

HR Strategy 2018 to 2023 – draft October 2018

Introduction from the Chief Executive, Tom Horwood

Waverley Borough Council's Corporate Strategy for 2018-23 sets out a vision for Waverley to be an attractive and prosperous place to live, work and visit. A place where our residents can take pride in their communities and where there are opportunities for all to thrive and lead healthy lives. A place that is valued by its community and supported by quality public services.

The Strategy describes how the Council will deliver quality services and engage with its communities, partners and other stakeholders in achieving its ambitions, during a challenging time of increasing customer demand and reducing funding.

Key to achieving these ambitions is a committed, flexible and high performing staff team. In 2018, the Council was re-accredited as an Investor in People (IIP). The assessment found very high levels of commitment among employees to the organisation and to the local area.

This HR Strategy takes findings of our IIP assessment and other data and feedback from staff and stakeholders and sets out our plans for supporting and developing our talent to face our challenges and realise our councillors' ambitions for the borough.

It is very important that we continue to invest in our people to be able to deliver the best results for our local communities. This HR Strategy provides the framework for doing this for 2018-23.

Tom Horwood

Chief Executive

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1) Introduction

The focus of our HR strategy is to promote a positive and committed staff culture, developing and retaining talented staff and ensuring that Waverley is able to compete effectively in the employment market and seen as an attractive employer in the local community. To succeed, the council recognises that Waverley needs to offer compelling reasons to join Waverley and then, once here, the opportunity to do their best work and develop their career.

With staff costs accounting for a significant percentage of the Council's overall budget, how we design our services in the future will impact how we workforce plan, develop, reward and manage our employees. We have already started to transform our workforce in recent years to take account of the changing landscape of public services, including a number of departments being streamlined through the Systems Thinking process. Our workforce will continue to modernise and re-shape to respond to change and the financial challenges ahead to ensure that we deliver effective and efficient services to the local community.

In creating our strategy we have incorporated survey feedback, research and workforce data trends from a range of internal and external sources as listed below. This evolving information determines our annual objectives and ensures we are responding to the staff and understanding where Waverley is positioned within the local government and national employment market.

Waverley Borough Council sources:

- Investors in People Report 2018
- Staff Exit Interviews 2017/2018
- Staff Recruitment Surveys 2017/2018
- Overview & Scrutiny Committee Workforce Profile Report June 2018
- Medium Term Financial Plan 2018/2019 – 2020/2021
- Staff Survey 2016
- Joint Consultative Committee (JCC) and Unison feedback
- Planning Peer Review 2018

External sources:

- The LGA Great People for Growing Places workforce strategy 2018
- The 21st Century Public Servant 2018
- South East Employers Benchmarking Surveys 2017 – Sickness Absence & Turnover
- The Local Government Association (LGA) Pace Model

Results from these sources have been summarised in the next section under the following headings:

- What does the Waverley workforce look like?
- What are the staff saying at Waverley?
- What is happening in the local and national government employment market?
- Summary of findings points 2) to 4)

2. What does the Waverley workforce look like?

2.1 Headcount

Waverley employs approximately 456 staff (July 2018) a significant proportion (36%) of which work part time. We employ 148 males and 308 females of which 66% are over 41 years old and 42% are over 51 years old. In comparison to July 2017 we employed 152 males and 297 females, a total of 449. General fund staff costs are £12m.

The majority of Waverley staff are based at The Burys in Godalming, with others working in key locations across the borough such as Sheltered Housing Units and Parks and Open spaces.

Waverley's staff team deliver 110 different types of services to the community through a total of 98,500 working days a year.

2.2 Staff turnover

Waverley's annual staff turnover increased from 17.27% in 2016/2017 to 21.54% in 2017/2018. A 4.27% increase.

The highest proportion of staff leave in their first year, with the highest age category being 21 – 30 years old. The most common reason as stated in our Exit Interview surveys from 2017/2018 is a Better Career Opportunity (26%).

