

Your Ref.
Our Ref
Please Reply To **Kayley Sykes**
Telephone No (01924) 834912
Email Kayley.sykes@ypo.co.uk
Date 12 October 2016

Joanne Roney OBE
Town Hall, Wood Street, Wakefield, West Yorkshire WF1
2HQ
T 01924 305100; E jroney@wakefield.gov.uk
Typetalk calls welcome

To: Members of the YPO Joint Committee Scrutiny Sub-Committee

Dear Member

YPO SCRUTINY SUB-COMMITTEE – FRIDAY, 21 OCTOBER 2016

It is with pleasure that I write to invite you to attend a meeting of the YPO Joint Committee Scrutiny Sub-Committee which is to be held at **1:00 pm on Friday, 21 October 2016 in the YPO Headquarters, 41 Industrial Park, Wakefield** to consider the items set out in the agenda attached.

A training session for Members will take place before the start of the meeting at 12.30pm entitled Financial Management.

Yours sincerely



Joanne Roney OBE
Secretary to the Joint Committee

As a courtesy to colleagues would you please put your mobile phones and pagers on silent prior to the start of the meeting.

**YORKSHIRE PURCHASING ORGANISATION SCRUTINY SUB-COMMITTEE -
Friday, 21 October 2016**

AGENDA

1. Chair's Introduction and Welcome
 2. Acceptance of Apologies for Absence.
 3. To approve, as a correct record, the Minutes of the meeting held on 20 May 2016. (Pages 1 - 2)
 4. Members' Declarations of Interest.
 5. To note any items which the Chair has agreed to add to the Agenda on the grounds of urgency.
 6. People Strategy. (Pages 3 - 24)
- IN PRIVATE**
7. Exclusion of the Public and Press
In relation to reports containing exempt information to consider and, if approved, pass the following resolution: -

"That the public and press be excluded from the meeting during consideration of Agenda Items 8 to 10 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended"
 8. Sales Analysis. (Pages 25 - 36)
 9. Logistics Strategy. (Pages 37 - 59)
 10. IT Investment Update - Programme Link Update. (Pages 61 - 68)
 11. Date and Time of Next Meeting.
The next meeting of the YPO Scrutiny Sub-Committee will be held on 10 February 2017 at 10.30am.

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YORKSHIRE PURCHASING ORGANISATION SCRUTINY SUB-COMMITTEE

Friday 20th May 2016

Present: The Chair: Councillor Warburton
 Councillor – Barnard (Barnsley MBC)

Please note this meeting was not quorate and therefore these minutes are for information purposes only.

20.	CHAIR'S INTRODUCTION & WELCOME
	The Chair, Councillor Warburton, welcomed all parties to the meeting.
21.	ACCEPTANCE OF APOLOGIES FOR ABSENCE
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Smith (Calderdale), Cole (Doncaster) and Fletcher (St Helens).
22.	MEMBERS' DECLARATIONS OF INTEREST
	No declarations were made.
23.	MINUTES – 5th February 2016
	Resolved – The Minutes of the YPO Scrutiny Sub-Committee held on 5 th February 2016 were unable to be approved as today's meeting was not quorate.
24.	URGENT ITEMS
	None were raised.
25.	SCRUTINY SUB-COMMITTEE WORK PROGRAMME
	Consideration was given to the report of the Managing Director which provided members with an overview of the work scheduled for the 2016/17 committee cycle. The report also proposed the Terms of Reference, Principal Agenda Items, 2016/17 Meeting Schedule and Training Plan. Resolved – The inquorate Scrutiny Sub Committee indicated the members present would want to recommend that the report be noted and submitted to the Annual General Meeting in June.
26.	EXCLUSION OF THE PUBLIC & PRESS
	Resolved – That the public and press be excluded from the meeting during consideration of agenda items 8, 9, and 10 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.
27.	ICT STRATEGY AND BUSINESS CHANGE PROGRAMME
	Consideration was given to the update on YPO's IT Strategy.

