



EMPLOYMENT COMMITTEE – 3 DECEMBER 2020

PEOPLE STRATEGY 2020-24

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to seek the Employment Committee's approval for the Council's new People Strategy (2020-2024).

Policy Framework and Previous Decisions

2. The Council's People Strategy 2017 – 2020 was presented to the Employment Committee in June 2017. The purpose of the Strategy is to set out a work plan to support overall performance and productivity, and also ensure that the workforce has access to learning and development opportunities, a clear support framework for their wellbeing and mental health and that Leicestershire County Council is able to attract and retain a committed workforce which understands and works to its values to support Leicestershire communities .

Background

3. The Council has had a People Strategy in place since 2008/2009. This has been reviewed and revised at three yearly intervals to ensure that the key priorities highlighted support the high performance and productivity of the workforce, and that these are in line with both national and local workforce developments. Over the course of the current People Strategy several wide-ranging projects have been delivered, including, for example, the apprenticeship programme, attendance management, recruitment and retention, a new annual appraisal process and pay structure.

Overview of Content

4. The new People Strategy 2020-24 has been written with the whole workforce in mind. It is hoped that all employees will gain from the document an appreciation and understanding of the importance of the Council's values and culture; its approach to leadership and management, with an emphasis on the importance of the Council's continued and sustained performance in working for the community. It

will also set out the support available to achieve a good work-life balance which of course is highly relevant when considering the current remote working arrangements.

5. The Strategy includes a Manager's Charter, together with learning and development opportunities, the importance of equality and inclusion, and the contribution made by the Council's workers' groups. There is a clear acknowledgment that the importance of wellbeing and mental health is an area which will continue to be championed and the work that has been carried out so far will continue.
6. As with the current People Strategy there are a number of themes in the new Strategy. These are:
 - i. Performance Management
 - ii. Leadership and Management
 - iii. Workplace and Culture.
7. For each of the themes, a project plan is in place to deliver a set of key outcomes in these areas. A revised governance arrangement has been agreed by officers which monitors and oversees the Strategy's overall implementation and performance. This will continue to include the engagement and, where appropriate decision-making process of, internal Departmental meetings. To support delivery across the Council, the Human Resources/Organisational Development Business Partners will take a greater leading role in the engagement process with Departments.
8. It is intended the Strategy will be a live document on the intranet and internet with, for example, some of the embedded videos and stories being updated throughout its lifespan. It is important that the Strategy and associated plans are used as a basis to communicate with the workforce on the measures that are in place to support staff in all aspects of their employment with the Council. It will also help contribute to making sure that everyone feels they are informed, particularly as the Council's plans for A New Way of Working are taken forward.

Key Deliverables for the next 12 Months

9. Over the next 12 months there will be a focus on delivering the following areas of work:
 - i. A senior Executive Coaching and Leading through Innovation Programme will be launched;
 - ii. A revised approach to staff supervision which will be designed with working on a remote basis in mind;
 - iii. A relaunch of the Performance Management Framework – how this can support the development of our managers and move to being able to performance manage by outcomes, how productivity can be

- increased balanced with the importance of giving wellbeing support to the workforce;
- iv. Access to and the effective use of performance management information – how managers can use this to make evidence-based decisions;
 - v. A review of smarter working practices to support the Ways of Working Programme – can service needs be better met in a more customer focused and efficient way through the adoption of more flexible working arrangements;
 - vi. Recruitment and Retention – to continue to build on the strategic approach to attract and retain high quality candidates to work for the Council;
 - vii. A new Wellbeing Strategy which will consolidate all of the work undertaken to date to support the workforce through recent personal and work-related changes with a focus on the next steps;
 - viii. Implementation of an equality and inclusion action plan to further support such areas as learning and development and career progression.

Consultation

10. Before writing the People Strategy for 2020–2024 a programme of evaluation was undertaken with a wide range of stakeholders. This included engaging with senior leaders and managers, the trade unions and workers groups. The purpose of this was to ascertain what positive changes the current Strategy had made on the Council and where further input was required to achieve what has been set out above in this report. The results of this evaluation have been taken fully into consideration and have been used to develop the draft People Strategy 2020-24.

Resource Implications

11. 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.

Recommendations

12. It is recommended that the Employment Committee approves the draft People Strategy 2020-24.

Background Papers

13. None.

Circulation under the Local Issues Alert Procedure

14. None.

Equality and Human Rights Implications/Other Impact Assessments

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 – People Strategy 2020-2024

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