In 2017/2018 there were more resignations at the top of each pay grade (pay point A) than any other pay band. Comparing the total number of staff and leavers within each pay grade shows whether there are any grades which are losing a disproportionate number of staff. The general trends are similar with low levels of staff in the highest and lowest pay grades, increasing in the mid pay grades specifically pay grade 7 and 9. However in pay grades 10, 11 and 12 the proportion of leavers is a lot higher than the proportion of total staff.

2.3 Absence days

Our absence rate for 2017/2018 was 2.58%, a slight reduction from 2.63% in 2016/2017. This is a 10% increase in comparison to the same period previously. The total number of days lost per employee in the same period is 6, this compares favourably to other councils using the absence monitoring system First Care where 8.5 days were lost per employee. The main cause of absence as of July 2018 is mental health which has increased over the past year accounting for 21% of all working days lost.

3. What are the staff at Waverley saying?

3.1 Staff Survey 2016

In the 2016 Staff Survey we asked questions under the headings of staff engagement, how I'm managed, learning and development, how we communicate, dignity and respect and reputation. Our engagement results were high with:

- 88% feeling proud of who they worked for
- 77% of the staff felt we celebrated success well
- Our communication between teams was 53%

- 57% felt there was consistent treatment across all services
- 73% felt the appraisal process was worthwhile.

The top 5 improvements suggested:

- Communication
- Pay and reward
- Decision making/delegation
- Facilities
- Managing turnover and retention

3.2 Investors in People Survey Report 2018

The July 2018 IIP report highlighted some distinct areas for Waverley to manage with their teams. These can be summarised under the headings of ‘developing capabilities’, ‘developing great leaders’ and ‘recognition and reward’. From the online and interview feedback from the Waverley staff, IIP recommends:

- A clear capability plan which develops career pathways and in turn develops the skills, knowledge and experience needed, this will work in conjunction with collaborative working.
- Leaders and managers need to work on their decision making processes and a coherent way of agreeing objectives with their teams.
- Rewarding in ways that matches motivation and the option of discretionary rewards, flexible working versus good pay and an analysis of pay compared to the local economy.

4. What is happening in the local and national government employment market?

4.1 The Local Government Association (LGA)

The LGA has drafted a vision for the workforce that they suggest the sector will be engaging with over the next 5 to 10 years. Their aim is to agree and promote a set of shared priorities and actions to support councils. They believe the world of work is changing with a demographic change and growing diversity, changes to the state pension age, a workforce that will contain multiple generations from Generation Z to those in their 60's, with different needs and expectations, changing technologies, digital services and automation/robotics. From these shifts they anticipate cross disciplinary skills changing professional lives, a growing desire for a better work/life balance, income uncertainty and a more commercial income generating approach taken by councils.

4.2 The 21st Century Public Servant

The concept of the 21st Century Public Servant has been developed over recent years by the University of Birmingham and has influenced a lot of the LGA's work. They describe

the different roles that are needed now and in the future to work with local people. Those to consider inline with the new Waverley Corporate Strategy include being recruited and rewarded for generic skills as well as technical expertise, needs organisations which are fluid and supportive rather than siloed and controlling, distributed and collaborative models of leading, reflects on practice and learns from that of others.

4.3 National statistics on labour turnover

The CIPD Resourcing and Talent Survey 2017 reported that the median rate of labour turnover has increased to 16.5%, whilst XpertHR's Annual Survey of Labour Turnover for 2016 found that average turnover was 15.5% across all sectors, with a public sector turnover rate of 15.1%. South East Employers conducted a survey of 17 councils from across the South East Region in June 2017 which gave an average total turnover rate of 15.8%.

4.4 Absence days

First Care have stated in their 'Absence Management Barometer' report that Mental Health absence overall has increased by 18% since 2012, and the CIPD have shown in their Health and Wellbeing at Work Survey 2018 that 56% of organisations report Mental Ill Health as one of the top 3 causes of long term absence.

For absence Waverley is 30% lower than the First Care council average and 22% below the First Care client base.

