

 <b>Employment Committee</b> <b>13.11.17</b>		<b>Agenda Item 7</b>
<b>Title</b>	People Strategy Update	
<b>For further information about this report please contact</b>	Tracy Dolphin - HR Manager	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	June 2017	
<b>Background Papers</b>	None	

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

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	22.11.17	Chris Elliott/Andrew Jones/Bill Hunt
Head of Service	15.11.17	Chris Elliott
CMT	22.11.17	As above
Section 151 Officer	22.11.17	Mike Snow
Monitoring Officer	22.11.17	Andy Jones
Finance	22.11.17	Mike Snow
Portfolio Holder(s)	29.11.17	Andrew Mobbs
<b>Consultation &amp; Community Engagement</b>		
<p>This is the People Strategy Update for the last quarter and describes highlights that will be discussed at SMT and People Strategy Steering Group prior to Employment Committee</p>		
<b>Final Decision?</b>	Yes	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 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

#### 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.

<b>FFF Strands</b>		
<b>People</b>	<b>Services</b>	<b>Money</b>
<b>External</b>		
<b>Health, Homes, Communities</b>	<b>Green, Clean, Safe</b>	<b>Infrastructure, Enterprise, Employment</b>
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Impressive cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and ASB	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
<b>Impacts of Proposal</b>		
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

<b>Internal</b>		
<b>Effective Staff</b>	<b>Maintain or Improve Services</b>	<b>Firm Financial Footing over the Longer Term</b>
<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
<b>Impacts of Proposal</b>		
The themes from the strategy support training engagement and skills.	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 Should there be initiatives identified 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 FFF programme by not reviewing the areas highlighted in the People Strategy.

## 8. **BACKGROUND**

- 8.1 The People Strategy Steering Group comprises of Cllr Mobbs, Cllr Mrs Bunker, Cllr Naimo and Cllr Falp and supported by the Chief Executive, Heads of Service from Culture, Neighbourhood Services, Development Services, the HR Manager and HR Senior Officers.
- 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 within this quarter:
  - HR/Media
  - Development Services
  - Finance
  - ICT

#### 8.3.2 **Workforce Planning and Performance**

- Update of the priorities of the Workforce Steering Group are as follows:
  - Review of Workforce/Succession Planning
  - Review of corporate Apprenticeships Scheme
  - Use of Market Forces Supplements
  - Management Development
  - Skills Audit/Matrix
  - Policy updates

#### 8.3.3 **Equality & Diversity**

- 'Mental Health and Wellbeing' introductory sessions being scoped for employees of WDC following our work with MIND.
- The Statement for 'Modern Slavery and Human Trafficking' is now in draft format ready for comments.
- A pilot session has been delivered on 'Social Media, Discrimination and the Law' with the aim to brief staff regarding the consequences of actions in case law and the importance of Equality and Diversity. The training session was well received and plans are in place to cascade across WDC and to Councillors.

#### 8.3.4 **Learning & Development**

- As part of our quality control relating to Appraisal 'meetings' and associated performance management, SMT interviewed a selection of staff from across the organisation, chosen at random. Set questions were agreed to ensure consistency and provide analysis to inform recommendations to improve the effectiveness of the scheme overall.

A total of 27 people were interviewed. From the comments made recommendations are being taken forward to update and relaunch the guidance paperwork and ensure managers are given guidance/training on how to be complete the paperwork and conduct the meetings (this is

ongoing, 80 managers/supervisors have completed this training from March 16).