	<p>It was shared that the Three Year IT Strategy has four fundamental pillars which are:</p> <p><i>Define & Manage</i> – ‘What we do and how we do it’ <i>Transform</i> – ‘How we will enable change’ <i>Innovate</i> – ‘How a modern IT team can be at the forefront of innovation’ <i>Engage</i> – ‘How we will work with our internal and external customers to deliver transformation and innovation’</p> <p>An update on the progress for each strategy pillar was provided to Members which included achievements to date and any further work required during the strategy period.</p> <p>Resolved – That the report be noted.</p>
28.	CUSTOMER SATISFACTION SURVEY
	<p>Consideration was given to the Customer Survey Results from April 2016.</p> <p>Jo Marshall, Executive Director shared a presentation which contained a word cloud of adjectives from customers, information and statistics on how YPO are doing, a customer insight, customer comments and bullet points of what we are doing moving forward.</p> <p>Jo Marshall, Executive Director also shared that the Customer Journey is a key focus for the Board and each month the Board review the Customer Complaints and Customer Compliments that have been received.</p> <p>Resolved – That the report be noted.</p>
	<p>DATE AND TIME OF NEXT MEETING</p> <p>Resolved – That the next meeting of the YPO Scrutiny Sub Committee is proposed as 14th October 2016 at 10.30am, at YPO Headquarters.</p>



YPO
SCRUTINY SUB COMMITTEE
TO BE HELD ON
21ST OCTOBER 2016

SUBJECT: PEOPLE STRATEGY 2015 - 2017

REPORT OF: ASSISTANT DIRECTOR HR AND LOGISTICS

1 PURPOSE OF REPORT

1.1 To provide scrutiny committee with an update on progress in relation to the 2015 – 2017 people strategy.

2 RECOMMENDATION

2.1 Scrutiny Committee are asked to comment and provide feedback. This report will be supported by a presentation at the meeting which will provide an overview of the key deliverables.

3 BACKGROUND

3.1 The theme for the YPO 2015-17 strategy is ‘Forward thinking, Outward looking’ which captures the growing confidence of YPO to build on previous successes and make significant strides during this period.

A number of building blocks have been put in place during the last three years and we now need to further develop our people strategy to ensure organisational success over the next three years.

We want YPO to be the UK’s number one Public Sector Buying organisation, achieving maximum value for money for the public purse however we cannot succeed without a talented and effective workforce who are high performing, customer focussed, skilled and motivated employees who are proud to deliver excellent services, and proud to work for YPO.

This strategy supports the delivery of YPO’s 3 year strategy to ensure the organisation has the right ‘fit for the future’ workforce to achieve its strategic ambitions and we will continue to embed our values to ensure our culture and people can continue to transform to embrace the changing environment. The full strategy document is attached as *Appendix 1*.

3.2 This three year people strategy will support and enable the delivery of the organisational strategy by focussing on the following priorities:

- Developing the organisational culture to fully embed the values and behaviours
- Developing our leaders and managers
- Being recognised as an employer of choice attracting and retaining a high calibre, ambitious workforce
- Investing in a performance management culture
- Recognising and rewarding excellence
- Managing our talent

3.3 Achievements in the last 12 months:

- **Developing the organisational culture to fully embed values & behaviours**

46% of staff have attended ICS 1st Impressions, which focused on our values and customer (internally & externally).

Airedale OHU engaged to provide in house OHU services in April 2016 to offer an extended Health and Wellbeing support service supported by an employee assistance programme.

Improved the working environment in HR, Canteen Kitchen, Reception & Transport Office.

NVQ's made available to all staff in order to support their development
Work has started on creating a performance management framework and people charter (these are available to YPO free through a partner organisation).

- **Fully embed our values and behaviours**

Values based team talks rolled out during 2015.

The recruitment process now includes values based questions.

A full review of the induction process to take place during Q4 2016.

- **Developing our leaders and managers**

People development team launched August 2015 which with the additional resources available has allowed us to focus on people's learning and development needs.

Managers across the business have received the following training since August 2015:

- Appraisals,
- Leading Change,
- Effective Feedback Skills,
- Engaging Communications

This has been supported by 1-1 coaching where needed.

- **Being recognised as employer of choice**

Some small improvements have been made in the recruitment process and a full review is underway with a view to creating a fully electronic process by 2017
Review of apprenticeship programme to take place in 2017 Two additional apprentices were recruited in 2016. Total apprentices recruited since 2011 is 48.

