

REPORT TITLE: EMPLOYEE STRATEGY UPDATE

22 NOVEMBER 2018

REPORT OF PORTFOLIO HOLDER: CLLR STEPHEN GODFREY – PORTFOLIO
HOLDER FOR PROFESSIONAL SERVICES

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WARD(S): ALL

PURPOSE

This paper sets out the progress made in implementing the Council's employee strategy (2017-20). The original strategy was adopted in 2017 and this report sets out progress over the past twelve months.

RECOMMENDATIONS:

1. To note the progress against the employee strategy

IMPLICATIONS:

- 1 COUNCIL STRATEGY OUTCOME
 - 1.1 The success of delivering the Council Strategy is dependent on being able to recruit and retain the right calibre of staff. We require a staff team with the skills, attitude and behaviours required to deliver high quality, effective services and move forward with the Council as it adapts, expands and innovates to meet the challenges of the future.
- 2 FINANCIAL IMPLICATIONS

2.1 There are no direct financial considerations arising from this report.

3 LEGAL AND PROCUREMENT IMPLICATIONS

3.1 There are no direct legal or procurement implications arising from this report.

4 WORKFORCE IMPLICATIONS

4.1 The employee strategy is designed to develop staff to deliver the council strategy and aspirations. Individual implications to the staff team have been considered to date on individual projects and consultation has occurred throughout.

5 PROPERTY AND ASSET IMPLICATIONS

5.1 None

6 CONSULTATION AND COMMUNICATION

6.1 This paper has been considered by the Portfolio Holder for Professional Services.

7 ENVIRONMENTAL CONSIDERATIONS

7.1 The Council is exploring further cycle related schemes for employees to encourage greater cycling to work. As part of the car leasing scheme being explored, the Council is seeking to encourage the greater use of low emitting vehicles.

8 EQUALITY IMPACT ASSESSEMENT

8.1 The Council is an equal opportunity employer and as such there is no differential impact on a specified group as all HR matters are applied consistently.

9 DATA PROTECTION IMPACT ASSESSMENT

9.1 All staff details are stored on a confidential and secure HR system. There is therefore no need to undertake Data Protection Assessment relating to this report.

10 RISK MANAGEMENT

10.1 See table below

Risk	Mitigation	Opportunities
<i>Property – staff facilities not fit for purpose and increase turnover</i>	City Offices work undertaken to improve the layout and look of the offices	Free up space for more co-location and meeting rooms

<i>Community Support – n/a</i>		
<i>Timescales – implementation of the NJC pay scales late</i>	Early engagement with staff, the union and members on the proposals	
<i>Project capacity</i>		
<i>Financial / VfM</i>		
<i>Legal</i>		
<i>Innovation</i>		
<i>Reputation</i>		
<i>Other</i>		

11 SUPPORTING INFORMATION:

- 11.1 The employee strategy was adopted in 2017. There are two main drivers for the Council to put in place an effective employee strategy. Firstly, as the major part of how the Council delivers services to residents, business and visitors to the district, it is important that we set out how we are going to develop, reward and motivate our employees to deliver the ambitions of the Council Strategy. Secondly, previous external reviews of the Council highlighted how important an overarching employee strategy is, specifically the LGA (Local Government Association) peer review in 2017.
- 11.2 The employee strategy set out six priority outcomes to deliver improvements per the below:



Key developments over the past year

- 11.3 Significant progress has been made in the delivery of the Employee Strategy over the past year including:
- Regular All Staff Briefings hosted by Chief Executive and Directors to improve staff engagement
 - Regular meetings with Unison to discuss key issues
 - Introduction of a health care cash plan – this has been taken up by 160 employees
 - Introduction of an employee discount scheme promoting increased participation in a wide range of leisure pursuits (55+ members to date)
 - Bespoke Leadership Development programme for Senior and Middle Managers
 - Complete refurbishment of City Offices. This was a key issue from the 2016 employee survey.
 - Established corporate values through engagement with all staff at All Staff Briefing followed by focus groups

- 11.4 Overall there has been good progress made against the employee strategy. The majority of elements of the strategy are either delivered or on track and are set out in Appendix A.
- 11.5 A review of business travel was also undertaken over the past year which addressed the lease car scheme, staff parking, mileage rates and a range of historical non business related allowances.

Priorities for the coming 6 months

- Implementation of the new NJC spinal points (PER318 refers)
- Increase in annual leave provision to encourage greater work-life balance (PER318 refers)
- The introduction of a holistic benefits package that allows private car leasing options, childcare vouchers and other benefits through salary sacrifice within a single platform.
- Introducing the ability to use salary sacrifice for additional voluntary contributions into a pension scheme
- Rolling out the management development programme
- Improving internal communication through a Staff Forum
- Significant upgrade to Selima to improve digital service provision
- Developing a coaching culture to promote career development and staff retention
- Further development of the appraisal process to incorporate succession planning and talent management
- Embedding corporate values and developing a range of associated corporate behaviours through a range of HR activities
- Relaunch staff recognition scheme

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

PER304 – November 2017: The Employee Strategy

Other Background Documents:-





NJC pay scales 2019-20

APPENDICES:





Appendix A – Progress against priority outcomes












Appendix A - Progress against the six priority outcomes






The employee strategy set out three phases of actions against each of the six priority outcomes. The table below highlights progress against these actions, with the following key:











-  Blue = delivered
-  Green = on track
-  Amber = expected to deliver but some delay
-  Red = not expected to deliver or significant delay










