

**TO: RESOURCES SCRUTINY COMMITTEE - 5TH NOVEMBER 2002**

**SUBJECT: PEOPLE STRATEGY ACTION PLAN**

**FROM: CORPORATE PERSONNEL SERVICES**

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**1. PURPOSE OF REPORT**

To provide an update on the People Strategy Action Plan for 2002 - 2003

**2. BACKGROUND**

The Resources Scrutiny Committee considered the Action Plan when it was first developed in March 2002. The committee have requested a progress report as part of their work program for the year.

**3. POLICY AND BUDGET FRAMEWORK**

The People Strategy forms part of the Corporate Performance Management Framework and its aim is to provide a range of policies which allow and encourage staff to deliver the quality of service that is expected by the customers of the Council

**4. OUTCOME REQUIRED**

The Committee is requested to comment on the content of this report.

Karen Pearce  
Corporate Personnel Manager

**BACKGROUND PAPERS**

Resources Scrutiny 5th March 2002 ,Executive 8th April 2002 .

**Areas in District Affected:** None.

**Executive Portfolio Area and Holder:** Corporate Management, Bob Crowther

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Progress

## 1. Leadership and Organisational Development

There have been two significant achievements in this area, firstly the development of organizational change which has resulted in the current consultation on a new structure as well as a consideration by the senior management teams of how to meet the challenges facing the council. The second achievement is the contribution to the submission for the West Midlands Peer Assessment for which people management is a key component.

## 2. Performance

The actions in this section all relate to revising the appraisal system. Work and Research is continuing on this but it is felt more appropriate to launch any changes in the new year so that they can support the new structure.

## 3. Equality and Diversity

These actions support the Equalities best value review. A tangible achievement here is the production of the booklet 'Equality for All' which is now sent to all job applicants.

## 4. Learning and Development

The actions in this section were inevitably delayed by the departure of the Principal Personnel and Training Officer in June. However that post is now filled and the corporate training plan has been produced

## 5. Communications

All the actions in this section have been completed, the most exciting development is the introduction of 'In-Touch' which is a confidential free-phone number for staff to use for making suggestions and raising concerns. It is being widely promoted for staff to use in the consultation on the new structure.

## 6. Well Being

There has been a measurable improvement in the number of long term absences since the introduction of more active absence management. Staff have been supported on a case by case basis and individual solutions have been arrived at.

## 7. Flexibility of employment

Discussions are continuing on the implementation of the Single Status Agreement within which the framework for flexibility will be agreed. The other action points in this area have slipped due to vacancy in personnel and the need to cover the work of that post. They are all scheduled for completion by the end of the year.

## 8. Reward and Recognition

These areas are not yet complete and the harmonization of working practices will continue into the next action plan in line with changes to the structure

## PEOPLE STRATEGY ACTION PLAN

Topic	Action	When	Who	Achieved Y/N	Progress
Leadership and Organisational Development	The Corporate Management Team and the Chief Executive=s Management Team will participate in a development programme that will then be delivered to all managers in the Council.	January 2002 until May 2002.	K Pearce	Y	
	A new programme will be available for all managers.	June - October 2002 November - March 2002/03	K Pearce	N	Change of priorities
	Prepare for the assessment of the Council which will take place using the West Midlands Peer Assessment Scheme	April - October 2002	K Pearce	Y	
	Prepare an organisational blue print for change that will deliver customer focussed services and re-allocate resources to priority areas.	June 2002 onwards.	K Pearce	Y	
Performance	Introduce a common format for all appraisals.	June 2002	K Pearce	N	Timetabled for December
	Introduce a policy that all managers undertake 2 day refresher in the appraisal process every 3 years	June 2002	K Pearce	N	Timetabled for December
	Provide training modules to improve the appraisal process and ensure that equalities issues form part of staff appraisals.	June - October. (In time for 6 months review)	K Pearce	N	Included in new training programme October - March
	Improve the use of probationary appraisals to ensure that performance targets and training needs are identified for new staff.	June 2002 onwards	K Pearce	N	In draft form
Equality and Diversity	Develop a rolling work placement scheme for young people from minority ethnic communities and for people with disabilities.	September 2002 and ongoing	K Pearce	Y	Aim for placements to start in June 2003 - organised from Sept 02
	Review the information sent out to potential applicants and consider how to promote equalities.	April 2002.	K Pearce	Y	
	Introduce a new process for recruitment advertising which promotes a consistent image for the Council.	April 2002.	K Pearce	N	Rescheduled for November
	Participate in promotional campaigns in local and national press highlighting WDC as an equal opportunities employer.	Throughout the year	K Pearce	Y	As and when campaigns are run. Ethnic Britain advert and planner
	Introduce recruitment process for all units with standards for the selection process depending on the level and complexity of the job.	Starting May 2002.	K Pearce	N	Rescheduled for October

