



EMPLOYMENT COMMITTEE – 26 MAY 2022

PEOPLE STRATEGY 2020-2024 - UPDATE ON PROGRESS

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Employment Committee with an update on the work currently undertaken to deliver the Council's People Strategy 2020-2024 following its approval by the Committee on 4 February 2021. A copy of the People Strategy has been attached as Appendix A for reference.

Policy Framework and Previous Decisions

2. The Council's People Strategy (2020 – 2024) was approved by the Employment Committee on 4 February 2021. In summary, the purpose of the strategy which has been developed to support the Council's Strategic Plan, is to set out a work plan to assist in the Council's: overall performance and productivity; to ensure that the workforce has access to necessary and optional learning and development opportunities; set a clear support framework for wellbeing and mental health; and ensure that the council is able to attract and retain a committed public service workforce which understands and works to its values to support Leicestershire communities.
3. At the meeting of the Employment Committee on 4 February 2021, there was a particular focus on the smart targets that had been set to measure the overall performance of the Delivery Plan. It is the work undertaken to achieve these, so far, which provides the information for this update report.

Background

4. The People Strategy (2020-2024) was developed following an evaluation exercise which took place on the previous Strategy (2017-2020). This was an extensive piece of work which involved discussions with all departments to determine workforce needs and priorities over the short and medium term.
5. The information was then categorised into three themes:
 - i. Performance Management.
 - ii. Leadership.
 - iii. Workplace and Culture.

Although there are several overlaps between them, each theme has a number of projects designed to achieve the outcomes the council requires.

6. It is important to note that the impact of Covid-19 on how the Council's workforce needed to work then, and the council's expectations for future service delivery, has also been considered from the point of view of meeting health, safety and wellbeing requirements. This is therefore a key feature throughout all delivery plans.
7. As part of the current Ways of Working programme, two departments (Adults & Communities and Environment & Transport) are taking part in a model office pilot scheme. It has been implemented to lead the way on how the Council's workforce can work in the future, including how the Council will manage its property estate and roll out supporting information technology. As part of this report, it is noted that the people aspect of this programme is being supported by a number of the projects within the People Strategy.

Update on the Work to Deliver the People Strategy

8. The following table captures the current position of what has been achieved to date.

Smart targets set for years' 1 and 2 of the People Strategy 2020-2024 and Outcomes to Date.

9. For Years' 1 and 2 of the People Strategy a work programme was put in place. For each of the projects listed below there is a comprehensive project plan that contains all the activities that are required for successful delivery. Officers monitor performance on a fortnightly basis.

Year 2 2021 – 2022

Project	Benefit	Target	Measurement	Outcomes to Date
Executive Coaching	Senior leaders' leadership capability will be developed to effectively lead and manage through change.	An increase in confidence and level of skill in the ability to lead through change increased from start of programme.	Programme will be formally evaluated which will include participants to score their confidence and skills prior to undertaking the programme and on completion.	Results obtained from the first cohort and evaluated. Clear and beneficial outcomes obtained for each of the individuals. Programme is now part of L&D's leadership offering. The second cohort has now also commenced.
Leading through Innovation	Managers will be developed to be more confident and capable in managing smarter teams which includes remote working and managing through outcomes that maintain or increase productivity, whilst also understanding the importance of innovation in their ways of working.	An increase in confidence and level of skill particularly in relation to managing the performance of remote teams. An ability to apply in practice what has been learnt regarding innovation.	Programme will be formally evaluated which will include participants to score their confidence and skills prior to undertaking the programme and on completion.	Tools, resources and videos have been developed and are hosted on the Learning Hub. These have also been shared with partners. Two training sessions on Innovation have been held with good feedback. More sessions have been arranged but in addition to these, a number of lunch and learn sessions have put in place to run throughout the remainder of the year. At the end of the year a Recognition Event is being planned to celebrate innovative work
Aspiring	There is a clear development	Confidence to	50% of attendees	45 employees are on the first cohort with a

