Active H & details recorded, why then have to input on log.	
27/03/2017	28			
03/04/2017	25	1		
10/04/2017	39	1		
17/04/2017	43	1	Unable to contact Dodds	Got another contact number
24/04/2017	50			

Average calls per week are currently 41.

 Employment – 14th June 2017		Agenda Item No. 6
Title	Fit for the Future People Processes	
For further information about this report please contact	Elaine Priestley Senior HR Officer 01926 456682	
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	None	
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	May 2017	CMT
Head of Service		
CMT		As above
Section 151 Officer	May 2017	Mike Snow
Monitoring Officer	May 2017	Andy Jones
Finance	May 2017	
Portfolio Holder(s)	May 2017	Cllr Mobbs
Consultation & Community Engagement		
Full consultation has taken place with Unions and CMT/SMT, the report presented and supported at Member Trade Union Joint Panel.		
Final Decision?		Yes/No
Suggested next steps (if not final decision please set out below)		

1. **SUMMARY**

- 1.1 This report proposes amendments to the Council's Fit for the Future Employment Processes with the aim of providing alternative options to match the needs of the business and support employees through change.
- 1.2 It introduces an 'assimilation process' whereby staff whose roles are changing but not subject to a redundancy process are assimilated into a revised role rather than put at risk and matched into a role that largely comprises their substantive duties.

2. **RECOMMENDATION**

- 2.1 It is recommended that Members note and approve the revised Fit for the Future People Processes as shown in Appendix 1 that:
 - a. Includes the option to assimilate members of staff to revised roles as a result of staffing reorganisation.
 - b. Removes references to Systems Thinking Interventions and Experimentation Process as these have now evolved into more proactive consultation processes.
 - c. This process is operated in conjunction with the current Redeployment and support mechanisms.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The FFF Employment Processes have been reviewed and revised with a view to minimising prolonged periods of uncertainty and potential redundancy for colleagues.
- 3.2 Legal advice has been sought and full consultation, has taken place, with the Unions to ensure that colleagues continue to be supported, retained and redeployed through organisational change. UNISON fully supports the proposed amendments.

4. **POLICY FRAMEWORK**

- 4.1 **Policy Framework** – the report does not impact on the policy framework
- 4.2 **Fit for the Future** – The proposed revisions sit within the Fit for the Future People Processes objectives of:
 - (i) Retaining skills, expertise and knowledge;
 - (ii) Preventing avoidable job losses;
 - (iii) Creating organisational flexibility; and
 - (iv) Avoiding the need for redundancy and early retirement
- 4.3 The process has been subject to full consultation and trade unions.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is not an impact on the Budgetary Framework, including the process set out in the Budget and Policy Framework Procedure Rules within the Constitution.

6. **RISKS**

- 6.1 The risk of not implementing the proposals is that the Council continues to put members of staff at risk of redundancy where an alternative approach will still fit within the Council processes.

7. **ALTERNATIVE OPTION(S) CONSIDERED**

- 7.1 The alternative is not to introduce the revision to the current processes. Whilst this should achieve the same outcomes, it would not reduce the impact of the effect of the change process on staff.

8. **BACKGROUND**

- 8.1 This Committee last considered the Fit for the Future Employment Process on 5th April 2011. Since that time:
- 35 reviews have been carried out
 - 202 staff put at risk
 - 143 (including some staff more than once) staff matched
 - 4 staff matched and appealed successfully
 - 1 member of staff not matched and appealed
 - 57 redundancies
- 8.2 It is appropriate to review existing processes to ensure that they still meet the needs of the organisation given the greater emphasis for flexibility within the workplace to meet changing demands and budgetary pressures.
- 8.3 Members will be aware that currently if a reorganisation is proposed, roles that are subject to change are deleted from the establishment, officers put at risk of redundancy, new roles created and a matching process takes place with a view to securing suitable, alternative employment. In the instances where there has been a diminution of duties this is a redundancy situation and the above approach correct. See Appendix 2 Definition of Redundancy.
- 8.5 This proposed process explores an alternative method for managing instances where the Council is implementing a reorganisation of roles and duties to achieve a more flexible focussed approach, and there is no significant reduction in duties. See Appendix 2 Variation of Contracts.
- 8.6 This approach works in conjunction with the current Redeployment Policy and supplements the 'At Risk' and job matching processes in redundancy situations.
- 8.8 In accordance with the revised process, where staff whose posts are changing as a result of a reorganisation, rather than being consulted that their posts are being deleted and they are at risk of redundancy, would be consulted that their role is changing but their employment secure. The same consultation process as previously would be followed to reach agreement in relation to the proposed changes. It is important to note that existing parameters for redeployment would be adhered to for 'assimilation' processes. That is the:
- changes to the role must be reasonable
 - duties largely similar to those currently carried out
 - knowledge, skills and experience must be broadly similar or achievable in short period of time

- a grade difference of plus or minus one is acceptable and reasonable with salary protection
- 8.9 In the event that a member of staff does not agree to the changes, there is the right of appeal to the HR Manager but if the Council maintains they are reasonable a dismissal and re-engagement process will be followed.