Within 27 councils across the South East Region, South East Employers (SEE) shows the average percentage of working time lost is 3% in businesses a similar size to Waverley.

5. Summary of findings points 2) to 4)

There is a distinct connection and emerging patterns arising from the information in points 2) to 4) on previous pages. These highlight the following areas to prioritise:

The information in points 1 to 4 demonstrates a strong synergy of areas to focus on, these are summarised below and form the backbone of the priorities and action plans on the following pages:

- A changing and modernising workforce
- Flexibility and changes to working culture
- Leadership, and management skills providing autonomy, communication and collaboration.
- Staffing levels, recruitment and retention
- Career development and succession planning
- Pay structure and benefits programmes

The council's workforce is currently made up of 1/3 part time, 67% females and 66% over the age of 41. We have seen a decrease in the amount of males employed and an increase in the females employed over the past year, as well as a decline in people employed under the age of 41 and an increase in those employed over 41. We are also losing the highest percentage of staff within their first year and the age bracket 21 – 30. It is essential to look at how to manage an ageing workforce with a majority female population and what adjustments are needed to ensure we have a flexible and agile workforce with the right resources to fulfil a service to the community.

In comparison to statistics available and trends across the council, we do not have an increasing amount of sick days or an unmanageable situation, we do however need to look at how to support and understand the increase in mental health problems through the support of the Time to Change Programme and the Wellbeing Charter.

6. HR Strategy priorities

In response to Waverley staff and local and national government we have created a plan divided into 4 key areas. These will be prioritised into the short and long term where appropriate.

- **HR Foundations**
- **Talent Management**
- **Retention, Recognition & Reward**
- **Learning and Organisational Development**

We have created objectives for the HR team which look at the need to review the foundations of the department to ensure we are providing a joint up service. In July 2018 we brought together Employee Services, Strategic HR and Learning & Development into one cohesive Human Resources team. The new team will have a clear focus on supporting a more capable and confident council to effectively and successfully recruit, develop and retain staff. We will also review our processes and procedures to provide a more simplified and streamlined service to everyone who relies on the team. This will include a new sense of purpose and pace, modernised systems and structures and the ability to meet future challenges.

It will be important to focus on making sure people feel more engaged by addressing issues of wellbeing and personal development, as well as making the right investments in technology and processes. Improved internal communications, performance management, effective sickness absence management and promotion of a proper work/life balance are the next most important contributors to productivity beyond the development of leadership and management

7. HR foundations

- Develop an evidence based approach to HR by formulating monthly, quarterly and annual employment reports which share key workforce data and analyses trends in order to address current and future challenges for our services. The statistics will be addressed where applicable at HoST meetings, Executive and the Overview and Scrutiny Committees.
- Utilising our HR and payroll system iTrent to improve the input and analysis of data in order to provide a cohesive automated service. Transition to the system by the end of 2019 with minimal effect on customer service, supporting a training programme that ensures all required staff are competent.
- Develop a self service approach to HR by training the HR team and managers to use our HR and Payroll systems to input, update and manage data about their teams. This will include personal data and payroll information.
- Install an automated HR document management system which allows all employee files to become paperless by the middle of 2019 and integrates with our payroll system. In turn, review all employment forms and paperwork to reduce the quantity, merge information, make online or turn into an online-survey.
- Collate data for HR, payroll, recruitment, L&D, and employee relations. Based on the statistical analysis, measure the performance of the HR team and adjustments to working policy, process and practice. Report on the data created through the new quarterly workforce report and at relevant management meetings.
- Develop the HR team through monthly meetings and annual performance agreements to ensure they are fully trained and competent in the correct skills and expertise to provide timely and accurate advise at all times.
- Strong relationships with The LGA, Surrey HR Partnership and SEE by advising on employment related projects and benchmarking surveys to ensure we are at the forefront of best practice and working collaboratively with our communities. Attending bi-monthly meetings and seminars as required on an annual basis.
- Review of accountability and governance within our joint committees on a monthly basis alongside our committees team.

