

 Employment Committee 17th September 2014		Agenda Item No. 10
Title	People Strategy Update for CMT/SMT/Employment Committee	
For further information about this report please contact	Tracy Dolphin – Interim 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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	June 2014	
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		Chris Elliott/Andrew Jones/Bill Hunt
Head of Service		Chris Elliott
CMT		As above
Section 151 Officer		Mike Snow
Monitoring Officer		Andy Jones
Finance		Mike Snow
Portfolio Holder(s)		
Consultation & Community Engagement		
<p>This is the People Strategy Update for July 2014 – Aug 2014 and describes highlights that will be discussed at People Strategy Steering Group/Joint Communication Forum (Trade Unions) prior to Employment Committee 17th September.</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 Plan prior to a meeting with the People Strategy Steering group (which comprises of a sub-group of Employment Committee and Senior Officers).

2. **RECOMMENDATION**

- 2.1 That CMT/SMT and Members note the report and feedback any comments.

3. **REASONS FOR THE RECOMMENDATION**

- 3.1 The People Strategy is an ongoing working document that reports progress to SMT, CMT, and Employment Committee quarterly.

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. Within Fit For the Future is a Change Programme to deliver benefits in three areas; Customer Service, Financial stability and Organisational change. The People Strategy reflects the priorities and actions that were key themes from the IIP assessment and form a part of the Change Programme within FFF.

5. **BUDGETARY FRAMEWORK**

- 5.1 There is no impact on the Budgetary Framework.

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

- 6.1 None considered

7. **RISKS**

- 7.1 There is significant risk to the Councils Change programme of not reviewing the areas highlighted in the People Strategy to ensure we are progressing as part of FFF priorities.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllrs Bunker, Barrott, Mobbs, Falp, Wreford-Bush supported by Heads of Service from Culture, Neighbourhood Services, Planning, the Interim 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 for completion and areas to highlight.
- 8.3 Areas of Success/Highlights within the People Strategy for the period being reviewed are:

8.3.1 Human Resources Forward Plan

- The People Strategy Plan is now planned to be updated to align to the HR Forward Plan highlighting prioritised projects against resources. Representatives of SMT have already considered how the People Strategy Steering Group can operate more effectively and efficiently by considering key themes impacting on the Council. E.g. Agency data trends, Peer Challenge Feedback, Staff Engagement.
- A review of 'Comensura', the framework providing our Agency staff is now in progress in conjunction with Procurement. This will include system controls, quality of candidates, quality of agencies, value for money, review of long term agency staff and rationale. These areas were reviewed at the previous People Strategy Steering Group with positive response regarding the management of this area moving forward. Agency Staff within WDC have reduced from **34 to 19** at present date.
- An interim report relating to the project co-ordinated by the Interim HR/Payroll Project Manager to review links/self-serve options of Oracle HRMS will be ready by Oct 2014. Successes to date include Real Time Information and Auto Enrolment has now been implemented. The creation of a new Payroll for Elections has been a positive example of partnership working internally and externally (WCC).
- Disciplinary/Capability/Grievance policies are being reviewed by Legal Services WCC. The WDC Code of Conduct is now in Consultation.
- A draft policy on 'Managing Attendance' has been developed. The policy aims to provide managers and employees with more guidance on how to manage attendance / sickness, rationally and professionally, in the same way throughout the Council. The policy will make proposals to review current Council trigger points for sickness and offers tools and techniques to manage employee attendance within the workplace positively.

8.3.2 Equality & Diversity

- This area has been planned into the HR Forward Plan to review our objectives on our intranet site and ensure we are legally compliant. We are presently preparing a more robust strategy which will take a holistic approach to cover all walks of people and communities. We need to understand the variety of customer demands and respond by ensuring our services enable all individuals within WDC to be treated with fairness, respect and dignity. WDCs vision will be set at the heart of our equality and diversity objective and policy statement. The HR team will be drafting a WDC equality and diversity legal framework which will align plans for Fit for the Future.

8.3.3 Learning & Development

- Final appraisal data for 2013/14 appraisals **99.4%** achieved. The new format of the Appraisal and Competency scheme has received positive feedback with staff commenting that it is more user-friendly and flexible.

- A positive internal audit of the Corporate Training function completed July 2014 with no recommendations. A quarterly Learning & Development Update – ‘On Course’ was launched at Senior Officers in July.
- Corporate Training updated data now completed for 2013/14 with 53 various in-house corporate training sessions delivered with courses duration varied between a half day and nine days. Overall, **754** delegates attended. This represented **578.5** training days in total, an average of **1.08** training days per employee based on the number of staff in post at the end of the year (535). This is an increase of **0.96%** over the previous year and is the highest it has been over the five years shown. The combined internal/external training days attended represents was 652 which represents an overall average of 1.22 training days per employee.

8.3.4 **Staff Engagement:**

- Staff Council – 26 staff nominated and trained. The inaugural meeting will be held in early September.
- Senior Officers – refreshed, more engaging format is continuing and focussing on sustainable community strategy and DWOW (Different Ways of Working).
- Drop In Sessions – underway with CMT / SMT working in The Space on a rota for any staff to visit and talk with.
- Metacompliance – roll out of software to assist with ensuring all staff are aware of corporate policies and legislative requirements.
- Core Brief – refreshed to be more engaging and highlights key messages from SMT meetings.
- Jabber – has been rolled out to over 300 PC’s with training delivered.
- Rumour Mill – a link on the corporate intranet allowing staff to ask anonymous questions about anything related to work; responses given by relevant person within 48 hours.
- CX Talk – Sessions held in The Space with follow up sessions at Leisure Centres and The Pump Rooms. The talk was recorded and a DVD produced for staff to borrow if they had not made the talk. Feedback was very positive with many staff saying they preferred the smaller, more intimate venue and it was the best talk so far.

8.3.5 **Different Ways of Working (DWOW)**

- Project team coordinating work to implement DWOW. This is not dependant on relocating to new premises so changes can be made and embedded sooner.
- Discussions are underway using the Senior Officer Meetings to brief managers who in turn discuss with their staff in their team meetings.
- HR initiatives are being considered in more detail relating to corporate spend and possible savings.