Some of the positive areas to recognise from the interviews:

- 96% discussed the previous year's objective and those for the next year
- 96% discussed and agreed their PDP as part of their appraisal process
- 100% stated that they had an active role in the process and 1-1's occur/are documented for the majority on a regular basis.
- A 'Management Training Framework' is being developed for all managers in starting WDC and existing managers as part of their Personal Development Plan.
- The 'MetaCompliance' system has been updated to enable staff the additional option to complete their compliance actions through a new web-link.
- Service Area Skills Matrix's have been introduced for each area to log Personal Development plans and forecast development required within the next 1 to 3 years. These will be updated following appraisals and 121 meetings.
- Three more managers have registered in the last quarter for Level 3/5 leadership and management qualifications through the Institute of Leadership and Management (ILM).
- Training update for 2017 to date: A total of 41 in-house corporate training sessions have been delivered. Some of the subjects covered are Recruitment & Selection, Prevent Awareness, Conducting Effective Appraisals, Fire Warden, Time Management, Fraud Awareness and Institute of Safety & Health (IOSH) Managing Safely and Working Safely.
- In 2017 to date we have 23 staff and managers qualified in IOSH Managing Safely and 14 staff qualified in IOSH Working Safely.

### **8.3.5 Communications , Involvement and Engagement**

- The interim Marketing & Communications Manager has now been confirmed in role as part of the Service Review. The role has been revised to include a more strategic approach to delivering the council's marketing and communications, which will allow us to review our short term and long term priorities linked to the organisational aims.
- Internal audit of Media & Communications achieved substantial with no further recommendations. This reviewed the team's operation under the print framework and associated processes, communication within the team and how work is monitored and evaluated.
- Members update has been refreshed with a more engaging design.
- Media statistics now include a more detailed commentary to ensure councillors and staffs understand the information being shared.
- A prominent campaign has been put together by the team to promote the changes to recycling over the Christmas period, which includes advertising, posters, leaflets, and bin hangers. We will also be updating the website and organising social media messages.
- Supported the launch of our new partner CPD through a photocall with the Leader and CE, press release and social media. The campaign highlighted the aims of this project to regenerate part of the old Town.
- Communications plan developed for the housing team to support the delivery of their programme of safety work in our high rise flats.
- The contract for 'Work Perks' has been renewed for a further year, 233 staff have signed up since its launch.

- The Chief Executives's 2018 Talk was promoted at Manager's Forum in October. All staff was advised that it would be an 'Expo' type event next year, so they had enough time to review and prepare their publicity during the year.
- A video to educate students on taxis in Leamington Spa has been viewed over 100 times, with 26 retweets and 10 likes on Twitter.
- Working in partnership with the University of Warwick, a co-ordinated social media and email campaign was launched to educate students on recycling & refuse in Warwick. In total, over 1000 unique visits were made to the recycling pages of our website by students from the emails and tweets.

### 8.3.6 **Employee Well-being, Reward and Recognition**

- An exciting 'Health & Wellbeing Event' took place on 26th September:
  - 60 fitness assessments were completed by 'Everyone Active'; many people were surprised at their 'internal age'. We are inviting 'Everyone Active' back in January to review how our 'internal ages' have developed.
  - 10 men took part in the PSA testing for the over 45's from the Graham Fulford Charitable Trust with many women taking information for male relations.
  - Staff took details regarding hidden sugar content from the community dietician.
  - 'Walking for Health' shared information of their walks.
  - The Arts marketing team shared information of performances at the Spa Centre and Pump Rooms.
  - Safer Communities shared information from their 'your town, your choice' roadshows.
  - CWS Sports undertook a Well-being survey for staff.
- 51 flu jabs were undertaken on 30th October with WDC covering half the cost of each jab.
- Updates are provided to the Health & Scrutiny sub-committee and Employment Committee as part of the overall Employee Well Being theme incorporated in the People Strategy.
- Wellbeing at Work Charter being scoped to include themes highlighted from Health & Wellbeing Charter report – Mental Health Awareness, Physical Activity and Healthy Eating
- Health & Wellbeing Intranet page updated to include a calendar of events and links to relevant documents and websites.
- We are arranging Universal Credit awareness in spring to ensure staff is aware of changes to enable them to provide ongoing support.
- We are working with Public Health to source ongoing Mental Health Awareness training for staff and manager's.
- Arranging MECC (Make every contact count) training for all front facing staff and managers. MECC is about using appropriate opportunities to have a health conversation with individuals to help and encourage them to make healthier choices, so they can achieve positive long term behaviour change to improve their health and wellbeing and signpost to appropriate services.