8. Talent Management

Recruitment of some roles is proving to be challenging due to salary and geographic location. Benchmarking shows some of the professional salaries are below current market alignment and administrative salaries restrict commuting. The Council is responding to these challenges through benchmarking and the application of market supplements.

- Review recruitment procedures and systems internally and externally to create a lean pro-active service which reduces re-advertising, vacancy rates and time to recruit.
- Identify how to manage skills gap trends and growing our own talent within the business to ensure we have transferrable skills and career opportunities. Support a

wider group of development opportunities for apprentices, graduates, work experience and internships which in turn aims to improve our recruitment and retention.

- Review and react to the wider political, economic and social issues including the elections and Brexit.
- Develop a plan in line with the financial year to achieve a balanced budget by reviewing the delivery levels of some services and/or discontinuing others in order to reduce contract and/or staff costs. There will be a number of work streams within the Budget Strategy Working Group (BSWG) to look at service reduction as well as the scope for increased home working and new approaches to remuneration.

9. Retention, Recognition & Reward

- Analyse and address where appropriate our Gender Pay Gap differences on an annual basis in preparation for the statutory duty to report our statistics at the end of the financial year.
- Review how our pay structure can be adapted and funded within the Medium Term Financial plan and alongside the annual Joint Negotiating Committee in conjunction with the end of the financial year. Address the perception of pay across the business and the options of varying our banding and increment process and linking career development plans into pay.
- Review and develop the existing benefits scheme to ensure it is clear, flexible and in line with staff requirements.
- Develop our Time to Change pledge and Wellbeing Charter at each committee meeting to reflect the trends and challenges in our workforce, locally and nationally.
- Promote a remote working performance based culture in line with current technology and flexible working practices.

10. Learning & Development

- Review of our annual Performance Agreement and 1:1 meeting framework, setting and achievement of SMART objectives to ensure it's usage is relevant for each forthcoming financial year starting in April.
- By the end of 2019 develop and online on-boarding process for staff within their first year of employment to improve training and understanding of development opportunities available.
- Staff Survey June 2019 (comparator of 2013 & 2016 results) – time for Corporate Strategy, new Chief Executive and actions from IIP to be reviewed and change to take place.
- Creation of clear capabilities, career pathways and leadership skills for managers and those developing their roles in the business.

11. Action plan 2018/2020

HR Foundations

End December 2018

- Review all HR policies whilst at the same time reviewing our case management process.
- Review of the job evaluation process and benchmarking process to ensure it is fit for purpose.
- Implement an automated system for recording eligibility to work documentation which allows easily accessible data and quick reporting which is compliant with statutory government guidelines.
- Work with the business at monthly GDPR meetings to ensure we are compliant with GDPR regulations across all our processes including employee forms, policies and the GDPR retention schedule.
- Design a metrics overview of key data which can already be published and those we need to work on, demonstrating their relevance and frequency of collation.
- Create a quarterly HR workforce report for October, January, April and July which can be produced alongside the Performance Management report which is shared to all our staff in the business.

End March 2019

- Review our procedures and guidelines within the Fit for Work Policy, Firstcare and Occupational Health processes in order to address changes to absence data and increase in absence for mental health. Analyse the trends of number of occupational health requests recorded, reason for request, request in relation to amount of time off sick, follow up requests and outcome of sickness.
- Complete a Staff Survey in June 2019 in order to analyse changes and trends from the surveys which have occurred every 3 years in 2013 and 2016.
- In conjunction with Investors in People conduct our annual review to discuss where we have been able to review the information from their survey and any changes which are in place or planned.

Retention, reward and recognition

- Analyse and address where appropriate our Gender Pay Gap differences on an annual basis in preparation for the statutory duty to report our statistics at the end of the financial year.
- Agreement on the JNC accountability and governance structure and outcome of pay reviews and budgeting process.

