

 Employment Committee 12.9.18		Agenda Item No. 7
Title	People Strategy Update	
For further information about this report please contact	Tracy Dolphin - HR Manager Tracy.dolphin@warwickdc.gov.uk Tel: 01926456350	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 2018	
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	9.8.18	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	29.8.18	Chris Elliott
CMT	13.8.18	As above
Section 151 Officer	13.8.18	Mike Snow
Monitoring Officer	13.8.18	Andy Jones
Finance	13.8.18	Mike Snow
Portfolio Holder(s)	29.8.18	Andrew Mobbs
Consultation & Community Engagement		
This is the People Strategy Update for the last quarter and describes highlights discussed at SMT and People Strategy Steering Group prior to Employment Committee. Unions are also consulted to provide any comments.		
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), and on various 2.

2. **RECOMMENDATION**

- 2.1 To freeze the implementation of the present Car Loan Policy pending a review as set out in 3.1.
- 2.2 To amend the Disciplinary/Grievance/Capability policies as set out in 3.2.
- 2.3 To agree new guidelines for 'WDC Recognised Volunteering Projects' (Appendix 1).
- 2.4 To amend the Eye Test for Display Equipment (DSE) Users Policy at set out in 3.4.
- 2.5 That Employment Committee note this report and feedback any comments.

3. **REASONS FOR THE RECOMMENDATION**

Recommendation 2.1

- 3.1 A summary of the existing WDC car loan scheme and existing review is as follows: 5 staff presently on scheme; loans can be taken for up to 5 years; current rate of interest is 4.5% - this has been the rate since 2010; car must be of equal value to the loan. Due to poor credit ratings, an employee may have been refused a loan from a bank, as there is no credit reference asked for with the application. Should an employee leave WDC having taken a car loan, recouping monies from the leaver and outstanding balance may be complex and create a disproportionately high administration burden.

A review of 10 local authorities concluded that: 4 local authorities have comprehensive car loan schemes; 5 local authorities have no car loan schemes - they have discontinued schemes for various reasons; 1 local authority has an alternative scheme as a hire lease scheme managed by a third party.

Therefore the proposal is to freeze the present WDC car loan scheme and not accept any further applications until the policy has been reviewed and made fit for purpose.

Recommendation 2.2

- 3.2 An amendment to Disciplinary/Grievance/Capability Appeals Procedure is proposed as follows:

'If a situation occurs where the Chief Executive is called upon to act as the Hearing Manager in either a Disciplinary or a Grievance Hearing, then, should it come to an Appeal situation, an external body would be asked to carry out an appeal independent of WDC i.e. acting as the Next level of Manager or Manager's Peer. A decision on their recommendation(s) would then be made by WDC'

The need for this amendment has arisen from an exceptional case where the Chief Executive is currently hearing a disciplinary/grievance and in anticipation of an appeal there is no one else that can hear it within the Council without changing the recently adopted policy of not involving Councillors.

Recommendation 2.3

- 3.3 New guidelines are proposed to support the process for volunteering for WDC recognised projects (Appendix 1). The need for this has arisen out queries arising and differing practices being deployed across the Council. It is felt that clarity and consistency are needed.

Recommendation 2.4

- 3.4 As part of the benefits and proposed savings aligned to the new 'Health Memberships Scheme' staff can claim against the cost of an eye test and glasses. If they are not part of the scheme the existing policy applies. Amendment to policy: 'Should staff not be a member of the WDC Health Membership Scheme, claims should be made to their Line manager supported by a receipt and payment of the contribution will be made into the employee's salary.'

Recommendation 2.5

- 3.5 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**

Fit for the Future (FFF)

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit. To that end amongst other things the FFF Strategy contains several Key projects. The actions from the People Strategy are one of those key projects.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The table below illustrates the impact of this proposal if any in relation to the Council's FFF Strategy.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all	<u>Intended outcomes:</u> Area has well looked	<u>Intended outcomes:</u> Dynamic and diverse

Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	local economy Vibrant town centres Improved performance/ productivity of local economy Increased employment and income levels
Impacts of Proposal		
The proposal considers areas to support health and well-being together with engagement and communications	Link to our customers and the recognition of how we impact on our communities through our people.	The proposal considers areas to support employment e.g. apprenticeships
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported The right people are in the right job with the right skills and right behaviours	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities Seek best value for money
Impacts of Proposal		
The themes from the strategy support training engagement and skills. Policies are updated to reflect ongoing legislation and the changes in the organisation.	Constant improvement in our through digital provision. Monitoring of MI information to review data trends	Value for money in how we attract procure training and deliver through different channels.

