

Resources and Fire & Rescue Overview and Scrutiny Committee

16 December 2020

Our People Strategy 2020-2025

Recommendations

That the Committee considers and comments upon the proposed delivery priorities set out in Appendix 2 to inform the development of the Our People Strategy delivery plan for 2021/22.

1.0 Introduction

- 1.1** This report introduces the refreshed Our People Strategy 2020-2025, which details:
- a) Our Culture and People vision.
 - b) Our values and behaviours.
 - c) The building blocks, strategic outcomes, enablers, measures and high-level activities.
 - d) Implementation, review and measurement of success.
- 1.1** The report also sets out a series of proposed priority delivery themes for the period up to 2021/22 of the Strategy for the Committee to comment on. The priorities have been reviewed in light of the ongoing requirements for staff to prioritise Covid response and recovery. The delivery themes will be worked up into a detailed delivery plan for 2021/22 and beyond. However, we will need to retain agility in terms of the delivery plan and be able to flex the plan subject to the changing needs of our staff and the changing demands on our services. This will be managed by officers within HROD reporting to the Change Portfolio Board (Corporate Board) for oversight and approval of any in year operational changes that are required.

2.0 Our People Strategy

- 2.1** In 2018/2019, we developed and launched the first iteration of Our People Strategy to support the transformation programme and the effective leadership review. This Strategy has been refreshed and takes us forward to 2025.

- 2.2** To support the implementation of the Council Plan 2020-2025, the Our People Strategy focuses on our people and our culture. The Strategy sets out a clear vision for our people (as set out below), which is intended to be a personal and relevant statement about our workforce and how we want to be seen, internally and externally;
“Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.”
- 2.3** It also identifies five values, underpinning our existing six behaviours. Importantly, it comprises six key building blocks to achieve our vision. Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.
- 2.4** For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable. We have also defined the enablers, the measures and the key activities we intend to undertake to deliver the intended outcomes.
- 2.5** Whilst the building blocks enable us to categorise our work, it is important to note that our activities do not always sit neatly into one building block, with many cutting across a number of building blocks. A good example of this is the work within the Equality, Diversity and Inclusion agenda, which features in all that we do.
- 2.6** The activities will progress through the five years of the Strategy; those that are a priority have been categorized as priority delivery themes up to 2021/2022. For each activity the aim and what success looks like have been defined
- 2.7** The Strategy is being considered for approval by the Staff and Pensions Committee at its meeting on 14th December 2020. It has been developed by the Strategic HR and OD team, with input from the HROD Delivery function and with engagement from How We Work Board, Corporate Board, the wider HR community, union colleagues, senior leadership forum and our staff networks,

3.0 Priority Delivery Themes

- 3.1** The refreshed Our People Strategy sets out an ambitious programme over a 5 year period. The workforce is critical to the delivery of the strategic outcomes set out in the Council Plan. They are the ‘face’ of the Council in terms of our day to day operations and contact with residents and they are our ambassadors across a whole range of external settings. The Strategy therefore sets out our investment in staff and the areas that we intend to focus on to deliver Our People Vision and support delivery of the Council Plan.
- 3.2** However recognising the impact that Covid is continuing to have on the Council and the need to prioritise Covid response and recovery, the proposed delivery priorities for 2021/22 have been reviewed and re-prioritised. Each of the Our

People Strategy building blocks will continue to have a range of planned activities in support of the Strategy and officers will continue to review and flex the delivery plan to meet changing service demands and staff needs.

- 3.3 Members are invited to comment on the proposed priority delivery themes set out in Appendix 2. The themes set out have had regard to views expressed by staff through the well-being / check in surveys that have been conducted since the start of the pandemic. They also take into account the comments made by members as part of the Cross Party Member Working Groups which helped to shape the development of the Council's Recovery Plan.
- 3.4 The priority delivery themes have been categorised as those that must be done and those where work has commenced and should continue within capacity levels. Future themes have also been identified for us to consider including and prioritising in future years.
- 3.5 The proposed priority delivery themes will be finalised and worked up by officers into a detailed delivery plan for 2021/2022 taking into account the views expressed by the Staff and Pensions Committee and the Resources and Fire and Rescue Overview and Scrutiny Committee.
- 3.6 An Equality Impact Assessment has been undertaken for the Our People Strategy and is provided as a background paper. This will be kept under review and updated as our plans develop

4. Conclusion

- 4.1 The report provides detail of the refreshed Our People Strategy along with the strategic objectives, enablers, measures and priority delivery themes.
- 4.2 This report seeks the Committees input into the priority delivery themes. Following this the delivery themes and delivery action plan will be finalised and plans for implementation put in place, including communications with staff across the organisation.