Talent Management

End December 2018

- Review of Politically Restricted Posts and any changes required.
- Review of DBS procedure – which checks are required and retention period of documents. Change the Lead Counter Signatory.

End March 2019

- Review of our ATS capability with current and proposed new systems to include Jobsgopublic, iTrent, Civica. Ensure we are accurately recording all advertisements, direct applications and roles filled versus time taken to fill a role.

Learning and Organisational Development

December 2018

- Review our corporate induction in September and December 2018 to ensure it is fit for purpose, relevant and up to date.
- Implement the STAR programme for 2018 and make suggestions for the type of plan needed for 2019/2020.

March 2019

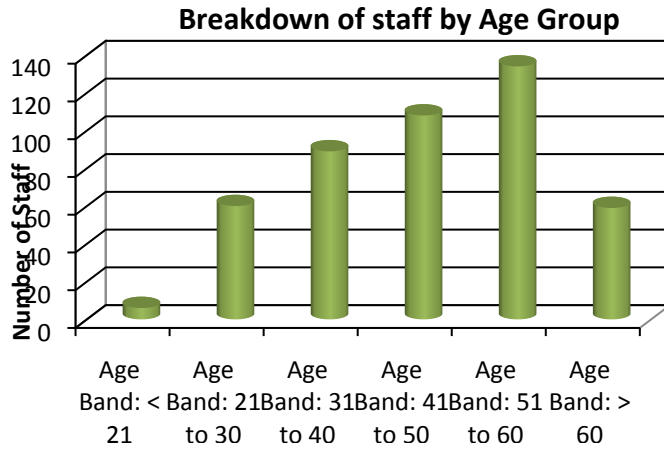
- Increase the percent of employees who indicate satisfaction or high satisfaction with their induction and on-boarding opportunities as measured in the employee survey.
- Creation of an on-line on-boarding programme which removes the need for new starter HR paperwork and brings all information into one space.
- Manage the handover of our Apprentice and Graduate programmes to HR. Review the previous process and procedures to recruit our annual cohort to ensure we are compliant with apprenticeship guidelines and attracting the best talent.
- Manage the new Surrey Learn Partnership website and introduce clear goals for the remainder of 2018/2019 in conjunction with the SHRP.

June 2019

- Undertake an assessment of the L&D module on iTrent – how does this compare to our offering from Learning Pool and Surrey Learn.
- Create a leadership programme which utilises the previous work done on Myers Briggs personality profiling for our Heads of Service.
- A new annual programme of workshops on HR skills for managers, review our HR scheme of delegation and increase pool of trained managers for HR practices.