4.2 Supporting Strategies

Each strand of the FFF Strategy has several supporting strategies and the relevant ones for this proposal are explained here.

4.2.1 People Strategy

The People Strategy outlines the future needs of our workforce to enable us to attract, recruit and retain the right people; provide the development they need to allow them to grow and progress; manage potential and plan for the future. The way in which we lead and support our people is key to the successful delivery of quality services.

5. **BUDGETARY FRAMEWORK**

- 5.1 These measures have no direct funding implications. However, should there be initiatives identified beyond the existing budgets then a case will 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 FFF programme by not reviewing the areas highlighted in the People Strategy.

8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Phillips, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Housing, the HR Manager and HR Business Partners.
- 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 last quarter are:

8.3.1 **Leadership and Organisational Development**

HR continues to support organisational redesigns across the Council

8.3.2 **Workforce Planning and Performance**

- Update of the priorities of the Workforce Steering Group:
 - Review of the success of the Workforce Steering Group
 - To continue to review our policies and guidelines
 - Occupational Health process update
 - Supporting Investors in People process
 - Workforce Planning brief at Managers Forum
 - Review of Reward & Recognition
 - Management Information
- Analysis of the gender pay gap review is underway, as benchmarking data is unavailable until 2019 the report will form part of the pay statement in March 2019 and published as of March 31st.

8.3.3 **Equality & Diversity**

Working in partnership, Learning and Development, the Media Team and WCC Legal Services have rolled out 5 Social Media/Discrimination and the Law sessions to date with 61 staff attending and 150 booked at present to the year end. 17 Councillors attended the first session.

8.3.4 Learning & Development

Training update in Quarter 1 this: 314 delegates taken part in 26 training events totalling 203 training days, these have included 'Managing your cost centre', 'Coaching Skills', 'Managing Change', 'Political Awareness', 'Fraud Awareness' and 'Safeguarding'.

8.3.5 Communications , Involvement and Engagement

- Support for CMT, Councillors and the Development Team in the organisation and promotion of the HQ Relocation Public Meeting on 8-9 June. This involved the production of literature, information banners, press briefing and pre and post event communications. Support of the Events team for the Women's Tour on 15 June.
- The Designers produced a suite of literature and information graphics for the Art Gallery's WWI exhibition. The exhibition has been given wider coverage due to a blog which has been created by our Website Manager.
- As well as publicising the Green Spaces Teams incredible achievement of gaining three Green Flag Awards, the team produced a new video to showcase the district's stunning parks for 'Love Parks Week.'
- With just over four years to go until the Commonwealth Games comes to our district, the Media team assisted Cultural Services in the organisation and promotion of a special event at Victoria Park on 21 July with athletes who competed at the Gold Coast and medallists and representatives from Bowls England and WDC to start the countdown to the 2022 Bowls competition taking place in Royal Leamington Spa.
- Following the implementation of the new GDPR regulations in May, all online forms on the WDC website now include GDPR privacy notices. A further development for our website is the addition of promotional 'boxes' on the homepage, giving greater visibility to our events and news items.
- Increase of 275 followers on Social Media; WDC news page now has 322 followers; over 40% of views for new vacancies come from Social Media.

8.3.6 Employee Well-being, Reward and Recognition

Following the launch of the health and well-being membership scheme for employees a total of 211 (43%) of the organisation have enrolled with positive feedback.

We are working with BUPA to launch the Bupa Boost 'app' in September which will enable all staff enrolled in the Plan to undertake 'wellness' challenges as teams, individually or council wide. These 'wellness' challenges include taking the stairs all week rather than the lift, emphasis on hydration or make time for yourself. The Boost 'app' allows users to make direct contact to the 24/7 Health Line and Employee Assistance Programme.

We will also be sharing monthly messages about health and wellbeing via our intranet.

The HOG group actions are being updated and will form part of the People Strategy Action plan moving forward