- **Investing in Performance Management**

A Performance Management Framework has been developed with a rollout to take place 2017. This will be a refresh for office based staff who have had appraisals for the last 4 years, however it is a new concept for colleagues in logistics and will start small with weekly performance discussions before we build up to using the full framework.

- **Recognising & rewarding excellence**

Employee awards presented annually at the Big Day.

Introduction of thank you cards to pass to colleagues when they receive excellent customer feedback or have just gone the extra mile to help their colleagues .

A variety of additional employee benefits are available to all staff, e.g. Lease cars, childcare vouchers, cycle to work scheme & aspire leisure reduced rates.

- **Managing our talent**

Management Development Program for aspiring managers to be launched Q1 2017.

Succession Planning to be explored initially for management roles but then across the organisation.

Whilst this report highlights the key achievements and future actions organisational challenges it is complemented by a more detailed activity plan which is attached at Appendix 2.

4 FINANCIAL IMPLICATIONS

4.1 All activities are completed within the base budget provided.

5 LEGAL IMPLICATIONS

5.1 There are no identified legal implications.

6 EQUALITY IMPLICATIONS

6.1 The workforce strategy and all actions taken are equality impact assessed to ensure compliance with the Equality Act 2010.

7 ECONOMIC IMPLICATIONS

- 7.1 As one of the largest employers in Wakefield YPO with a majority local workforce has an obligation to ensure all activities relating to the workforce contribute positively in terms of sustainable employment.

8 RISK IMPLICATIONS

- 8.1 We recognise our reliance on having a skilled and effective workforce and the infrastructure to support on-going management and development of employees and this is reflected within our strategic risk register and HR's operational risk register.

9 CONSULTATIONS & ENGAGEMENT

- 9.1 The people strategy was written in consultation with the Senior Management team and the actions and challenges have taken into account feedback from the Employee Survey.

SERVICE DIRECTOR: JULIE WRAY, ASSISTANT DIRECTOR – HR & LOGISITICS

YPO
41 Industrial Park
Wakefield
WF2 0XE

Telephone No: 01924 434897
E-mail address: julie.wray@ypo.co.uk

APPENDICES

Appendix 1 - 2015-2017 People Strategy
Appendix 2 – Action Plan

People Strategy

2015 – 2017

Introduction

The theme for the YPO 2015-17 strategy is 'Forward thinking, Outward looking' which captures the growing confidence of YPO to build on previous successes and make significant strides during this period.

A number of building blocks have been put in place during the last three years and we now need to further develop our people strategy to ensure organisational success over the next three years.

We want YPO to be the UK's number one Public Sector Buying organisation, achieving maximum value for money for the public purse however we cannot succeed without a talented and effective workforce who are high performing, customer focussed, skilled and motivated employees who are proud to deliver excellent services, and proud to work for YPO

The People Strategy supports the delivery of YPO's 3 year strategy to ensure the organisation has the right 'fit for the future' workforce to achieve its strategic ambitions and we will continue to embed our values to ensure our culture and people can continue to transform to embrace the changing environment

In implementing the next 3 Year Strategy, YPO will therefore endeavour to be:

- Innovative
- Ambitious
- Values Driven
- High Performing
- Customer focussed
- Willing to take calculated commercial risks
- Recognised as a Benchmark in all aspects of its activities

We will do this by investing in:

- Workforce skills and capability
- A performance management structure
- Physical and systems infrastructure
- Penetration of new markets
- New ways of doing business with customers
- Enhanced customer service in all areas of our business
- Effective internal processes
- Robust business change programmes

This three year people strategy will support and enable the delivery of the organisational strategy by focussing on the following priorities:

Developing the organisational culture to fully embed the values and behaviours

It is widely recognised that different organisations have distinctive cultures 'the way we see and do things around here'.

Through tradition, history and structure, YPO has built up its own culture with a strong sense of 'who we are', 'what we stand for', 'what we do'. It determines, through the organisation's legends, rituals, beliefs, meanings, values, norms and language, the way in which 'things are done around here'. Whilst YPO's culture encapsulates what it has been good at and what has and hasn't worked in the past it now risks putting up barriers to change and growth for the future.

We need a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement

We want to set the highest professional standards and foster a truly inclusive culture that is innovative, ambitious and values driven, recognising that all employees are making a valuable contribution to the success of the organisation.