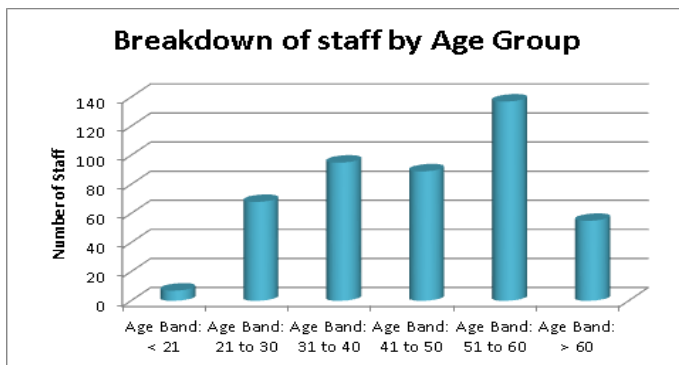
Appendices

Appendix 1 - Breakdown of Staff by Age Group - As of 31st July 2018



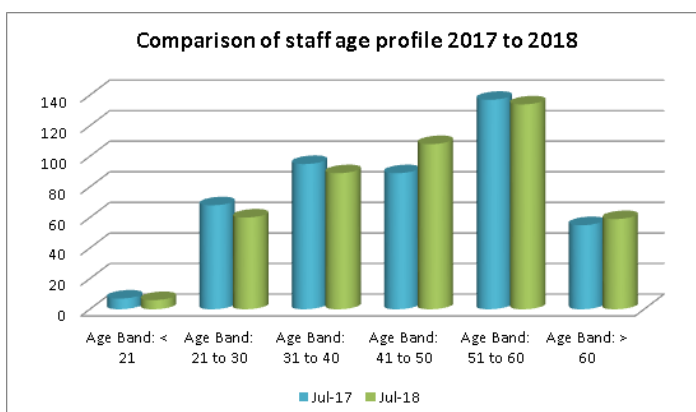
Age Band: < 21	6
Age Band: 21 to 30	60
Age Band: 31 to 40	89
Age Band: 41 to 50	108
Age Band: 51 to 60	134
Age Band: > 60	59

Appendix 2 - Breakdown of Staff by Age Group – As of 31st July 2017



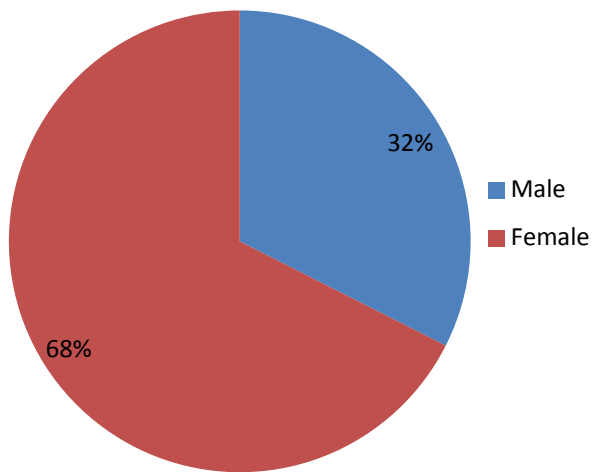
Age Band: < 21	7
Age Band: 21 to 30	68
Age Band: 31 to 40	95
Age Band: 41 to 50	89
Age Band: 51 to 60	137
Age Band: > 60	55