Project	Benefit	Target	Measurement	Outcomes to Date
Managers	pathway for aspiring managers that enables the organisation to 'grow its own' and supports recruitment and retention priorities.	apply for management roles (including the management of people) increased from start of programme.	go on to apply for a management position.	second cohort commencing this month. Feedback and evaluation results have been positive and two individuals from the first cohort have secured promotions into a line manager role.
Supervisor Development	Supervisors are accessing learning appropriate to their roles, that increases their confidence and capability.	Increase in uptake from supervisors in accessing appropriate Learning and Development.	Report via learning hub to understand number of supervisors who have accessed which- resources	Two bespoke programmes have been developed for two departments with a third in progress. Feedback extremely positive and the plan is to roll out this offer to all departments.
Leadership Management Framework	Managers at all levels are aware and understand what the council requires from its leadership and management and know what relevant leadership development is available to acquire the necessary skills.	Look at the various ways to assess performance and productivity – This will include the results on balanced scorecards and from the Staff Survey.	Managers at all levels are accessing and using appropriate learning resources via the Learning Management System. Reports to be obtained to demonstrate if this is the case.	Mapping exercise has commenced using the Leadership Behaviours Framework as the guide. Therefore, the levels that will be used are Foundation, Experienced and Strategic. A basic People Management course is being piloted in A&C with a view to this being rolled out to other departments. This will be complementary to the Managers' Induction course. The new upgrade of the Learning Management System (LXP) will have improved functionality, including making the searchers for learning and development resources far easier.

Project	Benefit	Target	Measurement	Outcomes to Date
Mental and Physical Wellbeing	Reduction of sickness absence, staff clearly understand where they can access help when it is required, good wellbeing practice is embedded with managers and in the council's culture, support for those staff who are required to work remotely for extended periods of time and support with recruitment and retention.	Sustained and maintained progress towards the target 7.5days per FTE	Staff and Wellbeing Surveys. Leavers questionnaire data - new data from Oct 2020	Sickness absence figures are unavailable at present. Corporate Wellbeing Group in place who are actioning a detailed plan of mental health and wellbeing activity
Recruitment, Retention and Redeployment	<ol style="list-style-type: none"> 1. A new recruitment process which is streamlined and encourages applicants to apply and therefore enables managers to appoint candidates quicker. 2. Recruit to hard to fill posts as a result of the recruitment incentives policy, better 'branding' and more effective recruitment practices. 3. Enhanced communication over the benefits and rewards of working for the council 4. A redeployment process that minimises redundancies and retains skills 5. The council to be regarded as a place where people want to work. 	To be able to attract high calibre candidates to all vacant posts to work for the council and retain for a period of over 3 years	Periodically review the recruitment process – its overall efficiency and turnover rates. Increase the numbers of staff who may be redeployed into other posts within the council	Implementation work has commenced on a new recruitment system – ORC. Implementation date – August 2022. Recruitment Incentives Policy being more widely applied where there is an agreed business case that it will increase the number of job applications and lead to longer retention periods. A new Benefits package has been implemented – ICOM - which gives employees a range of discounts. Currently also considering what advice and support can be offered through the scheme on financial management

Project	Benefit	Target	Measurement	Outcomes to Date
Diversity and Inclusion	<ol style="list-style-type: none"> 1. Any potential discrimination is eradicated. 2. The council's reputation as an excellent employer (both internally and externally) is promoted 3. Reduction in staff turnover 4. Greater development of skills and insights, resulting in increased productivity 5. Continued development and representation of Workers Groups (BAME, DWG, LGBT+) 	<p>Increase in the% declaring characteristics.</p> <p>Increase in the % of the diversity of the workforce at G13 and above.</p> <p>Achievement of accreditation status i.e., Stonewall, Disability Confidence and Race equality standard</p>	Workforce data reports to be produced from Oracle on a quarterly basis and discussed at Departmental Management Team Meetings	The council has retained its status to be an employer in the top 100 in the Stonewall Index and the council also received a Gold Award for its submission. Disability Confident Status – we have retained our Level 2 status with work underway to achieve Level 3. The council has signed up to the Race Equality Charter and the standard will assist in developing our work in this area and finally, a new set of guidance has been implemented on Representative Interview Panels which has been widened to include other protected characteristics
The Way We Work	<ol style="list-style-type: none"> 1. Managers lead their teams into new ways of working, resulting in high levels of productivity, and ensuring that their staff have the equipment and skills they need. 2. Managers are enabled to adopt positive changes in behaviour and challenge current ways of working so that they can successfully embed a new working culture, which fosters a climate of trust for them and their staff. 3. LCC encourages employees to 	Targets are still being worked on due to the links with the Ways of Working Programme	The different ways in which this can be measured are currently being assessed	A new intranet page has been developed which contains information on smarter working with links to relevant policies and guidance. A series of Organisational Development sessions have been held to support managers in being able to manage hybrid teams and also for all staff on managing their time to maximise productivity. An IT programme has been developed and delivered to support our staff in being able to use the technology that is made available to them – such as the use of Teams and Sharepoint