We will achieve this by:

- Ensuring our values, culture and behaviours support an environment that promotes a positive culture for working in which all employees treat each other

with dignity and respect, and where we encourage and enforce appropriate behaviour towards colleagues.

- Ensuring that our services are always delivered in a timely, responsive, flexible and solutions-focused way and striving for customer satisfaction all the time, every time, ensuring Customer Service being at the heart of everything we do.
- Valuing and celebrating difference in the different parts of the organisation while upholding the highest standards of equality of opportunity for all.
- Ensuring that equity, fairness and transparency shape and inform our policies, practices and processes.
- Encouraging the highest standards of integrity, probity and professional conduct in our approach to our work and the service that we provide to our internal and external customers.
- Embracing a culture of continuous improvement, creativity, innovation and quality. Supporting our colleagues to implement new ideas and new ways of working and always celebrating success.
- Ensuring our working environment reflects the type of employer we are and we will ensure we provide a safe and healthy working environment and look to create a fair work-life balance and support staff in maintaining a healthy lifestyle through our health and wellbeing programmes.

Fully embedding our values and behaviours

Following a period of consultation we launched our new values in 2013, and throughout 2014 and the life of this strategy we will be looking to embed the values across the organisation so that they become a way of life and are reflected through our actions and how we make decisions on a day to day basis.

We want our values to be more than just words on posters they should be the framework for building the culture we want at YPO and we need to consistently communicate them and ensure they are visibly demonstrated through the behaviours of all people managers.

Our values are:

- We Care
- We are Helpful
- We are Straight talking
- We don't like waste

In 2014 we introduced a formal competency framework for the first time at YPO. This framework outlines how we want people at YPO putting our values: we care, we are helpful, we are straight talking and we don't like waste at the heart of everything we do.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines seven competencies, and for each competency there is a description of what it means in practice and some examples of effective and ineffective behaviours at all levels. These indicators of behaviour are not designed to be comprehensive, but provide a greater understanding and consistency about what is expected from individuals at YPO.

The framework will be used for recruitment, performance management and development discussions. Competencies will be reviewed informally at 1-1 meetings and more formally at least twice each year – so whilst objectives will set out “what” employees need to achieve over the year the competencies will set out “how” they need to work to achieve those objectives.

Some competencies in the framework apply to all employees

- Customer Service
- Effective Communication
- Team Working
- Continuous Improvement
- Drive for Success

There are two additional competencies for employees who are responsible for managing others.

- Managing and Developing People

- Managing Successful Delivery
-

We will fully embed the values and behaviours by:

- Ensuring they are more than just words on posters they should be the framework for building the culture we want at YPO and we need to consistently communicate them and ensure they are visibly demonstrated through our actions and how we make decisions on a day to day basis.
- Reviewing our JD template and ensure there is an agreed wording for all JD's, and encourage managers to reflect the values in the body of the JD
- Reviewing Advert template and agree two intro's one for internal ads and one for external ads that capture the competencies and values.
- Including in the recruitment process values and competency based questions
- Reviewing the induction process to ensure the competencies and values are clear and consistent in each section and that managers discuss the meaning of them with new starters.
- Reviewing how we capture the competencies and values in performance management at an organisational, team and individual level.
- Introducing team talks so each week each team had a ten minute 'team talk' session to discuss one of the values and feedback would be sought each week to look at what works and what doesn't, where further support is needed, to capture what the conversations have identified, and to ensure that the programme stays on track.
- Developing team talks to include performance and continuous improvements including ICS ideas
- Recognising individual and teams who live by the values and celebrating positive feedback and achievements

Developing our leaders and managers

Exemplary leadership skills form an essential part of fulfilling our ambitions. We will develop our leadership competencies at all levels, to ensure that staff understand their own leadership styles, and can adapt them to deal with different situations, in order to motivate and energise their teams.

