



# people strategy

**2003 - 2007**

(3rd Revision June 2006)

# PEOPLE STRATEGY 2003 - 2007

(Updated June 2006)

The People Strategy is one part of the overall strategic framework for the Council, 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 and that meet the objectives of the Council's Corporate Strategy.

The People Strategy is organised into six themes, each of which has a corporate objective and a key aim to be achieved for each of the four years of the Strategy.

## The six themes are:

|          |  |
|----------|--|
| <b>1</b> | <b>Leadership and Organisational Development</b>   |
| <b>2</b> | <b>Workforce Planning and Performance</b>          |
| <b>3</b> | <b>Equality and Diversity</b>                      |
| <b>4</b> | <b>Learning and Development</b>                    |
| <b>5</b> | <b>Communications and Involvement</b>              |
| <b>6</b> | <b>Employee Well Being, Reward and Recognition</b> |

Through the achievement of the aims in the strategy the Council seeks to be a good employer with a reputation for investing in its staff.

One of the overriding objectives in the Corporate Strategy is to manage services openly, effectively and efficiently and the People Strategy is designed to develop both the organisation and the workforce to achieve this.

The Council's mission is to be an Acknowledged Excellent Council and the People Strategy supports this through being based around the European Foundation for Quality Management Model and the Investors in People Standard. These are reflected in the supporting objectives for each theme.

This strategy is also designed to include the priorities from the Pay and Workforce strategy for Local Government as produced by the Office of the Deputy Prime Minister and the Employers Organisation. The link between these priorities and the themes of the People Strategy are reflected in the supporting objectives.

## Contribution of the People Strategy to the Corporate Strategy priorities

| Corporate Strategy<br>Headline Priorities                        | Contribution from the<br>People Strategy  |
|--|---|
| Manage our services openly, effectively and efficiently.         | Significant contribution through policies for the management and development of staff.            |
| Improve our services to provide a cleaner and greener community. | No direct contribution - role in informing staff of the contributions they can make to recycling. |
| To promote and contribute to a safer and healthier community.    | Contribution through the aim for employee well being.   |
| Support a prosperous mixed Economy.                              | Contribution via equal opportunities recruitment policies.  |
| Enhance the culture of the area.                                 | Indirect contribution through the aim for employee well being.                                    |
| Meet the housing need.   | No Direct Contribution.   |
| Target resources to the areas of greatest need.                  | Contribution through the aim for Equality and Diversity.  |

## **The Strategic Objective**

To develop the Council so that it is seen as a community leader providing high quality customer focussed services and working in partnership with others where this adds value (WDC Corporate Strategy).

## **Supporting Objectives**

Leaders develop the mission, vision and values of the Council and are seen as role models of the culture of Excellence (EFQM).

The Organisation has a strategy for improving the performance that is clearly defined and understood (new IIP Standard).

Developing Leadership Capacity and Developing the Organisation (National Pay and Workforce Strategy priorities 1 and 3).

## **What do we have already**

- Corporate Strategy
- The Strategic Framework (Community Plan, Best Value Performance Plan, Service Area Plans; Corporate Resource Strategies)
- Assessment and Review Processes
- Meetings and Performance Monitoring Timetable
- Corporate Improvement Plan
- Principles of New Ways of Working

## **What are our aims**

- 2006/07 To refine the definitions of the new ways of working and link them to the overall programme of organisational change with the Corporate Management Team becoming the role models for new ways of working.
- 2007/08 To maintain a culture of excellence through leadership from senior managers.

## **How will we measure Performance**

Improved feedback/scores from the EFQM Peer Assessment review for "leadership". Improved scores for staff attitude surveys in relation to the way the Council is managed.

## **The Strategic Objective**

To have the right people, with the right skills and attitudes, in the right place at the right time (WDC Workforce Plan).

## **Supporting Objectives**

To ensure that people resources are planned managed and improved (EFQM).

Investment in people improves the performance of the organisation (New IIP Standard).

Developing the organisation (National Pay and Workforce Strategy priority 3).

## **What do we have already**

- Performance Management Framework
- Workforce Planning
- Appraisals
- Workforce Development Plan
- Capability Procedure
- Disciplinary procedure

## **What are our aims**

2006/07 To develop the workforce plan to take account of known changes and to manage individual performance to ensure that the full capacity of the organisation is realised and under performance is addressed.

2007/08 To continue the work from 2006/07 and review recruitment retention and development policies to ensure that the requirements of the workforce plan can be met.

## **How will we measure Performance**

Improved scores in the People Skills Scoreboard in relation to appraisal undertaken.

Having a resourced workforce plan that demonstrates how the Council workforce is deployed in relation to the delivery of services and Council priorities.

## **The Strategic Objective**

To achieve Equality Standard Level 3.

## **Supporting Objectives**

Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people (New IIP Standard).

Ensure fairness in all terms of Employment (EFQM).

