



Our Council Scrutiny Panel Meeting

Wednesday, 17 March 2021

Dear Councillor

OUR COUNCIL SCRUTINY PANEL - WEDNESDAY, 17TH MARCH, 2021

I am now able to enclose, for consideration at next Wednesday, 17th March, 2021 meeting of the Our Council Scrutiny Panel, the following report that was unavailable when the agenda was printed.

| Agenda No | Item |
|-----------|------|
|-----------|------|

- | | |
|----|---|
| 10 | <u>Our People Plan - update on work to support employee development (Pages 3 - 18)</u> |
|----|---|

If you have any queries about this meeting, please contact the Democratic Services team:

Contact Earl Piggott-Smith

Tel 01902 551251

Email earl.piggott-smith@wolverhampton.gov.uk

Address Scrutiny Team, Civic Centre, 1st Floor, St Peter's Square,
Wolverhampton WV1 1SH

Encs

This page is intentionally left blank

Our People Update Our Council Scrutiny Panel

17 March 2021

Areas of focus

- To provide an update to Our Council Scrutiny Panel on the work around 'Our People' in the context of the 'driven by digital' theme for scrutiny in 2020/21



Snapshot of workforce data

4019 employees
36.6% BAME employees
3.41% disabled employees

In 2020 there were;
197 new starters and 359 leavers
123 employees were promoted in 2020

1599 employees had sickness during
2020 down from 1934 in 2019



- One of the lowest pay gap ratios in the West Midlands region between the council's highest and lowest salaries – 9.25:1
- Maintains our pledge to have below 10:1



- In 2020, over £145,000 was spent by employees through the employee benefit scheme, an additional £45,000 than the previous year



- 94.4% of respondents to employee survey believe health and wellbeing important to council
- 97.3% feel well informed and up to date with developments

Our People Strategy 2019 - 2024

Co-produced with our employees and built around the employee lifecycle:

1. How can we attract the best people to the Council and create a good first impression?
2. How can we support and enhance your wellbeing?
3. How can we facilitate the development of your skills and knowledge?
4. What opportunities can we create for your growth and progression?
5. How do we ensure you are managed fairly and effectively?
6. How can we help you to leave the organisation well?

Page 6



Attracting the best people to the Council and creating a good first impression

- Applicant tracking system - full system review, introducing manager self serve into recruitment with a streamlined digital process and introducing single sign on
- Refreshed landing page to our job vacancies setting out “Why work for City of Wolverhampton?” including showcasing employee benefits
- Creation of new application process - CV application which is easier to complete and user friendly for disabled candidates
- Changed to virtual recruitment processes using Microsoft Teams

Supporting and enhancing health and wellbeing (1)

- Dedicated pages on the Our People Portal to highlight all the support available, including;
 - Employee assistance programme
 - Up to date webinars on many wellbeing subjects
 - Internal support around finance, bereavement, mental and physical health
- 8 Regular communications through City People on new initiatives and key messages including over 2600 views on the wellbeing web pages.
- Weekly wellbeing message from Tim Johnson has been delivered through video reaching more employees than through previous face to face process.
- Mental Health First Aid (MHFA) virtual network has been set up to support Mental Health First Aiders.

Supporting and enhancing health and wellbeing (2)

- Promoting better use of digital tools and calendars to manage working time and ensure that employees are taking appropriate breaks.
- Virtual wellbeing engagement sessions to encourage employees to feedback on the support they require to look after their own wellbeing. 184 employees have attended wellbeing seminars in the last month alone.
- Creation and rollout of virtual chatty cafes, yoga classes all facilitated by employees to ensure there is opportunity for social interaction whilst people are working out of the office. There are currently 152 members of the virtual cafés and 1184 attendants at yoga across 74 sessions.
- Virtual Operational Wellbeing Board has been set up and meets monthly to monitor the initiatives and review new ones.

Wellbeing all in one place...

Wellbeing@Work

| | | | | | | | | | |
|--|--|--|--|---|-----------------------------------|---|--|-------------------------------------|--|
| 1 Covid Support & Guidance Page 10 | 2 Financial Support | 3 Support working from home | 4 Supporting your mental health | 5 Supporting your physical health | 6 Staying connected | 7 Domestic abuse | 8 Bereavement support | 9 Reward and Recognition | 10 Wellbeing through Giving |
| Public Health, HR & H&S | Chris Pugh , Project manager | Natalie Barrow , Health & Safety Advisor | Nicky Hack & Jennifer Lees Service manager - adults Assistant Librarian | Sean McBurney Head of Leisure & Wellbeing | Julia Cleary , Scrutiny | Sandra Ashton Jones, Sonia Mahay Head of Adult Services, Service manager CYP | Adam Clelland , Bereavement Services Manager | Jennifer Groves , HR advisor | Sarah Preston-Loader , OD technician |

Leads identified for all Wellbeing@Work workstreams

Developing skills, knowledge, supporting growth and progression, managing fairly and effectively