Appendices

Appendix 1 [Our People Strategy](#)

Appendix 2 [Our People priority Delivery Themes](#)

Background Papers

[Our People Strategy Equality Impact Assessment](#)

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The report was circulated to the following members prior to publication:

Not applicable.



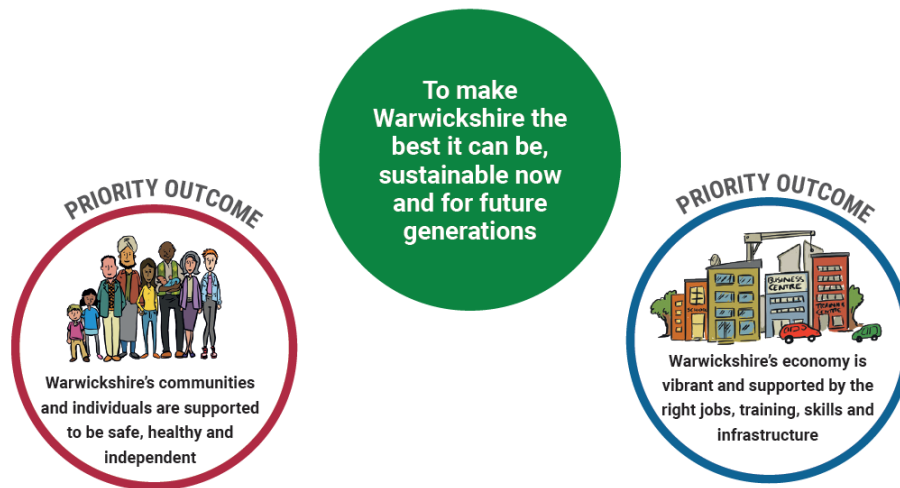
Our People Strategy





Maintaining our momentum

Our Council Plan 2020 - 2025 plan sets out our vision, which is supported by two outcomes:



We are clear that because of increasing demand we need to continuously improve the way in which we do things. Central to our success is the development of our leadership capability and empowerment of our management to enable all of our people to be of their best and deliver service excellence.

To ensure that we embed the changes that we have made, we need to continue to drive our culture change.

Our People Strategy focuses on our people and our culture. By culture we mean our vision, values and behaviour. The Strategy sets out a clear vision for our people and identifies **five values**, underpinning our existing **six behaviours**. Importantly it states six key building blocks to achieve our vision.

We have changed our organisation through service redesigns and increased managerial spans of control.

Our response to the global pandemic has demonstrated the very best of Warwickshire and we will continue to build from this. Moving forward we aim to develop an organisation and workforce that is sustainable, resilient and effective. Equipping our people, supporting their wellbeing and empowering them to deliver will be essential in developing the agile and diverse workforce and trust based culture that we need.

Each activity within Our People Strategy will be designed to meet specific outcomes and enable the delivery of Our Council Plan.

**Endorsed by the
Staff and
Pensions
Committee in
December 2020.**

Our culture

The culture we adopt and embed is critical to the successful delivery of our new operating model. It ensures we are all pulling in the same direction to support the delivery of our strategic vision and outcomes.

Our people vision

Warwickshire County Council, a great place to work where diverse and talented people are enabled to be their best.

Our people vision is all about what we are striving to be. It is a personal and relevant statement about our workforce and how we want to be seen, internally and externally.

Our values - the Warwickshire DNA

To support the achievement of our vision, five key organisational values have been identified:



High performing



Collaborative



Customer focused



Accountable



Trustworthy

Our values are our fundamental, distinctive, characteristics and qualities. Our ambition is for everyone working for Warwickshire County Council to hold these values in their hearts and minds so that they drive behaviour at work and help us to achieve our strategic outcomes - this is why we are calling our values the Warwickshire DNA.