Resourcing Local Government (National Pay and Workforce Strategy priority 4).

## **What do we have already**

- Equality and Diversity Policy Statement
- Recruitment and Selection Procedures
- Guaranteed Interview Scheme
- Commission for Racial Equality Standard level 2
- Positive about Disability Award

## **What are our aims**

2006/07 To continue working towards Level 3 of the Equalities Standard.

2007/08 To achieve Level 3 of the Equalities Standard.

## **How will we measure Performance**

Achievement of successive levels of the Equality Standard starting with level one in 2004/05.

Improvements against targets for best value performance indicators and recruitment monitoring, reported on an annual basis.

## **The Strategic Objective**

To have a Workforce Development Plan designed to support the development of the Council and the individuals within it. (WDC Workforce Development Plan).

## **Supporting Objectives**

People's knowledge and competencies are identified, developed and sustained (EFQM).

Learning and development is planned to achieve the organisations objectives (New IIP Standard).

Developing the skills and capacity of the workforce (National Pay and Workforce Strategy priority 2).

## **What do we have already**

- Training and Development Policy
- Personal development plans
- Corporate Training Programme
- Resource Library
- Investors in People standard
- IT Training
- Corporate and devolved training budgets

## **What are our aims**

2006/07 To continue to identify and meet priorities for improvement including management competencies; customer management; project management; process redesign; sharing knowledge; using technology and financial management and to assess the return on investment in training and development across the Council.

2007/08 To check the readiness of the Council against the new Investors in People Standard for assessment in 2008.

## **How will we measure Performance**

Continued successful re-assessment against the Investors in People Standard.

Improved results for the People Skills Scoreboard compared to the national average.

Improved scores/comments in the EFQM assessment section 3b "People's knowledge and competencies are identified, developed and sustained."

## **The Strategic Objective**

To be a good employer (WDC value from Corporate Strategy).

## **Supporting Objectives**

To ensure that people are involved and empowered and there is dialogue throughout the Council (EFQM).

People are encouraged to take ownership and responsibility by being involved in decision making (New IIP Standard).

## **What do we have already**

- Communications Policy
- Chief Executive Annual Talk
- Warwick Update
- Consultation Framework
- Intranet
- Staff Survey
- Core Brief
- Team meetings

## **What are our aims**

2006/07 To improve communications with staff based outside Riverside House and to implement technology to assist in collaborative working and the sharing of knowledge.

2007/08 To review the approach to communications and knowledge sharing in the light of technology developments.

## **How will we measure Performance**

Improved participation in staff attitude surveys.

Improved score /feedback in the EFQM assessment section 3d "People and the organisation have a dialogue".



## The Strategic Objective

To be a good employer (WDC value from Corporate Strategy).

## Supporting Objectives

People are rewarded recognised and cared for (EFQM).

People's contribution to the organisation is recognised and valued (New IIP Standard).

Pay and Rewards (National pay and Workforce Strategy priority 5).

## What do we have already

- Absence Management Policy
- Sports Facilities Concessions
- Counselling Service
- No Smoking Policy
- Staff Safety Group
- Modern Office Accommodation
- Flexible Working Hours Scheme
- Job Share Policy
- Employment Stability Agreement
- Travel Plan
- Employee Support Officers
- Harassment Policy
- Pension
- Grievance Procedure
- Health and Safety Policy
- Homeworking Pilot
- Voluntary Reduced Time
- Secondment Arrangements

## What are our aims

2006/07 To raise the profile of the importance of recognition and complete the actions in the Working without Stress pilot.

2007/08 To review the approach to staff well being.

## How will we measure Performance

Improvements against targets for the best value performance indicators in relation to sickness and turnover.

Improvements in the People Results sections (9a and 9b) of the EFQM assessment.

Improvements in relation to staff wellbeing surveys.



## Monitoring Achievement of the People Strategy

### Monitoring Achievement of the People Strategy

Specific actions in relation to the aims under each theme of the strategy are detailed in the Council's Corporate Improvement Plan. This is monitored quarterly by the Portfolio Holder for Corporate and Strategic Leadership and annually by the Council Executive.

Performance Indicators and Improvement Targets relating to the People Strategy are included in the Corporate Personnel Service Area Plan and other Service Area Plans as appropriate. These are monitored by the Executive on a quarterly basis as part of the performance management framework.

Investors in People status is reviewed biennially through external assessment. Scoring against the EFQM model is undertaken through peer assessment every three years.

Achievement of the aims of the People Strategy is reviewed by the Council's Employment Committee and the Strategy is reviewed and updated by the Council's Executive on an annual basis.

The Council participates in the People Skills Scoreboard benchmarking exercise run by the Employers Organisation each year and uses this to monitor trends.

A staff survey measuring all the themes of the People Strategy is undertaken on a regular basis and used to trend staff satisfaction with people management issues.