

	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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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.