Our behaviours

Our behaviours were first introduced in 2016 and these haven't changed. Our behaviours frame how we should behave at work. They help us to understand how we should go about our work and the way we should interact with each other and our customers.



What is our strategy to achieve our vision?

Organisational structure

To embed the structure and maintain the principles. We have done the physical change, but we now need to make the culture change to support the new way of working. Realising the benefits, and equipping people to work in the Commissioning and Delivery Model. Continuous improvement, personal responsibility, empowerment and accountability will all be central to our success.

We have retained our three directorate structure: Resources, People and Communities but as part of our restructure some of our activities will be grouped differently within and between our current directorates.

Resources

People

Communities

Our People Strategy building blocks

The building blocks provide the foundations for the delivery of Our People Strategy vision. We have identified six key building blocks:

**Culture,
values and
behaviour**



Leadership



**Organisational
Development and Design**



Performance



**Reward and
recognition**



**Talent
development
and career
opportunities**



For each building block we have a clear set of outcomes we need to achieve so that we can fulfill our vision and transform as an organisation in a way which is sustainable.



What outcomes will be achieved



Strategic Outcomes

Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.

Our people are diverse, feel that they belong and can bring their whole self to work.

Our people work with passion and purpose and are engaged to serve and aligned in the delivery of great work.

Building block 1

Enablers

We will embrace an adult to adult working relationship.

We will ensure that the voice and tone of our communications reflect our values and empowered culture and will lead by example.

We will listen, learn and act to create an inclusive organisation with a sustainable and resilient workforce.

Measures

Attendance

Retention

Performance

Engagement

EDI Metrics



Leadership



Strategic Outcomes

Our people take personal responsibility and see leadership as an act rather than a status.

Our leaders are equipped to provide agile and situationally responsive leadership.

Our leaders take personal accountability and act in the interests of one Warwickshire.

Building block 2

Enablers

We will create the environment to enable and drive high performance and accountability.

We will equip our managers with the capabilities and empower them to lead.

We will agree parameters and trust our leaders to act within them.

Measures

Engagement

Progression of our people into and through leadership roles

Percentage of leaders meeting or exceeding their performance objectives

Organisational Development and Design



Strategic Outcomes

Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.

Our structures and resourcing models are flexible and agile in achieving our outcomes.

Our People understand the need to change and embrace it for the future good of Warwickshire.

Building block 3

Enablers

We will maintain the integrity of our organisational design principles, whilst continually reviewing and keeping them fit for purpose.

We enable effective decision making by clear and appropriate governance arrangements.

We will break down barriers to enable a collaborative, innovative and accountable environment.

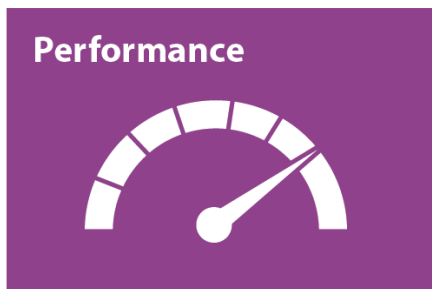
Measures

Engagement

Retention

Organisational Performance Measures (to be defined)

Management performance against objectives



Strategic Outcomes

Our people have a clear line of sight from their individual contribution to our business outcomes.

Our people embrace a high performance culture that is measured by organisational and individual outcomes.

Our people are accountable for their behaviours and performance and take every opportunity to improve.

Building block 4

Enablers

We clearly define roles, parameters and expectations.

We will all have regular evidence based performance and development reviews, driven by open and honest conversations.

We recognise high performance and address under performance.

Measures

Individual Performance against objectives

Organisational performance against plan

Engagement

**Reward and
recognition****Strategic Outcomes**

Our people regard our reward and recognition arrangements as fair and equitable.

Our people are recognised for their high performance and personal contribution.

Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.

Building block 5

Enablers

We have an employer value proposition and reward strategy that reflects what we stand for and what we aspire to be.