Appendix 3 - Comparison of staff age profile 2017 – 2018



Appendix 4 - Breakdown of staff by gender July 2018

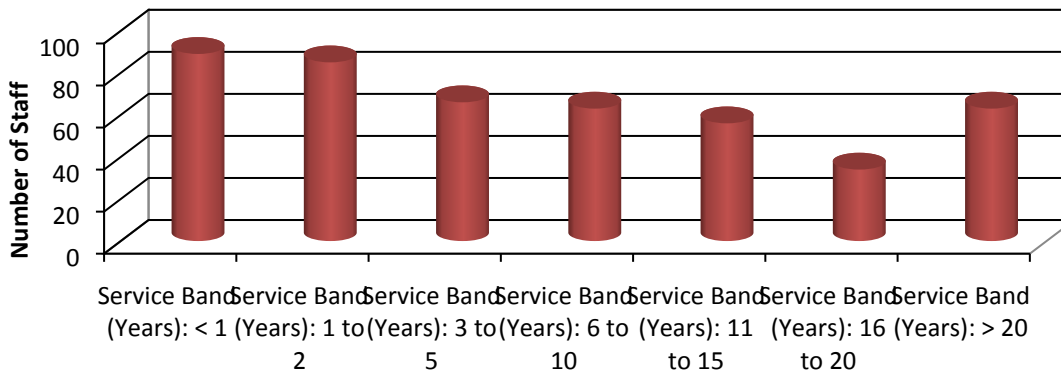
Breakdown of staff by Gender



Male	148
Female	308

Appendix 5 – Breakdown of staff by length of service 2018

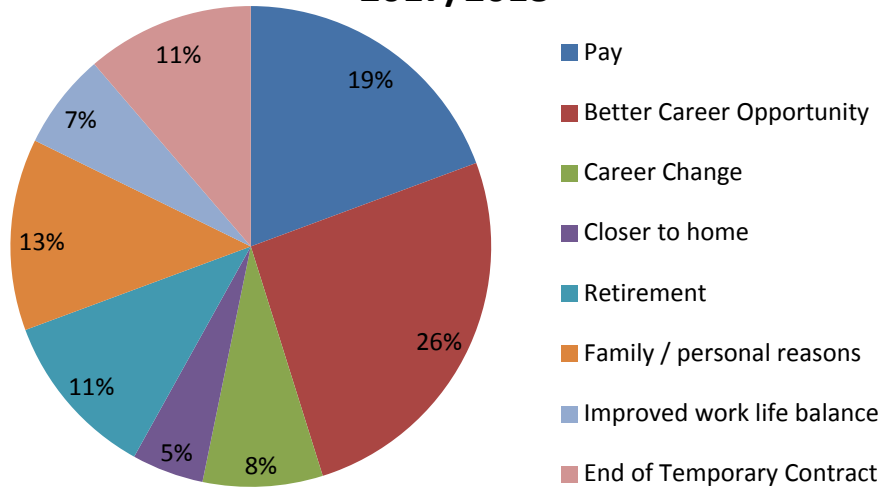
Breakdown of staff by Length of Service



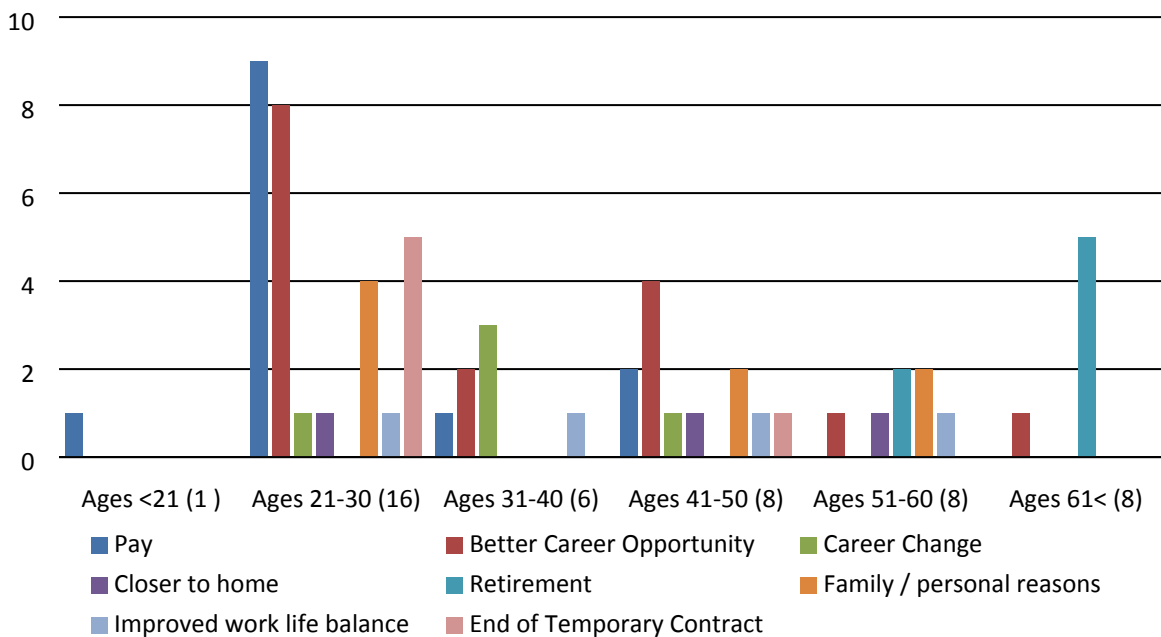
Service Band (Years): < 1	89
Service Band (Years): 1 to 2	85
Service Band (Years): 3 to 5	66
Service Band (Years): 6 to 10	63
Service Band (Years): 11 to 15	56
Service Band (Years): 16 to 20	34
Service Band (Years): > 20	63

Appendix 6 – Reasons for leaving Exit interviews 2017/2018

**Reasons for Leaving - Exit Interviews
2017/2018**



Reason for Leaving by Age Group



Reason for Leaving by Length of Service