As with our existing process full support for staff relating to counselling, 1-1, learning and development opportunities would continue to be in place to ensure that staff are fully supported throughout the transition.

Fit for Future – Employment Process

INTRODUCTION

Warwick District Council has outlined in Fit for the Future (FFF) and People Strategy , its approach in response to meet the challenges in terms of balancing the budget, the changing environment, government policy and customer expectations. It will need a workforce that is flexible to respond to these changes in a timely and productive manner.

This Employment Process and associated procedures seek to maximise the opportunities for alternative options for employees facing potential job loss through redundancy. The highest priority will be given to maintaining the security of staff as it is Council policy to avoid redundancy wherever possible.

This document works in conjunction with our current Redeployment Policy and has been made in agreement with our union colleagues.

This has been established in consultation between the Council, and its unions and sets out the measures that will be taken with the objective of maintaining employment security on the understanding that all parties will agree to use their best endeavours to comply with its provisions. The main objectives are:

- (i) Retaining skills, expertise and knowledge;
- (ii) Preventing avoidable job losses;
- (iii) Creating organisational flexibility; and
- (iv) Avoiding the need for redundancy and early retirement

It applies to all employees of the Council, with the exception of the Chief Executive, Deputy Chief Executives, the Monitoring Officer and the Section 151 Officer.

Where a service transfers to another employer, the Council will wish to consider the transfer of those staff who are engaged in providing that service to the new employer under TUPE.

Measures to preserve continuity of employment

To preserve continuity of employment following a FFF redesign we will look to assimilate colleagues into suitable revised roles and to job match into suitable vacant posts in order to preserve security of employment and avoid redundancies.

The following outlines the processes which will be followed and gives guidance on how we intend to preserve continuity of employment.

Consultation

During the FFF programme, the current Consultation and Communication Policy, which has been agreed with the unions, will be followed.

Consultation will begin when any changes to the service are being considered. This can include initial thoughts, and all the points up until final decisions are reached. Any discussions at this stage may be subject to change as further information is gathered, more data is available and other factors about

the proposed changes arise as part of the consultation. This is when those that are affected have the opportunity to comment on proposals.

Job Assimilation – How it works

An Assimilation Process is used to manage instances where the Council is implementing a reorganisation of roles and duties to achieve a more flexible focussed approach, and there is no significant organisational reduction in the duties carried out.

The Review Manager together with HR will consider the revised job description and whether the changes to the duties and skills needed to carry out the role are a significant change or whether it is reasonable to assimilate the current post holder in to the new role. Full consultation will take place with the postholder with a view to reaching agreement to the changes, subject to Employment Committee's approval of the proposals.

Objection to Assimilation Proposals

In the event agreement is not reached there is the right of appeal to the HR Manager against the assimilation, within 5 working days. If the changes are upheld and it is considered a reasonable change, following Employment Committee's decision, appropriate notice of dismissal and re-engagement to the new role will be given.

Job Matching – How it works

If an employee is displaced from their role and put 'at risk' they will enter into a virtual redeployment pool for a maximum of 12 weeks. The Review Manager together with HR will hold an initial meeting to outline the individual support that each employee will need in the short and medium term. To assist in matching staff to roles, each individual will be supported by HR in completing a Skills Matching Inventory which will guide them into thinking about current skills and any additional skills they have to offer.

Before any role is put into the vacancy pool it will have been reviewed and revised or new Job Description and Person Specification will have been drafted. The Person Specification will have been weighted to indicate what level of skills the person will need to have in order to fill that role

Staff should be aware that they could be asked to move service areas to work on a project or piece of work during their time in the redeployment pool as commensurate with their skills and experience.

HR will start the process of job matching staff into new roles once they have formally been put 'at risk' and notice given of the possibility of redundancy if they are not matched successfully. Matching against roles will take into account the current grade, skills and experience and any additional skills and experience that is relevant from the Job Description and Person Specification.