We will achieve this by:

- Preparing staff for leadership roles early in their careers, so that they have the necessary depth and breadth of experience to take on roles with greater responsibility.
- Acknowledging management skills will be equally as important as leadership skills, and great emphasis will be placed on preparing managers to deliver change and innovation effectively and swiftly, in a highly competitive and ever-evolving environment, where competitive advantage, responsiveness and opportunism will feature across our activities.
- Through development, coaching and mentoring, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing staff: from setting clear expectations and rewarding excellence, to managing poor performance.
- Encouraging networking with and benchmarking against other world class organisations at an individual and organisational level to develop leadership and management skills, knowledge and experience.
- Embedding a coaching strategy will be created giving consideration to company values, goals, mission and vision and how coaching can support these goals
- Embedding a Professionalised Customer Service provision with appropriate training and accreditation to meet the increasing expectations of the customer of today and the future.
- Introducing a coaching and development programme to drive performance improvement - All people managers across the business to complete a six month development programme in order to gain relevant coaching knowledge/skills and to be able to act as coaching role models

Being recognised as an employer of choice attracting and retaining a high calibre, ambitious workforce

YPO has the challenge of operating as a commercial entity within the constraints of the public sector terms and conditions. This can lead to difficulties in recruiting high calibre staff when salaries are capped and bonuses are not available.

Overall total remuneration packages are comparable when viewed as a total reward package and this needs to be developed as a selling tool when recruiting as well as a retention tool when good quality staff are tempted to look elsewhere.

Recent experience has shown that YPO's reputation and stability in a volatile market place is a powerful recruitment tool and we will exploit this more; however we can't afford to be complacent and need to look at additional steps we can take to ensure we can attract, retain and reward the people we need to be successful.

We will achieve this by:

- Promoting the attractiveness of YPO as a national leader in public sector recruitment through tailored recruitment strategies to ensure we appoint the best candidates and achieve greater diversity across the workforce
- Implementing an e-recruitment system to deliver a consistent and positive applicant experience
- Reviewing our current advertising strategy to ensure we are able to attract high calibre candidates to professional roles.
- Reviewing our recruitment process to ensure it is compliant and fit for purpose to ensure we can respond quickly to fill key vacancies.
- Supporting new staff through tailored induction processes, to enable them to quickly become effective in their new roles
- Supporting effective staff retention through integrated and inclusive approaches to career development, succession planning and promotion;
- Developing and retaining staff talent through a planned, systematic and inclusive approach to succession planning
- Further developing our apprenticeship scheme

- Exploring the option of a graduate programme for YPO
- Highlighting the corporate social responsibility activities that YPO do socially, economically and environmentally to become an employer of choice
- Continuing to invest in our working environment to ensure staff have a safe and healthy environment in which to work.
- Creating a coaching culture where coaching is a key aspect of how leaders, managers and staff engage and develop in ways that create increased individual, team and organisational performance

Investing in a performance management structure

The setting, monitoring and evaluating of employee objectives linked to robust personal development plans is a key factor that underpins the wider performance reporting framework outlined in the 3 year strategy. Objectives will encompass organisational management systems such as quality and environment.

We have made a start in implementing an appraisal programme for office based staff where objectives are set on an annual basis, but there is still a long way to go to have a fully developed performance management structure in place.

We will achieve this by:

- Developing objectives and performance measures at an individual, team and organisation and ensuring these are clear and communicated to all employees.
- Sharing organisational performance with all employees on a regular basis through a variety of internal communications channels.
- Ensuring performance becomes a part of the team talks and team meetings involving all staff in how we are doing as an organisation as well as monitoring the effectiveness of business processes and identifying any barriers to improvement.
- Designing and implementing a performance management process for operations colleagues and drivers.
- Further developing the appraisal process to include competency assessments

- Continuing to measure perceptions of performance through internal and external surveys
- Acting on the results of monitoring, measurement and evaluation of performance
- Continuing to develop managers to ensure everyone is comfortable doing their role in terms of performance / people management

Recognising and Rewarding Excellence

Rewarding excellence is not always financial incentives but about the overall package and the extra things an employer can do to ensure high performing employees know their contribution is valued.

At YPO we are constrained financially in terms of what we can reward, however we do have the capacity to recognise excellence in a number of ways to ensure employees feel their contribution is valued and they are motivated to continue working hard.

We will achieve this by:

- Rewarding excellence and success in a variety of ways e.g. through employee awards and celebrating public value champions
- Reviewing employee benefits to produce a total reward statement for all employees.
- Investigating options for additional staff discounts and new salary sacrifice schemes to enhance the total reward package
- Investing more in employee engagement encouraging employees to respond and engage with us through staff surveys, suggestions schemes, business briefings etc.
- Developing more options to say thank you in small ways e.g. free coffee in December, Christmas dinner in the canteen, free fruit days etc.