- Increasing use of digital means to create and deliver training – new digital learning hub including access to third party training opportunities
- Use of Microsoft Teams Live to deliver online briefings and conferences to employees
- Increasing access to Microsoft Teams for all employees – e.g. school cooks issued with equipment and training resulting in smarter working practices and communication
- Master classes in advanced use of Microsoft Teams delivered by Business Improvement Team for employees and Councillors

New digital Learning Hub

- Launched in 2020
- New one stop shop for all employees and Councillors to access information, learning and development activity and book courses

Page 12



Our People Portal

wellbeing@work | Learning Zone | HR information | Health and safety | The Hub | Policy and Information

Developing skills, knowledge, supporting growth and progression, managing fairly and effectively

- All internal employee networks transferred online, this has increased attendance and opportunities for employees to be involved in one council initiatives.
 - Race, Religion and Belief Forum
 - Gender, Maternity and Paternity Forum
 - LGBT+ forum
 - Disability and age forum
- Coaching and Mentoring available for all employees, delivered virtually through WME and our internal BAME mentoring Programme currently 63 Mentors and 50 Mentees.

Developing skills, knowledge, supporting growth and progression, managing fairly and effectively

- Operational Management Network (c.420 people) and Leadership Forum (c.60 people) now conducted virtually
- New Management development opportunities provided virtually including:
 - HR, Agresso and Finance training provided through Teams
 - Restorative Practice training
 - Wellbeing support development was delivered virtually to over 400 managers
 - Virtual Leadership Development programme for BAME employees
 - Teams Training made available for all managers
 - Coaching available through Teams for all managers

Digital – new HR dashboard

5000
views

100s
using
weekly

Page 15

Home

Employees

Positions

Starters & Leavers

Employee Absences

Registrations & Training

Application Guidance

CITY of
WOLVERHAMPTON
COUNCIL

Workforce Application

3/2/2021 3:04:08 AM

Last Refresh

Welcome to your workforce application

Please make a selection to view your workforce information.

View your employees details here

Resource ID's, Positions, Contract details



View your position details here

Position ID's, Budget Hours, Used Hours, Vacant Hours



View your starters & leavers here

Starters and Leavers over the previous 12 months



View your employees absence details here

Sickness Absence, Annual Leave, Management of Attendance and other leave types



View your employees training & registration details here

Mandatory Training, DBS, Social Work England and HCPC registrations



Alerts - These Items require your attention! Click on one to view more detail

1

Open MOA Triggers

8

Employees Absent

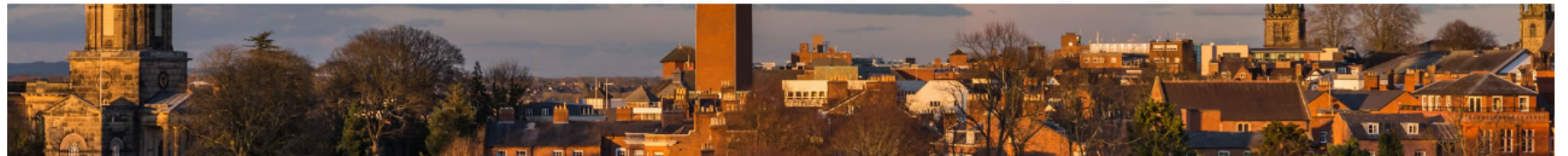
18

Expired / Missing DBS

0

Expired / Missing SWE

Want to learn more
about your application?
Click Here



Digital – improving systems and processes

- Better use of Agresso - introduced requests for position changes, new position establishment and agency employee requests in Agresso
- Created digital Covid self-isolation reporting forms to reduce calls to HR Support Desk and dashboard of information in Power Bi
- Created Agresso maternity notification solution and parental bereavement leave recording
- Creation of Maternity Pay forecast calculator
- Moved to DBS online checker to establish if a DBS is required rather than holding a panel meeting
- HR intranet review - moved to new SharePoint solution and review of content
- Changed to virtual HR meetings using MS Teams

Digital – Future Opportunities for Our People strategy

- Move to Provance (Customer Relationship Management system, with improved forms for raising HR queries)
- Agresso/Talentlink integration for an improved service to new entrants to the Council
- Review of all HR forms - move to electronic
- Improved dashboards for HR information including equalities
- Digital inclusion – including ability to engage with employees who do not have corporate access to the network (e.g. HR app)
- Consider use of 'chatbots' for frequently asked HR questions
- External HR website - aimed at candidates who want to work for the council (including videos/testimonials of our employees, information on staff equality forums etc)

Refreshing the Our People Strategy - Reflecting key changes

- Refresh of the Our People Strategy planned for 2021
- Significant changes in the context we are operating in need to be referenced, including:
 - Implications of Covid-19
 - Relight Our City
 - Equalities
 - Apprenticeships including Kick Start
 - Health and wellbeing
 - Climate change
 - Digital
- Refreshed narrative, action plans and performance framework planned – proposal to include on forward plan for future pre-decision scrutiny