

Resources and Fire & Rescue Overview and Scrutiny Committee

21 February 2024

Annual Review of Our People Strategy 2023/2024 and Delivery Plan 2024/2025

Recommendation

That the Committee notes the activity as set out in the 2023/24 Annual Review of Our People Strategy and considers and comments upon the proposed delivery priorities to inform the development of the Our People Strategy Delivery Plan for 2024/25.

1. Executive Summary

- 1.1 The refreshed Our People Strategy 2020-2025 was originally endorsed by both the Resources and Fire & Rescue Overview and Scrutiny Committee and Staff and Pensions Committee in December 2020. Since this date, the Strategy has returned to both committees on an annual basis to review and endorse the plans for the coming year.
- 1.2 The Annual Review of Our People Strategy, at Appendix 1, showcases and celebrates the activity and performance against the Council's organisational priorities supported by HROD over the previous year. It considers the performance data and current context and details the key priorities for the coming year.
- 1.3 Whilst some of our major projects and initiatives will continue into 2024/25, we have identified some key activities to best support the delivery of the Council Plan and respond to the internal and external employment challenges we are currently facing. These include the Council's key priority themes of strategic workforce planning; reward and recognition; recruitment and retention; leadership; and EDI and wellbeing.
- 1.4 Following input from the Overview and Scrutiny Committee, the Annual Review and 2024/25 Delivery Plan will be considered for approval by the Staff and Pensions Committee. Once approved, the Annual Review will be shared with a wider audience to support the Council's ongoing employee offer and the ongoing recruitment and retention of our people by continuing to confirm our commitment to making Warwickshire a great place to work.

2. Financial Implications

2.1 None.

3. Environmental Implications

3.1 None.

4. Supporting Information

4.1 The following outlines our year three achievements, our measures and our proposed priorities for 2024/2025. These focus around:

- Strategic Workforce Planning
- Recruitment and Retention
- Reward and Recognition
- Leadership
- EDI and Wellbeing

4.2 Culture Leadership and Performance

Year 3

- Wellbeing check-in, flu vaccinations, procured Occupational Health and EAP Provider and refreshed attendance policy.
- Community teams project.
- Updated agile working principles.
- Launched approach to EDI, changes to socio mobility recording and refreshed bullying and harassment policy.

Measures

- YourSay engagement levels and EDI indicators remained positive.
- Absence has started to increase.

2024/25

- Proactive action to reduce absence, maximise wellbeing offer and gain Silver Thrive.
- Embed approach to EDI, work closer with network groups, maximise employee experience for people with disabilities and support the levelling up agenda.

4.3 Leadership

Year 3

- Launched leadership approach, offer and development programme.
- Launched first HR dashboards for managers.

Measures

- YourSay Engagement scores for our leaders and managers remained positive.

2024 /2025

- Embed leadership approach and develop a manager's guide.
- Further develop dashboards for managers

4.4 Organisational Development and Design

Year 3

- Strategic Workforce planning Pilot.
- Reviewed our Tier 1-4 job titles.

Measures

- Headcount has increased by 3.7%.

2024 /2025

- Implement our strategic workforce planning framework.
- Review our establishment process.
- Build data driven culture and develop data literacy capability.

4.5 Performance

Year 3

- Refreshed Performance Improvement Policy.

Measures

- Our YourSay High Performance culture score remained positive.

2024 /2025

- Scope our approach to performance.
- H&S performance Management system.

4.6 Reward and Recognition

Year 3

- Consolidation of benefits offer, with development of newsletter, gym memberships, share cost AVCs and lease cars.
- Started to review approach to pay and reward and updated market supplement policy.
- Updated our Star and Long Service Awards.

Measures

- 82% of our people are committed to working here.

2024 /2025

- Continue to review our reward and recognition strategy.
- Showcase our benefits offer, implement Cost Share AVCs and Lease Cars schemes and continue to review other opportunities.

4.7 Talent Development and Career Opportunities

Year 3

- Recommissioned our temporary agency workers' contract.
- Increased our work experience placements.
- Consolidation of career pathways
- Review of our Learning and Development offer

Measures

- Management of 1000+ WCC recruitment campaigns
- 91% satisfaction across all L&S programmes.

2024 /2025

- Onboard and embed our temporary agency workers' contract.
- Strategic review of resourcing model
- Scope our approach to talent development
- Develop a grow our own toolkit and widen apprenticeship and graduate opportunities.

4.8 HR Service Improvements

Year 3

- Refreshing key policies and legislative changes around holiday pay, Fire HMIC Spotlight requirements
- Starters Leavers and Movers (SLAM) review
- Scoping future HROD System requirements

2024/2025

- Implement SLAM outcomes.
- Changes regarding family friendly legislation

4.9 Full details of the proposed activities can be found on page 9 of appendix A.

Appendices

1. Appendix 1 – Our People Strategy Annual Review (2023/24) and Year 4 (2024/25) Delivery Plan

Background Papers

None

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

Local Member(s): N/a

Other members: N/a