Managing our talent

Talent management is the practice of strategic, long-term, career management, which addresses retention and development. There are many different models of talent management, and we need to develop a model that is suitable for YPO that will address our future approach to sourcing, attracting, selecting, training, developing, retaining, promoting and moving employees through the organisation throughout their career.

We will achieve this by:

- Developing a flexible model centred on an individual's particular strengths and career development potential.
- Proactively identifying any new skills and knowledge required to support innovation and YPO's ambitions and developing staff to meet these needs
- Investing in training and development opportunities to up skill employees and help them to realize their ambitions.
- Developing an enhanced suite of e-learning options to provide alternatives to classroom style learning.
- Offering job shadowing opportunities to experience alternative career choices
- Exploring the option of an aspiring leadership programme
- Continuing to invest in our apprenticeship programme.
- Carrying out exit interviews and acting where appropriate on intelligence gathered through this process

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Action	Completed/Ongoing	Planned for 2017
<u>Developing the organisational culture to fully embed the values & behaviours</u>		
Ensure values, culture & behaviours support an environment that promotes a positive culture for working in which all employees treat each other with dignity & respect, and where we encourage & enforce appropriate behaviour towards colleagues	Currently working on the creation of a performance management framework	Roll out of performance management framework
	People Development Team gaining agreement from board to create a People Charter	Roll out of People Charter
Ensuring that our services are always delivered in a timely, responsive, flexible and solutions-focused way and striving for customer satisfaction all the time, every time, ensuring Customer Service being at the heart of everything we do.	ICS 1st Impressions workshop delivered to 46% of workforce	
	Created a standardised way of picking to improve our service to our customers	Training for existing staff around picking process to be rolled out to improve quality & efficiency
	Created & upskilled a team of internal trainers to deliver training to all future agency staff & support the cross training across operations	All operational staff to be cross trained in order areas of operations
	Training programme created for agency staff in ops to improve quality & efficiency	
	Leading change training provided to all managers to ensure change is delivered in the right way	
	Y change training provided to 16% of wider workforce to help understand why we need to change as a business & the part they play	
Valuing and celebrating difference in the different parts of the organisation while upholding the highest standards of equality of opportunity for all.		
Ensuring that equity, fairness and transparency shape and inform our policies, practices and processes.	Work with Unison to create policies	
	Process for impact assessments	
	Process for introducing equality impact assessment meeting to take place in Sept. 2016	Introduction of EIA's as part of a policy review programme
Encouraging the highest standards of integrity, probity and professional conduct in our approach to our work and the service that we provide to our internal and external customers.	Code of conduct	Roll out of performance management framework
	Currently working on the creation of a performance management framework	Roll out of People Charter
Embracing a culture of continuous improvement, creativity, innovation and quality. Supporting our colleagues to implement new ideas and new ways of	Director walkabouts take place within operations	

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working and always celebrating success.		ICS 1st Impressions staff suggestions scheme has seen 20 improvements made across the business
	Leading Change & Y Change workshops available across YPO	We have a staff suggestions scheme
	Various NVQ's available to all staff	
Ensuring our working environment reflects the type of employer we are and we will ensure we provide a safe and healthy working environment and look to create a fair work-life balance and support staff in maintaining a healthy lifestyle through our health and wellbeing programmes.	Our reception area has been refurbished to deliver a better experience for our customers	Refurbishment planned to start in Feb 2017 for all office space
	Flexible working policies	Need to review & enhance health & wellbeing offerings
	Health days/Health pods	
	Reduced gym membership deal for all staff	
	Entered into a new contract with Airedale OHU	
	New salad bar introduced in canteen	
Fully embed our values & behaviours		
Ensuring there are more than just words on posters they should be the framework for building the culture we want at YPO and we need to consistently communicate them and ensure they are visibly demonstrated through our actions and how we make decisions on a day to day basis.	People Development Team gaining agreement from board to create a People Charter	Roll out of People Charter
Reviewing our JD template and ensure there is an agreed wording for all JD's, and encourage managers to reflect the values in the body of the JD		To be completed in 2017
Reviewing Advert template and agree two intro's one for internal ads and one for external ads that capture the competencies and values.	Completed	
Including in the recruitment process values and competency based questions	Completed	
Reviewing the induction process to ensure the competencies and values are clear and consistent in each section and that managers discuss the meaning of them with new starters.	Values were included during 2015	Need to include competencies into induction process. Induction process to be reviewed in 2017
Reviewing how we capture the competencies and values in performance management at an organisational, team and individual level.	Currently working on the creation of a performance management framework	Roll out of performance management framework
Introducing team talks so each week each team had a ten minute 'team talk' session to discuss one of the values and feedback would be sought each week to look at what works and what doesn't, where further support is needed, to capture what the conversations have identified, and to ensure that the programme stays on track.	Completed during 2015	
Developing team talks to include performance and continuous improvements including ICS	Team meetings take place across parts of the business	Review once Performance Management & People Charter is rolled out in 2017

