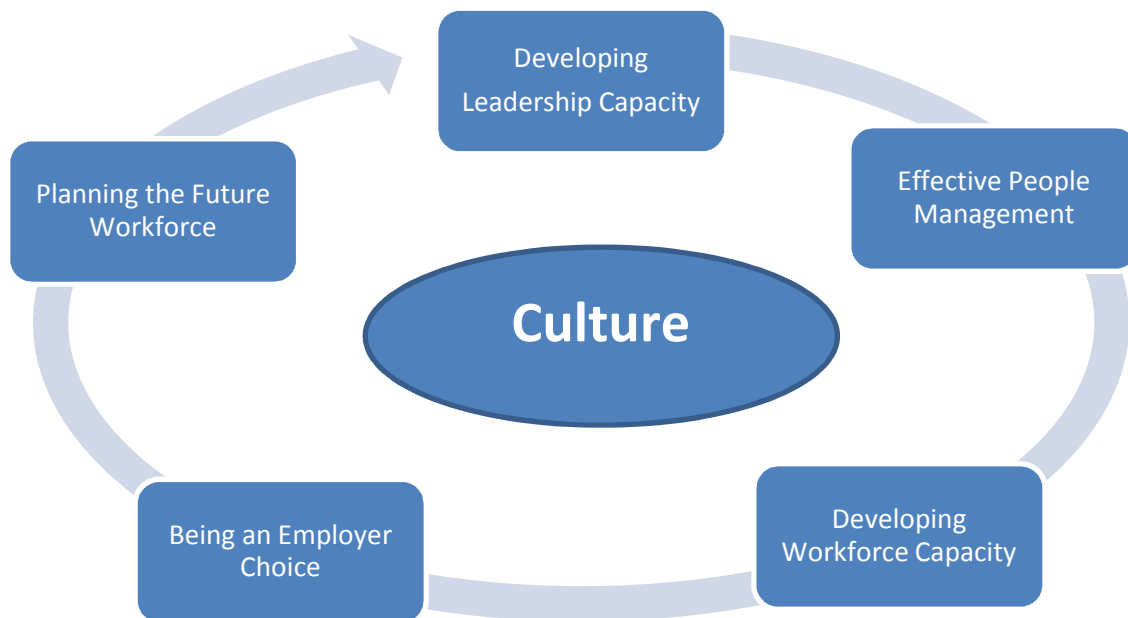


People Strategy 2016 – 2020



1. Background

It is through our people that Warwick District Council will realise our ambitions and deliver our priorities for the people of Warwick District; the People Strategy is a fundamental part of how we can increase our capacity and capability to help deliver the organisation's purpose – making Warwick District a great place to live, work and visit.

Our organisation and services are continuing with significant change; we will only achieve our ambitions and be successful with this transformation through our people. To do this, we will need to understand the level of investment we are making in our people, in addition to remuneration, to make the right choices in the future.

Our People Strategy and the Action Plan that is aligned to it, will help us to identify and address the gaps, set out our future ambition for people and provides us with strategic direction. Fundamentally, we need to identify and address the disparity between our current culture and the culture we need in the organisation to enable us to successfully deliver our objectives and achieve our goals.

2. Purpose

Warwick District Council is an effective authority that is working hard to improve the services we provide to our communities. Our People Strategy 2016 - 2020 sets out the direction to support the Council's Fit for the Future (FFF) programme of work. Its aim is to ensure that our approaches to resourcing, learning and development, cultural change and organisational development deliver the workforce that the Council needs.

3. Current Resources

Present full time equivalent for the organisation is 462 a reduction of 12% from 2011/12; headcount is 523 a reduction of 11% from 2011/12. Staff turnover has increased by 2.57% from 2011/12. Our absence rates per employee have reduced year on year from 2012 to present date by 1.17%. 8.39% of the workforce are from an ethnic minority group; 2.37% declared as disabled.

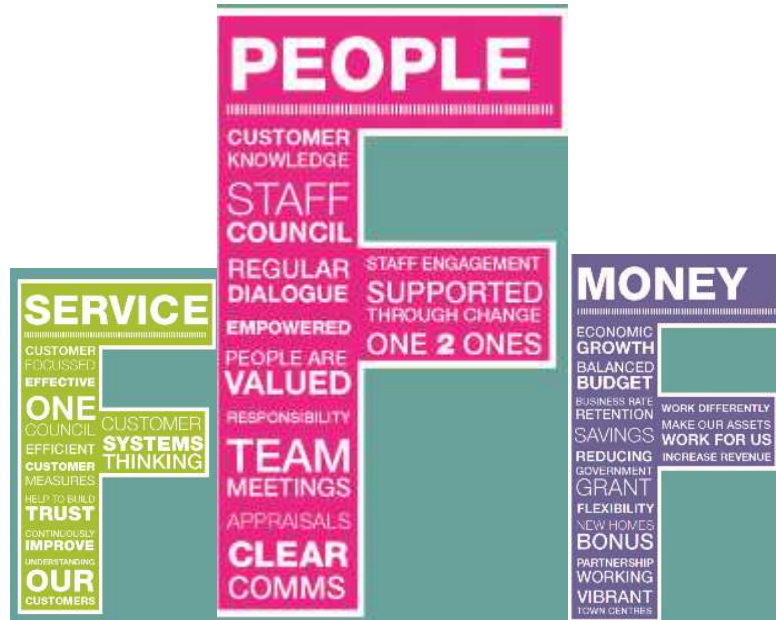
4. Fit for the Future Programme

This programme describes how the Council's Vision within the Sustainable Community Strategy is:

"Warwick District, a great place to live, work and visit, where we aspire to build sustainable, safe, stronger and healthier communities"

This will be achieved by understanding our customers, and adopting methodologies to support services and encourage staff to continuously strive for improvement. The People Strategy will support the FFF strand of 'People' and require further behavioural and leadership change from our staff and managers to ensure we stay true to our **Values:**

- Honesty and Integrity
- Openness and transparency
- Fairness and Equity
- Community Focus
- Environmental Sensitivity



"People - Valuing our staff, empowering our staff, supporting our staff through change, ensuring our communication is clear and regular"

5. Vision for our future Workforce

The next four years and beyond will be challenging for Warwick District, we will need to make tough decisions, improve services, and ensure effectiveness. Our workforce is central to our success and is fundamental to developing an organisation that is fit for the future.

This 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.

6. The People Strategy and Themes

The People Strategy recognises the importance of different areas that affect our workforce. It will support us in identifying the gap in terms of numbers of staff, skills, attitudes and behaviours, between the current workforce delivering the current service, and our workforce of the future.

The themes in the People Strategy have been informed by the priorities emerging from Service Area Plans, the People Strategy Steering Group and internal/external benchmarking

We have described our People Strategy around 6 key themes:



- A. Leadership and Organisational Development
- B. Workforce Planning and Performance
- C. Equality and Diversity
- D. Learning and Development
- E. Communications, Involvement and Engagement
- F. Employee well-being, Reward and Recognition

The actions associated with these areas can be found as part of the People Strategy Action Plan.

7. Where are we today?

- The HR/Payroll Project has continued to develop to support cultural change relating to empowerment for management and our aim to become less reliant on paper processes. With the introduction of Self-Serve, this on line service has enabled managers to monitor absence specifically and all staff to input timesheets and expenses and access payslips.
- The 'On Course' in house HR workshops have provided training and guidance related to WDC and its policies. Other learning options with an external input include: Coaching; MBTI; 360; mentoring and tailored training where required. Partnership Working with Warwickshire & Coventry Learning &

Development Consortium and West Midlands Employers has allowed us to ensure economies of scale and review return on investment.

- New Management Programmes have been promoted highlighting the gap identified from IIP; the Institute of Leadership and Management Level 3 & 5, 9 delegates have been nominated to date with excellent feedback.
- The new audit tool 'Meta Compliance' has provided us with a more effective way to ensure staff read and understand essential information and once again has directly contributed to our transformation agenda relating to 'Different ways of Working'.
- Achievement of the the 'Workplace Wellbeing Charter Award' which supports us in identifying our areas of strength and those to develop. Staff Voice/Employee Support Officers/Health & Well Being Champions continue to support staff.
- As a result of the Terms and Conditions Review Part 1 , achieved in 2015/16, we are better placed to achieve harmonisation and this has aligned us with other comparable organisations
- New interactive vibrant WDC Intranet launched to support our 'communications involvement and engagement' theme within the People Strategy
- Updated Action Plan for Equality & Diversity to ensure our objectives are being met.
- A review of 'Comensura', the framework providing our Agency staff with HR taking ownership of the controls of new Agency staff to allow for monitoring and support for managers.
- 'Managing Attendance' policy replacing Managing Absence aimed at providing managers and employees with more guidance on how to manage attendance /sickness consistently throughout the Council. Dignity at work policy introduced to provide an informal approach and guidance prior to any formal grievance.
- Investors in People Assessment/Staff Survey completed Sept 2015 and achievement resulting in achievement of the Bronze award. Appraisals for 2014-15 99% complete.
- In the 2015 Employee Survey 61% per cent of respondents felt they were lead and inspired by managers, 76% live the organisations values and behaviours; 79% felt empowered and involved; 82% felt that performance management was measured and feedback used; 46% felt recognised and rewarded; 68% believed the organisation developed capability; 72% felt that we are always seeking new ways to improve; 77% felt the organisation had a plan for creating sustainable success.