Project	Benefit	Target	Measurement	Outcomes to Date
	<p>be innovative, flexible and drive positive change within the organisation. As a result, staff are change-ready and have the proactive mindset, skills and tools to work in new ways.</p> <p>4. Staff are multi skilled and can work flexibly across a variety of teams.</p>			
Attendance Management and Capability	<p>1. Improved levels of attendance and performance</p> <p>2. Improved management of probationary periods</p> <p>3. More appropriate and effective use of the capability process</p> <p>4. An improved performance management culture.</p>	<p>Improved levels of attendance and performance</p> <p>2. Improved management of probationary periods</p> <p>3. More appropriate and effective use of the capability process</p> <p>4. An improved performance management culture.</p>	<p>Oracle data for attendance reports to Corporate Management Team and Employment Committee</p> <p>HR data from the database to track probation and capability cases.</p>	<p>Sickness absence data for the council was not available at the time of writing this report but the attendance management project has continued to work closely with managers in departments to support cases of attendance, capability and performance to achieve good and appropriate outcomes</p>
APR and Supervision	<p>1. More effective APR process and improved interface with supervision.</p>	<p>Supervision received by all 90% of staff to</p>	<p>APR compliance data from Oracle, and Staff Survey</p>	<p>New guidance for APR and Supervision has been developed and launched</p>

Project	Benefit	Target	Measurement	Outcomes to Date
	2. Greater levels of compliance with APR and supervision completion rates	have received APR within a 12 month period recorded within Oracle	information	
Values and Behaviours	Greater understanding of the values and behaviours which provide more cohesion to the council and underpin our identity as an employer.	Each of the people strategy projects have values and behaviours integrated.	Values and behaviours statement for each project to be developed and put in place	All People Strategy projects for Year 2 have the council's Values and Behaviours integrated into them – with specific reference being given in, for example, the council's new Corporate Induction Programme
Performance Management Framework	Clearly understood management expectations which managers are held accountable to.	Performance management framework is understood and being utilised	Survey to take place 6 months after the launch of the project	The Performance Management Framework has been re-worked and designed to become the Leadership Behaviours Framework. This is due to be launched in the early Summer 2022
Performance Management Information – Efficiency and Productivity	Managers have access to a range of tools to enable them to manage their teams efficiently and effectively. A review of workforce data dashboards to take place to also assist managers in making decisions on resourcing.	All managers understand what is required of them regarding performance management and they also utilise people data in this process.	To be discussed with Managers at supervision and APR sessions	Work has commenced on scoping out this project and it is noted that it will utilise any relevant findings from the evaluation of the Ways of Working Pilot. Work has also commenced on the development of a set of workforce data which will be available from the council's Oracle Fusion system. This will be a key source of data for performance management, together with a recommended Balanced Scorecard approach, where appropriate, for our services.

Resource Implications

10. As set out in the reports to the Employment Committee on 3 December 2020 and 4 February 2021, the implementation of the People Strategy 2020-2024 will form a fundamental part of the general work programme for People Services, supported in its delivery by colleagues in other support service functions, such as the Communications Team and the Transformation Unit. Additional HR resources have been requested and agreed to ensure timely delivery.

Recommendations

11. It is recommended that the Employment Committee note the work achieved to date in implementing the Council's People Strategy.

Background Papers

12. Report to the Employment Committee on 3 December 2020
Report to the Employment Committee on 4 February 2021 – People Strategy 2020-2024

Circulation under the Local Issues Alert Procedure

13. None.

Equality and Human Rights Implications/Other Impact Assessments

14. An Equality and Human Rights Impact assessment has been undertaken on the Strategy and subsequent ones will also be undertaken where the need arises to comply with the legislation in this area.

List of Appendices

Appendix A - People Strategy 2020-2024

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