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ideas		
Recognising individual and teams who live by the values and celebrating positive feedback and achievements.	Staff awards as part of our 'Big Day' event	relaunch of recognition scheme in 2017. PB to speak to Liz Cowie.
	Introduced Thank you cards across the business	
	Public Champions awards	
Developing our leaders & managers		
Preparing staff for leadership roles in their careers, so that they have the necessary depth & breadth of experience to take on roles with greater responsibility	ACAS delivered a Management Development Program for all managers across YPO. This is involved 6 one day workshops during 2014	
	People Development Team went live in August 2015 to support development across the business	Management development program for all aspiring managers will go live in January 2017
	Internal management workshops provided = Appraisals, Leading Change, Effective Feedback Skills, Engaging Communications, as well as 1-1 coaching where needed, for all existing & aspiring managers	
Acknowledging management skills will be equally as important as leadership skills, and great emphasis will be placed on preparing managers to deliver change and innovation effectively and swiftly, in a highly competitive and ever-evolving environment, where competitive advantage, responsiveness and opportunism will feature across our activities.	Leading Change workshop provided to all managers in 2016. This was followed up with a Power Hour embedment of learnings workshop	MDP rollout in 2017 for aspiring managers
Through development, coaching and mentoring, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing staff: from setting clear expectations and rewarding excellence, to managing poor performance.	On-going support for managers available from HR Team & People Development team	
Encouraging networking with and benchmarking against other world class organisations at an individual and organisational level to develop leadership and management skills, knowledge and experience.		Action needed re benchmarking
Embedding a coaching strategy will be created giving consideration to company values, goals, mission and vision and how coaching can support these goals	Invested in a People Development Team	More action needed - we need to create a coaching strategy/plan
Embedding a professional Customer Service provision with appropriate training & accreditation to meet the increasing expectations of the customer of today &	Upskilled customer service call centre staff regarding telephone manner, being able to take different call types so as to	

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future	increase SLA's	
	ICS 1st Impressions workshop delivered to 46% of workforce	
Introducing a coaching and development programme to drive performance improvement	2014 - Accelerator provided coaching training to Senior Management team,	
<u>Being recognised as an employer of choice attracting and retaining a high calibre, ambitious workforce</u>		
Promoting the attractiveness of YPO as a national leader in public sector recruitment through tailored recruitment strategies to ensure we appoint the best candidates and achieve greater diversity across the workforce	Times 100 Best companies to work for. Tailoring adverts to highlight benefits of working at YPO. Tailored solutions discussed with HR to determine best route to market. Two ticks accreditation for positive recruitment for people with disabilities.	Annual re-accreditation
	Internal recruitment process to provide development opportunities for YPO staff.	
Implementing an e-recruitment system to deliver a consistent and positive applicant experience	Now use Twitter & Linked-In to recruit staff	ITrent upgrade to take place during 2017.
Reviewing our current advertising strategy to ensure we are able to attract high caliber candidates to professional roles.	As above	As above
Reviewing our recruitment process to ensure it is compliant and fit for purpose to ensure we can respond quickly to fill key vacancies.	HR gatekeep compliance.	Review due 2017
	Improved our process to create a faster turnaround when recruiting people into the business	
Supporting new staff through tailored induction processes, to enable them to quickly become effective in their new roles		Review process in 2017 depending on priorities
Supporting effective staff retention through integrated and inclusive approaches to career development, succession planning and promotion	All vacancies are advertised internally first	MDP rollout in 2017 for aspiring managers
		Review benefits offerings - 2017
Developing and retaining staff talent through a planned, systematic and inclusive approach to succession planning		Create plan for 2017. what will this look like?
Further developing our apprenticeship scheme	Increased year on year.	Review of apprentice program requirements to take place during 2017