The strategy was put into three phases for each of the priority outcomes that broadly relate to the years of the strategy (phase 1 being 2018, phase 2 2019 and phase 3 2020)













Outcome	Key Actions	Progress	Comments
Vision and Direction Phase 1	Staff are aware of key messages and updates on the Council strategy through regular staff briefings		Executive Leadership Board host a staff briefing three times a year with updates on key issues.
	Staff and Trade Union consultative group established and meeting regularly		Regular meetings are held with the Branch Secretary and Branch Chair of Unison A staff engagement forum will have its inaugural meeting in November 2018
	A culture that embraces creativity and innovation		A leadership development programme has been delivered to all senior and middle managers across the organisation A staff innovation scheme has been launched
Phase 2	Staff surveyed to measure employee		Best Companies to Work Survey launched on 22


	engagement		October 2018
	Employee engagement action plans delivered in a timely manner		2016 actions delivered, 2018 action plan follows on from 2018 Survey closing
Phase 3	Employee metrics and insight used to refresh Employee Strategy in line with the Council Strategy		
	Improved levels of employee engagement		staff survey 2020 to test engagement levels
	Managers at all levels in the organisation demonstrate corporate values and behaviours		Leadership development programme based on corporate values. Staff Survey for 2018 includes 360 feedback for managers
Employment package – Phase 1	Benchmark employment market position		PER318 refers.
	Total Reward options scoped and modelled		
	Employee Benefits Strategy		
	Health & Wellbeing benefits offering for employees extended		Health Care Cash Plan launched. Only 1 other Hampshire district offers this benefit
	Business Travel reviewed		The consultation period for the business travel review closed in September 2018.
	Modernised job evaluation conventions		
Phase 2	Business need and best practice based policies and practices		

	Family job groups developed and rolled out		
	Streamlined job descriptions and job evaluation in place		
	Business Travel strategy implemented		Proposals implemented during period January 2019 – September 2019
	End to end process developed for transition on to revised NJC pay spine 2019/2020		As set out in Pers310
	Continued review and roll out of employee benefits strategy		
Phase 3	Revised NJC pay spine implemented		PER318 refers.
	Job family groups established across the Council		
	Continued review and roll out of employee benefits strategy		
Working Environment			
Phase 1	Selima upgraded to improve processes and enable access via tablets and similar devices		Target implementation date June 2019
	Revised flexible working procedures in place		As set out in Pers 310
	Ongoing digital service delivery rolled out		
	Corporate culture and values established across Council		Corporate values defined through staff consultation and published.
Phase 2			
	Office accommodation refurbished		City Offices refurbished, costings for West Wing being prepared
	Rolling programme of wellbeing initiatives in place		Ongoing programme managed by Health at Work Group

	Proactive Occupational Health and Counselling provision in place		Joint tender process with Test Valley Borough Council; new provider to be in place from January 2019
Phase 3	Staff demonstrate ability to balance demands and demonstrate improved resilience		
Learning & Development Phase 1	Improved learning skills in relation to key services and Council priorities		
	The entrepreneurial training programme in place and developed for all staff		Leadership development programme delivered for all senior and middle managers. New provider for ongoing programme of management development appointed from January 2019.
	Increased use of learning technologies and E-learning across the workforce		
	High levels (90%) of compliance with essential/mandatory training requirements		New software provision in place which enables managers to monitor completion rates within their teams
	All new employees have received an induction		
	Regular career conversations embedded in the Council		
	Leadership programmes in place for Aspiring and new leaders to the Council		New provider for ongoing programme of management development appointed from January 2019.
	Increased mentoring and coaching		

	participant rates across the Council		
	Increased opportunities for young people through apprenticeships, work experience placements and the graduate scheme		National Graduate Trainee appointed
Phase 2	Ongoing improved learning in relation to key services and Council priorities; employees demonstrate entrepreneurial ways of working and behaviours		
	Use of learning technologies embedded in the Council		
	High levels of compliance with mandatory training requirements maintained.		
	Career pathways developed across job/family groups; online career platform options scoped		
	Senior Management leadership programme in place		Delivered – July 2018
	Talent Management strategy in place		
	Apprenticeship programme extended, including increase in number of higher level apprenticeships		
	Appraisal process reviewed		Initial review of paperwork completed; new software provision to be in place to support 2019 appraisal round

Phase 3	Ways of Working and behaviours established in the Council		Values defined; ongoing roll out across the Council
	High levels of compliance with mandatory training requirements maintained		
	High satisfaction levels with career development opportunities; ongoing achievement of government public sector apprenticeship targets		
	Increased career progression within the Council		
	Increased staff retention rates; high level of satisfaction with the appraisal process		
Recruitment and Retention Phase 1	Sole provider for agency working in place to achieve identified savings		
	Selima upgraded to include e-recruitment module		Target implementation date July 2019
	Safe Recruitment principles in place to support delivery of statutory S11 Audit (safeguarding)		Feedback from most recent S11 Audit anticipated in November 2019
	Effective induction process for all new starters		Induction process reviewed and draft corporate induction guide produced
Phase 2	Place-based branding in place for all recruitment related marketing		Linked to roll out of e-recruitment module (target date July 2019)
	Flexible workforce in place to meet business needs		
	Increased recruitment and retention of a more		

	diverse workforce reflective of the make up of the residents of the district		
Phase 3	Recruitment governance reviewed		
	Ongoing workforce planning in place to address any recruitment and retention issues	