If there is more than one person matched to the same vacancy, each will be assessed and scored against the weighted criteria and the person who best matches the criteria will be offered the role. In these situations, individuals will receive detailed feedback on their own scoring and matching (but not anyone else's) anyone not matched will return to the virtual redeployment pool.

Once matched into the role, there will be up to 4 weeks to trial it – but may be extended for training purposes if mutually agreed. If for any reason this does not work out, employees will return to the redeployment pool and continue to be matched for another post. During the 4 week trial period details of all vacancies will continue to be sent. .

Any time spent trialling a role unsuccessfully will be added to the 12 weeks stability of employment period and HR will work with individuals to redeploy and match successfully.

Once an employee is matched into a role and completes the 4 weeks trial satisfactorily, this will be confirmed in writing by HR and employment continues.

If an employee is matched into a role but the employee refuses to accept it, there is the right of appeal. If the appeal is unsuccessful this will be deemed as a resignation and employment will be terminated at the end of the notice period without redundancy payments.

Objections to Job Matching

Should an employee object to being matched into a role then they must put in writing to the HR Manager the reasons why they are objecting within 5 working days of being told of the match.

In the event of an employee not being successfully matched or redeployed to a role during their 12 weeks in the redeployment pool, they will be made redundant in line with the Council's scheme and will be paid accordingly.

Appeal

All employees who are made redundant have the right to appeal against this decision and each will be heard on their own merits.

Varying Contracts – from ACAS

- An employer may wish to vary the terms of the contract because of changed economic circumstances or due to a reorganisation of the business. Possible areas of change could include pay rates, hours or days worked, duties, supervisory relationships or place of work.


Redundancy – Employment Rights Act 1996

How does the law define redundancy?

According to the Employment Rights Act 1996, an employee is dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to the fact that:

- the employer ceases to carry on the business in which the employee was employed;
- the employer ceases to carry on that business in the place where the employee was employed;
- the needs of the business for employees to carry out work of a particular kind cease or diminish; or
- the needs of the business for employees to carry out work of a particular kind in the place where the employee was employed cease or diminish.

This is the definition that is relevant for the purposes of determining whether or not a dismissal is fair and whether or not the employee is entitled to a redundancy payment.

	Employment Committee 14th June 17	Agenda Item 7
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	March 2017	
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	24.4.17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	24.4.17	Chris Elliott
CMT	24.4.17	As above
Section 151 Officer	24.4.17	Mike Snow
Monitoring Officer	24.4.17	Andy Jones
Finance	24.4.17	Mike Snow
Portfolio Holder(s)	1.6.17	Andrew Mobbs
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights that will be discussed at People Strategy Steering Group prior to Employment Committee		
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 April to June 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 Services and TUPE in of VIC staff
- Work on the Sports TUPE project including the move of casual to contracted employees; report of detailed data of all staff moving; attendance at meetings and checks of all reports and communication together with ongoing updates with Unions has required significant resource commitment from the HR/Payroll team.
- Proposals for alternative Fit for the Future people processes have been consulted on to ensure a robust procedure is in place for all redesign plans.

8.3.2 Workforce Planning and Performance

- Update of the priorities of the Workforce Steering Group are as follows:
 - Report presented to CMT end March 2017 based on the data and analysis for the Salary Review relating to hard to recruit areas or where we have data to suggest that salaries may be the reason that people are leaving. Further information has been requested, the updated report with recommendations planned to be presented to CMT June 2017.
 - Monitoring is in place to review the new recruitment portals for applications. WM Jobs/Brunswick Job Club and Armed Services. We are also utilising our digital resource and expanding into Twitter, Facebook, E-Mail Alerts and LinkedIn. As an example there was an increase of 622 hits on individuals looking at our vacancies from one week to another by utilising the E-mail Alert software. Further data will be presented to SMT and Employment Committee in September.
 - The re-branding initiative is being presented to Workforce Steering Group in June and Managers Forum in July including a new 'Insider Guide' and film showcasing working life at WDC. This will incorporate the benefits of working for the organisation e.g. flexible working, excellent pension scheme, learning & development opportunities 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.
- Review of Vacancies has been discussed at Workforce Steering group to highlight the data on existing vacancies and what we are actively recruiting too. Service areas are utilising vacancies in different ways to manage the service based on redesigns and operational priorities.