We retain and motivate our best talent by recognising performance and personal contribution.

We have recognition arrangements that are accessible to and for all.

Measures

Retention

Engagement

Recruitment metrics

Reward Market Benchmarking



Strategic Outcomes

Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.

Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.

Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.

Building block 6

Enablers

We will have an effective and timely approach to workforce planning, talent management and succession planning in place.

We continually create the learning and development opportunities to suit the current and future needs of the organisation and encourage our people to explore and further their career

We have flexible resourcing solutions to maximise talent, attraction and retention.

Measures

Engagement

Learning and Development metrics

Staffing mix and profile indicators



Monitoring and measuring our success


Key business measures will be developed so that we can measure our success in achieving our people strategy outcomes and fulfilling our people vision.


Our How We Work Board will help to ensure that Our People Strategy continues to enable of organisational plans. It is the forum for agreeing our people priorities, success measures and monitoring both progress and delivery of outcomes.





Appendix 2


Our People Strategy Priority Delivery Themes to 2021/2022

Building Block		Outcomes	
<div>Culture, values and behaviour</div> <div></div>	Our people embody and embrace the culture, our values and behaviours and are positive ambassadors of Warwickshire.		
	Our people are diverse, feel that they belong and can bring their whole self to work.		
	Our people are engaged to serve and aligned in the delivery of great work.		
Priority Delivery Themes	Aim	Update	
Must do:			
Employee Engagement strategy	To provide a framework for how we engage with our workforce that is flexible and future facing	<p>We have already agreed the engagement approach for this year, which focuses on a number of themed check-in surveys. Check in 4, which was themed on engagement has recently closed and we await the results. Check in 5, 6 and 7 are planned every other month until June.</p> <p>We are also considering the future of engagement surveys, looking to move away from the annual Your Say survey and moving towards a more dynamic approach to measuring engagement throughout the year.</p>	
Sustainable and Resilient Workforce	To support the wellbeing of our workforce and reduce the level of sickness absence across the council, by providing an infrastructure for managers to proactively support wellbeing and manage absence.	<p>The project group to support this work has already been set up and has representatives from across the directorates and specialism to look at ways in which wellbeing can be supported with the aim of reducing sickness absence.</p> <p>From the data, there has been a consistent improvement in absence since April 2020 and the priority areas for focus are long term sickness and stress and mental health absence. A wellbeing charter is being developed and managers are being asked to ensure that they take some basic actions in tackling absence.</p>	
Continuing within capacity levels	Aim	Update	
EDI	Warwickshire County Council, a place where everyone feels valued, included, safe, supported and welcome', places our approach to inclusivity at the heart of everything we do.	<p>The council wide action plan is being progressed and we have established a council wide equalities group, with representatives from across the council and our staff networks.</p> <p>EDI is a theme that runs through the whole Our People Strategy and is a particular priority for the organisation.</p>	
Future Themes			
<ul style="list-style-type: none">• People policy guidance and approach• Commercial Culture			


Building Block	Outcomes	
	Our people take personal responsibility and see leadership as an act rather than a status.	
	Our leaders are equipped to provide agile and situationally responsive leadership.	
	Our leaders take personal accountability and act in the interest of one Warwickshire.	
Must do's	Aim	Update
People metrics for managers	To provide managers with the information they require to understand the issues in their workforce and effectively manage them	<p>Working with the Business Intelligence team, we are developing a consistent approach to provided people metrics data and insight on a regular basis and to enable managers to understand the trends and areas for improvement.</p> <p>DLT pack have already been implemented and work is underway in regards to getting reports down to line manager level. This is also supports the sustainable and resilient workforce and the approach to establishment control, where by in order for managers to be accountable for their people issues, we need to provide them with the necessary information.</p>
Future Themes		
<ul style="list-style-type: none"> Leadership offer 		

