

Appendix B**Key products developed and delivered to support the implementation of the People Strategy 2020-2024**

- i. A new Attendance Management Policy strongly underpinned and driven by a corporate target. This was supported with a new two-part training programme for managers and a small team of dedicated HR professionals were put in place to work directly with managers to resolve the complex sickness absence cases – both short- and long-term absences. Sickness absence has reduced, and managers are reported to be more confident in performance managing in this area.
- ii. A set of Values and Behaviours was introduced to embed four key expectations (Flexibility, Positivity, Openness and Transparency and Trust and Respect) as part of the working culture for the Council. These are to be worked to and demonstrated by all employees.
- iii. A new annual appraisal process which moved away from a tick box style checklist approach to one that created an honest conversation on performance against targets/expectations, general wellbeing and attendance and support with further learning and development.
- iv. A new Performance Management Framework for managers to be able to assess their level of knowledge and skills in being able to effectively performance manage their services. The framework consists of five themes: Drive, Think, Feel, Connect and Inspire and under each theme there are a set of expectations and a list of learning and development aids where access to these could be beneficial.
- v. As part of the above, the launch of a new set of performance management tools for managers to build their knowledge and skills. These include: Several videos (for example, Building Trust, Coping with Stress, Having Courageous Conversations, The Giving and Receiving of Feedback and Leading with Emotional Intelligence). There are also several Ted Talks on a range of leadership subjects and links back to the Council's policies and the Values and Behaviours.
- vi. A programme of 360-degree feedback has been introduced to assist managers in determining what they should focus on developing as part of the Performance Management Framework and what key areas should form part of their Annual Appraisal Review process to bring continuous improvement and professional development.
- vii. Introduced arrangements for team and individual mentoring and coaching.
- viii. A new Apprenticeship Strategy which introduced into the Council a broader range of qualification training which could be funded through the Apprenticeship levy. As of December 2020, the Council had 256 apprentices

covering 54 different apprenticeship programmes. The Council also has 24 social workers undertaking the social work apprenticeship programme across two cohorts from both Adults and Communities and Children and Families Services departments. Positive feedback has been received from the participants on this course.

- ix. A new Institute of Learning and Management programme at levels 3,5 and 7 which created an opportunity for the Council to work with the provider to set the contents of the programme and to adopt a more flexible learning approach to meet work/life balance commitments, making the courses more accessible.
- x. The introduction of Communities of Practice sessions for all managers and supervisors on grade 14 and below. Several events are held each year, each with a different management theme to support managers in developing their understanding and skills. Events to date include: Diversity, Inclusion Without Exclusion, Recruitment and Retention, Leading Teams through Change and Managing Yourself through Change, Dealing with Difficult Conversations and Asset-Based Community Development and Managing Teams Remotely.
- xi. A new Recruitment and Retention Strategy which included: Redesigning the Council's job's website, reviewing approaches to advertising especially for hard to recruit to posts, a new Incentives Policy to give a range of options to encourage candidates to apply to Leicestershire County Council where the market competition is high – for example, social workers, solicitors and engineers. An approach to holding recruitment fairs was developed with one being held by the Environment and Transport Department and a new policy to introduce career graded posts to support succession planning, which, where appropriate, can be supported by the Apprenticeship Strategy.
- xii. A Smarter Working Policy to give managers and employees a broader range of options to deliver services efficiently and to allow for different patterns of work to support work/life balance. This laid a solid foundation for the further work the council is about to embark on to deliver its New Ways of Working Programme.
- xiii. A Wellbeing Strategy was delivered which served to highlight to managers the importance of supporting their staff with wellbeing/health issues. Driven by an increase in absence cases due to mental health, stress and depression, this was an area that needed to be addressed. Training sessions for managers, including the requirement to talk to all employees in their one to one sessions and APR's about their wellbeing. Through promotion there was an increase in the uptake of Mental Health First Aid sessions and the introduction of an external Employee Assistance Programme. The commitment that the Council will support its workforce with their mental health and wellbeing is a strong feature in the new People Strategy particularly as more smart/remote working arrangements are adopted.
- xiv. The implementation of a range of Workforce Data Information Dashboards to enable Departmental Management Teams and managers to obtain key workforce data about their departments and services. Quarterly reports are

presented to Departmental Management Teams by HR Business Partners to highlight any potential trends or matters of concern so departments can consider positive action measures.

- xv. Equality and Diversity has continued to be a key area of focus in the Council. In addition to the Stonewall index which the Council takes part in, there are plans to obtain Disability Confident status and to implement an action plan that has been developed by the Council's BAME Working Group which has the support of the Equalities Board. The focus of the action plan is on recruitment, retention and progression of BAME staff into roles on grade 13 and above.

This page is intentionally left blank