Investing in a performance management structure		
Developing objectives and performance measures at an individual, team and organisation and ensuring these are clear and communicated to all employees.	Currently working on the creation of a performance management framework	Roll out of performance management framework
	People Development team making recommendations to board regarding a People Charter	Roll out of a People Charter
Sharing organisational performance with all employees on a regular basis through a variety of internal communications channels.	Business Briefings	Consider new ways of communicating performance across the business
	Weekly update	
	Managers conference took place in Sept 2016 which looked at how to communicate performance across the business	
Ensuring performance becomes a part of the team talks and team meetings involving all staff in how we are doing as an organisation as well as monitoring the effectiveness of business processes and identifying any barriers to improvement	Introduced into the customer care call centre area in 2014	
	Pockets of weekly updates taking place	Lack of MI and PM framework
Designing and implementing a performance management process for operations colleagues and drivers.	Currently working on the creation of a performance management framework	Roll out of performance management framework
	1-1's introduced Sept 2016	
Further developing the appraisal process to include competency assessments	Completed in 2014	Review appraisal process as part of PM framework in 2017
Continuing to measure perceptions of performance through internal and external surveys		
<u>Continuing to develop managers to ensure everyone is comfortable doing their role in terms of performance / people management</u>	Appraisal training delivered to all managers in Dec 2015	MDP rollout in 2017 for aspiring managers, also modules also to existing managers on an ad hoc basis
	Effective feedback training delivered to all managers in 2016	
	Engaging Communications training delivered in 2016	
Recognising and Rewarding Excellence		
Rewarding excellence and success in a variety of ways e.g. through employee awards and celebrating public value champions	Public champion awards published in staff magazine (Champion)	Speak to Liz Cowie re other methods of rewarding excellence
	Awards during 'Big Day'	
	Thank you cards introduced 2016	
Reviewing employee benefits to produce a total reward statement for all employees.		Due in 2017
Investigating options for addition staff discounts and new salary sacrifice schemes to enhance the total reward package	A variety of salary sacrifice schemes, e.g Lease cars in 2015, childcare vouchers, cycle to	Review to take place in 2017

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	work, aspire leisure	
Investing more in employee engagement encouraging employees to respond and engage with us through staff surveys, suggestions schemes, business briefings etc.	Time in Operations, allowing employees time to complete surveys in work time	
Developing more options to say thank you in small ways e.g. free coffee in December, Christmas dinner in the canteen, free fruit days etc.	Drinks machines are free every year during December	
	Free fruit provided every other Wednesday	
	Big Day - time. Lunch etc.	
	Thank you cards for full attendance	
Proactively identifying any new skills and knowledge required to support innovation and YPO's ambitions and developing staff to meet these needs	Head of Innovation role created	
	Recruitment of Operations, IT and Customer Connected Trainers	
Investing in training and development opportunities to up skill employees and help them to realize their ambitions.	Training budget available every year to support training needs across the business	Review of training budget process to take place 2017
	Invested in a People Development Team	
	YPO Apprenticeship Scheme	
	Pay professional fees for all employees	
	Provide training and coaching interview skills	
	Free NVQ's available across the organisation	
Developing an enhanced suite of e-learning options to provide alternatives to classroom style learning	OLAS	On-going into 2017
		Moodle for self-learning to be introduced 2017
Offering job shadowing opportunities to experience alternative career choices	Still available when needed	
	Managers conference took place in Sept 2016 which looked at job shadowing process	
Exploring the option of an aspiring leadership programme		Management Development program will be available for all aspiring & newly promoted managers
Continuing to invest in our apprenticeship programme	As previous	
	Young person award now part of 'Big Day' annual conference	
	Increased program by 2 extra people	
Carrying out exit interviews and acting where appropriate on intelligence gathered through this process	Continue - HR send these out when they acknowledge a resignation letter.	

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of Part 1 of Schedule 12A of the Local Government Act 1972.

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