Building Block	Outcomes	
	Our people are innovative and empowered to take ownership, make evidence based decisions and are responsible for our continued organisational success.	
	Our structures and resourcing models are flexible and agile in achieving our outcomes.	
	Our People understand the need to change and embrace it for the future good of Warwickshire	
Must do's	Aim	Update
Flexible and Agile Working Strategy	To provide a framework so that work is what you do now where you do it, with the customer at the heart.	Following the pandemic response, we have reviewed the existing flexible working offer and have proposed an Agile Working offer, which has a set of principles and expectations. It is proposed that this will be launched in Jan 2021, following member approval. The new offer has service delivery at the heart, whilst allowing individuals to choose where and when they work.
Future Themes		
<ul style="list-style-type: none"> Approach to change management Approach to Establishment 		

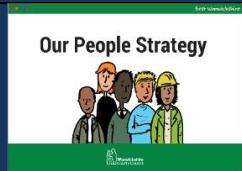
Building Block	Outcomes	
	Our people have a clear line of sight from their individual contribution to our business outcomes.	
	Our people embrace a high performance culture that is measured by organisational and individual outcomes.	
	Our people are accountable for their behaviours and performance.	
Priority Delivery Themes	Aim	Update
This area is considered business as usual so will continue as is and will be reviewed in the future		
Future Themes		
<ul style="list-style-type: none"> Tier 0-4 Performance Framework – Tier 0-4 Appraisal Process – Tier 5 		

Building Block	Outcomes	
	Our people regard reward and recognition arrangements are fair and equitable.	
	Our people are recognised for their high performance and personal contribution.	
	Our offer enables us to attract, retain, engage and motivate a diverse and talented workforce.	
Continuing within capacity levels	Aim	Update
Recognition Platform	To provide an online and timely recognition platform that is easily accessible	We have recently commissioned and launched the Vivup benefits platform, which gives our people access to a range of benefits.
Employer Value Proposition	To embed the EVP that places the organisation as an employer of choice	<p>Work was undertaken in 2019 to develop our employee value proposition and in line with making Warwickshire the best it can be, we want to ensure that we attract the best people to work in Warwickshire, and seeing Warwickshire as an employer of choice. The EVP is based around 3 themes: working with passion and purpose, explore and further your career and bettering ourselves at every opportunity.</p> <p>Further work is planned to ensure that we sustain the EVP messages and approaches through recruitment and other channel, particularly through our social media channels.</p>
Future Themes		

- Reward and recognitions strategy

Building Block		Outcomes	
	Our people are celebrated for their diversity and bring the capabilities and behaviours to drive a high performance culture.		
	Our people develop and grow through career pathways that enable them to demonstrate their potential, fulfil their aspirations and be their best selves.		
	Our people are our primary talent pipeline, enabling delivery of exceptional services today and tomorrow.		
Must do's		Aim	Update
Recruitment review		To review the overall recruitment experience for potential employees and managers to ensure the best recruitment decisions are made	As part of the pandemic response the recruitment team have taken back a number of management tasks in areas where their main focus has been continuing to provide front line service during this time. This has allowed the opportunity to reflect on the best use of resources and a Your HR recruitment review and a number of recommendations are currently being considered.
Continuing within capacity levels		Aim	Update
T1-4 Assessment review		To provide a refined assessment process for tiers 1-4 to ensure the best people are attracted and appointed.	Following the implementation of the Effective Leadership Review for Tiers 2, 3 and 4, we have taken the opportunity to review the competency framework and recruitment approach, which we are now embedding into business as usual in terms of recruitment and our performance framework.
Induction and Onboarding		To provide an induction and onboarding framework, so that new starters are welcomed and set up to succeed.	We understand that how new employees are welcomed into the organisation is important and determines their success, and we appreciated that this is changing due to working in a more agile way. We are looking at how we induct and onboard new employee and how we can improve the whole candidate experience.
Future Themes			
<ul style="list-style-type: none">• Organisation approach to workforce planning• Learning and Development Offer• Exit strategy• Developing Career Pathways and Career Flexibility			

Strategic People Improvement



Must do's	Aim	Update
Policy, legal and Compliance	To enable our managers to operate within an empowered environment with frameworks that are modern, legal and enabling. Creating a positive employee experience that aligns with our EVP.	There are also a number of legislative changes that are coming into force over the next few months in terms of Brexit and Exit Cap, new immigration process and complicated pension changes. All of which need to be planned for and implemented.