8. Future Challenges

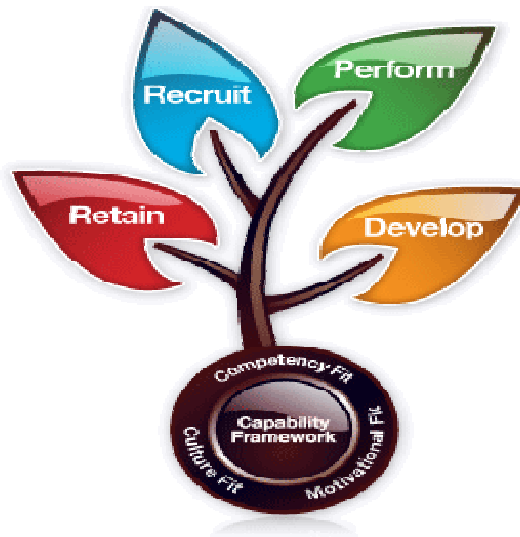
Warwick District Council faces some significant challenges. Many of these demands are known but some are not yet fully realised and others will emerge as the future unfolds.

- The pressures on the local economy and the demographic picture
- Increasing health needs and the shift in public health responsibilities
- An uncertain economic outlook and impact on budgetary constraints
- The need for consideration of enhanced partnership working
- The impact of Digital Transformation Programme on the way we work and deliver
- The impact of losing critical people and experience along with the challenges of recruitment in some key roles
- Impact of the Living Wage on our differentials

- With a potential relocation, different ways of working will be a key factor in how we manage the change

There is a clearly defined need for a smaller, modern, more flexible workforce which is agile and can respond to challenges and change with pace. Our aspiration is for an engaged and motivated workforce which is customer focused, business-like and able to develop innovative solutions and new relationships through which to deliver efficient and effective services. This is a change which requires different thinking and different behaviours across the workforce.

The aim of the People Strategy is to ensure that we maximise the return on the investment in the workforce in driving forward decisions through empowerment and engagement, monitoring performance and improving results. Our aspiration is for a diverse workforce representative of the community we serve, inspired and motivated through clear leadership, with the ability to respond to change quickly and with confidence.



9. What do we still need to do?

- Employ people in the most cost efficient manner through effective marketing and advertising; controlling the use of agency staff; reviewing the recruitment process and managing probationary periods.
- Manage people fairly and equitably through setting objectives, targets and expected behaviours; recognising achievement and addressing capability and conduct issues. We need to build on our employment benefits package by developing a 'total reward package', which will create a stronger employment brand, supporting our aim to become an 'employer of choice'. We need to review how we evaluate roles to allow for a flexible workforce.
- Train and develop people to embrace change both within their current jobs and in future ways of working and delivering services. We need to align development activity towards required business outcomes. Provide a healthy work place that values diversity.
- Involve people in the way their work is organised in order to develop improved processes that lead to greater efficiencies and customer satisfaction. We need to ensure that our existing good practice is applied consistently in all parts of the organisation.
- Plan the structure of the organisation and workforce to provide the right number of people with the right skills/knowledge and attitudes at the right

time. We need to make best use of the Digital Transformation agenda to support our people processes.

- Lead organisation change and development in an open, transparent and engaging way. We need to develop our leadership style, capability and culture so that it supports our ambition to be a high performing council.
- Communicate and engage with people in honest and accessible ways that allow everyone to understand what the Council is trying to achieve and how to play their part in it.

10. Governance

The actions to deliver the People Strategy for Warwick District Council need to be communicated and engaged with all staff across the council. We need to co-ordinate, combine and focus to ensure the whole organisation moves forward together on this agenda as 'One Council'. The strategy and action plan will provide us with a baseline from which we can understand the internal and external context for this work as it changes. It will enable us to make the right choices and prioritise the right actions over the long, medium and short term, and to develop the best processes for implementation. An effective strategy will also enable us to monitor and measure whether we are achieving the outcomes we need and to make adjustments accordingly.

The People Strategy is agreed by the Senior Management Team/Unions and formally approved by the Employment Committee. The Leader and the Chief Executive will be accountable for the achievement of the actions in the strategy.

Human Resources will play a key role in providing support for the strategy and many of the actions will reflect the priorities of the HR team operational plan. The strategy aims to make best use of existing resources allocated to staffing in the Council; it is not resourced in its own right.

The Strategy and Action Plan is monitored by the People Strategy Steering Group (PSSG) and Employment Committee as well as being scrutinised by Members Trades Union Joint Committee (MTUJC). Quality assurance for policies developed under the strategy is provided through the Joint Communications and Consultation Framework (JCF) which ensures that changes are subject to evaluation and consultation.

Warwick DC appreciates and values, thoughts, recommendations and general involvement of the recognised trade union, Warwick Unison in relation to this organisations vision, plans for the future and this 2016/20 People Strategy.

Indicators and Measures will be monitored on a regular basis through updates to the Senior Management Team, Joint Communication Forum, People Strategy Steering Group (PSSG) and Employment Committee; progress will be monitored through the People Strategy Action Plan which will be updated to reflect the work completed.