8.3.3 Equality & Diversity –

- Our partnership working with Warwickshire County Council continues so that specialist advice can be sought and embedded further into roles of all WDC employees.
- We successfully rolled out Equality and Diversity policy via Meta Compliance April 2017. All Council employees will have completed this exercise online to enable staff to be aware of the importance and understand the impact of discrimination, harassment and victimisation linked to the processes and guidelines detailed in the policy.
- Warwick District Council departmental teams have undertaken tailored Equality Impact Assessment training provided by Warwickshire County Council Equality and Diversity specialists. Further tailored training for teams has been planned for June / July 2017 in Neighbourhood Services and Health & Community Protection.
- We are currently reviewing initiatives and training activities related to protective characteristic topics in order to raise further staff awareness.
- Preparation has commenced to meet the requirements for Gender Pay Gap reporting April 2018.

8.3.4 Learning & Development

- The 'On Course' training guide launched in March 2017 continues to be promoted to provide details of development opportunities for staff and managers as part of Appraisal/Personal Development conversations.
- Continued Self-Service training to support managers in monitoring of timesheets/expenses/mileage claims and absence within their areas via the absence planner.
- E-Learning take up continues to increase from 32 the last quarter to 61 at present date. Promotion of Microsoft courses took place in May, we will monitor this in line with Personal Development Plans. Feedback from staff has been positive relating to the time involved in the learning is at a pace and to suit the individual.
- Conducting Effective Appraisal training sessions were successfully undertaken during March – April 17 to support managers undertaking both their team's appraisals and 1-2-1 meetings; 73 Managers and Supervisors have now attended this training during 2016 and 2017. The training covers the managers understanding the Appraisal and Competency scheme, preparation, questioning & listening skills, effective feedback and a practical session to practice the skills.
- We utilised the 'Learning at Work Week' event in May by promoting our learning and development opportunities and the range of E-Learning available to individuals. This culminated in a motivational event 'The Art of Staying Brilliant' which was hosted by WDC as a partnership event with colleagues from Rugby Borough Council, Stratford District Council and West Midlands Employer. A total of 86 attended overall, of which 56 were from WDC who experienced the art of brilliance's science of happiness and wellbeing to support them to look at the positives and how they can change their own outlook.
- 16 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. One member have staff has recently successfully completed their ILM Level 3 qualification.

- Training update for 2016/17 to date: 45 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 this quarter include 'Equality & Diversity' and 'Freedom of Information'. 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:

- An Exhibition in the Space was prepared by the Transforming our Workplace/Media team so that WDC staff can see plans for the new HQ development at Covent Garden site and suggestions for Riverside House, between 15 – 17 May. The TOW team were available for questions and postcards accompanied the exhibition for staff to ask questions and post comments on the proposals.
- Media Stats have been updated with a new look and are issued monthly to councillors, CMT, SMT and published on the intranet for staff.
- Media Team supported the elections on 4 May, being present at the Count at Stoneleigh to publish comments throughout the evening.
- 20% of staff completed a Communications questionnaire to allow us to gauge feedback from Service Areas to inform our review on how we market the key messages of the Council in line with the updated Communications Strategy being prepared for September 2017
- The Chief's Talk has been fixed for w/c 20 June, with 5 sessions available throughout the week for staff to attend, in the Space.
- New visuals to refresh FFF are being developed and will be launched in time for the Chief's Speech. It has been established through IIP that staff are fully engaged and understand the FFF message.
- Key projects for the team this quarter have been in promoting the building work on-going at the Leisure Centres, developing a brand for the new Homelessness Group, working with Business Support and Events team in developing the publicity for the women's cycle tour and launching it with the Chair of the Council outside the Town Hall. We also worked with Kenilworth Town Council to develop and deliver all their promotional material for their Neighbourhood Plan consultation during May/June.
- Warwick District Council's twitter account now has a verification "tick" – this gives the account kudos and has gained additional followers who are reassured that we have a bone fide account. We have co-ordinated training for members of the Housing team to help them make the most of their social media accounts.

8.3.6 Employee Well-being, Reward and Recognition

- Staff Voice have prepared options for a new WDC Recognition & Reward Scheme to be presented to Workforce Steering Group in July 2017.
- Work is continuing on the key themes of the Workplace Health & Well-being charter. This group is comprised of representatives of all Service Areas across the Council and tasked with identifying and recognising the contributions made by the Council to the Health & Wellbeing agenda.
 - work in the community to address the Key Determinants of health and wellbeing
 - work in the Council to advance the objectives of the Workplace Wellbeing Charter
 - work in the council to deliver the councils health and wellbeing approach

Updates will be provided to the Health Scrutiny sub-committee and Employment Committee as part of the overall Employee Well Being theme in the People Strategy.