Topic	Action	When	Who	Achieved Y/N	Progress
	Review the effectiveness of the unit and corporate induction processes ensuring that equality issues are addressed.	October 2002.	K Pearce	Y	Corporate induction review underway
	Introduce training for Members on equality in recruitment matters.	January 2003.	K Pearce		
	Commission an external audit to confirm the Council=s current position in respect of the Commission for Racial Equality (CRE) Standards/ Equality Standard.	April 2002.	K Pearce	Y	Report to October Exec and consultation with stakeholders. Appoint by end November
	Identify steps to achieve level 3 of the standard by March 2004.	Ongoing.	K Pearce		Action to achieve level 2 by May 2003 then move onto equality standard
	Provide training on the implementation of standards for all managers and members.	During 2002.	K Pearce		To be incorporated into corporate training programme
	Implement agreed CRE action plans	During 2002/03	K Pearce		Updates requested from units
Learning and Development	Produce a corporate training programme for all staff that supports the Council=s aims and objectives and maximises access to development for all staff.	June 2002.	K Pearce	N	Rescheduled for October
	All units to produce training plans following their appraisal round and submit to Personnel.	June 2002.	K Pearce	Y	Plans requested
	Promote learning and development through recognition at the Chief Executives Annual Talk and other appropriate opportunities.	October 2002 and ongoing	K Pearce	Y	Information being gathered
	Maintain learning culture through organising re-unions for Management Development Programme and Employee Development and induction programmes.	Annual programme - 1 year after end of each programme.	K Pearce	Y	Plans for first induction re-union in hand. Employee development already occurs
	Extend the evaluation process to include follow up after three months for a sample of each course	September 2002	K Pearce	N	To be completed in November
Communications	Undertake Staff Survey.	May - June 2002.	K Pearce	Y	
	To improve the communication of joint consultation by publishing the notes of the consultation meetings, joint forum and panel on the personnel homepage and providing joint information with the unions on consultation issues.	From April 2002.	K Pearce	Y	Reports are produced on the homepage. Information on industrial action shared jointly
	To establish a communications group from within the personnel co-ordinators to promote and monitor the communications policy.	April 2002.	K Pearce	Y	

Topic	Action	When	Who	Achieved Y/N	Progress
	To ensure that staff feel their ideas are listened to by providing staff feedback boxes in Riverside House and all other Council venues.	November 2002.	K Pearce	Y	In touch service
	To include those staff not in Riverside House by ensuring mechanisms exist for all information to be displayed and by carrying out a sample survey of non-riverside staff.	May 2002.	K Pearce	Y	
	To promote the Chief Executive=s Annual Talk to all staff through all channels.	September - October 2002.	K Pearce	Y	
Well Being	More active absence management to assist and encourage staff to return to work.	Starting April 2002.	K Pearce	Y	
	Provide corporately managed funds to allow for additional staff to support areas under pressure due to absence.	Starting April 2002	K Pearce	Y	
	Provide training and support to teams facing challenges.	Starting June 2002	K Pearce	N	Rescheduled for October
	Review the procedure for managing short term persistent absence	September 2002	K Pearce		In development
	Introduce a management of stress policy using the Health and Safety Executive guidelines on tackling work related stress	February 2003	K Pearce		Being developed
Flexibility of Employment	Include a recognition of the need for change in the way that people work within the Single Status framework.	July 2002	K Pearce	Y	Negotiations ongoing
	Agree the principles of secondment both within and outside the Council to ensure that all parties benefit.	July 2002	K Pearce	N	In draft form. To be consulted upon
	Prepare staff for change through training and awareness raising.	June 2002 onwards	K Pearce	N	Rescheduled for October
	To promote the options for work/life balance within the Council.	September 2002	K Pearce	N	In draft
Reward and Recognition	To improve the staff suggestion scheme to give an emphasis to people suggesting improvements to their own teams and work areas which they can then put in place.	July 2002	K Pearce	N	
	To review the harmonising working practices in line with organisational change.	October 2002	K Pearce	N	Organisational change postponed
	To implement the outcomes of the review of car parking, car allowances and associated allowances.	July 2002	K Pearce	N	Decision making not completed

