

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY AND DEVELOPMENT GROUP – 5 NOVEMBER 2018

Report Title	PEOPLE PLAN
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Purpose of report	The report provides members of the Cabinet with information on the proposed People Plan for the Council, with an associated action plan.
Council Priorities	The report impacts on performance against each of the Council's five priorities for 2018/19.
Implications:	
Financial/Staff	The report contains proposals for staff management. There is no additional financial impact in 2018/19. Work is underway to scope the financial impact for 2019/20 as part of developing the draft budget.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	No direct implications.
Human Rights	No direct implications.
Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Deputy Section 151 Officer	The report is satisfactory

Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team, Extended Leadership Team, Equalities and Access Group, Trade Unions.
Background papers	CLT reports held in Room 135.
Recommendations	THAT THE POLICY AND DEVELOPMENT GROUP NOTES THE PROPOSED PLAN AND ACTION PLAN AND PROVIDES COMMENTS TO CABINET.

1.0 INTRODUCTION

- 1.1 The nature and culture of Local Government is changing and evolving continuously, constantly being shaped and altered by the demands of our local communities and citizens, adapting to changes in legislation, and responding to changes in national and local policy and funding.
- 1.2 Our ambition is to ensure we have a sustainable, ambitious, effective and efficient workforce that reflects the local communities we serve. Building a culture of empowerment that encourages innovation and rewards excellent service will enable the Council to deliver its ambition as set out within our Corporate Plan and ensure that we are an employee of Choice providing a supportive environment for staff to grow and thrive.
- 1.3 The first phase of cultural changes commenced with the senior management restructure implemented by the Chief Executive, that focussed on building a senior leadership team that is agile and encourages a One Council approach, where leaders work across the organisation. The changes have focussed on building a council that meets and exceeds the needs of the customer, develops a commercial ethos to maximise opportunities to provide value for money services and builds a culture of empowerment where bureaucracy is reduced.
- 1.4 The development of a new set of Corporate Values over the summer involving staff across the whole Council will underpin the way we work, this will form part of a wider approach to organisational development.
- 1.5 The People Plan is a key document that encompasses the way we will develop and support staff helping them to be the best they can be and will help the Council to:-
- Understand developments in the workforce, both current and future needs and to make plans for known changes.
 - Build a flexible agile workforce that is able to adapt to changes at a national, regional and local level and that is focussed on the needs of the customer
 - Implement good Human Resources practice to ensure the Council meets its statutory obligations.
 - Provide good value for money services and improved satisfaction for our local community
 - Improve individual, team and organisation performance
 - Motivate and manage our staff

- 1.6 An understanding of the context and landscape that we are working within has been vital to shaping the plan. We will need to adopt a co-ordinated focussed approach to defining and delivering a PLACE, where environmental, social and economic factors enhance and build communities. The role of local government in engaging and working with communities will require robust engagement and communication strategies and an ability to shift and reshape services based on customer demand and expectation. Building a culture where the customer sits at the heart of decision making will require the enhancement of skills across the council.
- 1.7 Our organisation needs to be able to thrive in an environment of continual change, ambiguity and complexity and as the Council's priorities change, we will need to develop the flexibility to shift resources, attention and mechanisms of delivery.
- 1.8 As funding reduces by encouraging innovation and enterprise we will have a greater chance of maintaining services, even if they are provided in a different form or to different standards. If we are to maximise opportunities to increase income through commercial means we need to build the skills and understanding across the council to ensure we can continue to provide value for money services.
- 1.9 We will seek to build an organisation that 'develops, values and transforms', enhancing and building on a coaching culture while further developing our values, competences and behaviours. For this to be effective our managers will need to be more empowered, while ensuring robust performance management and accountability is enhanced. Through our leadership development programme we want our workforce to be ambassadors across the wider public sector, with an improved focus on joint outcomes and delivery.
- 1.10 The People Plan will be a key cornerstone to the Councils approach to organisational development. A new organisational development strategy will be presented to members in the New Year, which will include the wider aspects of performance management.
- 1.11 The engagement and involvement of staff has been essential and the People Plan has been developed with staff representatives from across the Council and has been discussed at the all staff briefing sessions the Chief Executive leads.

2.0 INFLUENCING FACTORS

.The following factors and decisions are likely to have an influence of the development and delivery of this plan:-

- 2.1 The Council has committed to the build of a new Leisure Centre in Coalville to replace the ageing Hermitage Leisure Centre. As part of this arrangement the staff based at Hermitage and Hood Park Leisure Centre will TUPE transfer to a new provider in May 2019. This will significantly reduce the size of the Council Workforce, and there will be a requirement for some downsizing in the central services departments.
- 2.2 The Council has highlighted financial challenges in its medium Term Financial strategy on the basis of predicted income streams and changes in Local Government funding during the life of this plan.
- 2.3 The Council has experienced challenges in recruitment and retention in some professional areas.

- 2.4 The key pay grading structure will be subject to review during 2018/19 in response to the restructuring of the national pay scale forming part of the 2 year 2018/19 pay award discussions.
- 2.5 The Council will be looking to further develop a Customer First approach with improvements to the website and the digitisation of many of our existing in-house processes.
- 2.6 The Council has set a target in the Council Delivery Plan to double the number of apprentices over the life of the plan.
- 2.7 We introduced a new HR/Payroll software system i-Trent during 2017. As an integrated system, now the payroll element has been completed, we are now moving to use the Applicant Tracking Recruitment and the People Development and Training modules during 2018/19. These modules will give us the opportunity to further modernise, review and improve our HR processes to become more integrated.
- 2.8 The Council has an ageing workforce, with declining proportions in the lower and mid age ranges. Employees are working longer as the normal retirement ages are later.

3.0 THEMES

The plan focusses on five key thematic areas:

- Being an employer of choice
- Developing and supporting staff
- Leadership
- Happy and Healthy workforce
- Communicate and Listen

Within each theme we have set out the key areas of work which are integrated into the detailed action plan in Appendix 1.

1. Being an employer of Choice

- We will modernise our recruitment process increasing the ways people can apply to join us.
- Our recruitment will focus on values and behaviours.
- We will provide opportunities for progression for internal staff developing linked grade career progression to retain staff.
- We will actively promote our benefits package.
- We will grow our apprenticeship and work placement opportunities.
- We will actively promote the variety of roles in the district council through the Children's Takeover challenge and job fairs.
- We will be accredited through Investors in People.
- We will develop opportunities for agile working and ensure our flexible working policies are modern and fit for purpose.
- We will reduce the use of agency and temporary contracts and encourage seamless transitions between temporary and permanent contracts.

2. Developing and Supporting.

- We will ensure staff at all levels and in all services are supported and developed through effective coaching and career planning.
- We will ensure staff are clear about what is expected of them and have the opportunity to reflect on their performance.
- We will develop a mind-set and culture of continuous improvement.
- We will design, develop and commission development programmes that meet the needs of our staff equipping them to be the best they can be
- We will reduce the gender pay gap.
- We will examine our workforce employment profile and encourage men and women into areas where they have previously been under-represented.
- We will ensure employees are developed in line with key competencies and skills to ensure we can effectively meet customer needs
- We will provide opportunities for job shadowing and mentoring both inside the Council and with our partners.
- We will celebrate diversity within the workforce recognising the contribution of all staff to the success of the council.
- We will continue to develop opportunities for E- Learning.

3. Leadership

- We will ensure all leaders are clear of their responsibilities and have the capacity to fulfil them.
- We will empower leaders to innovate and deliver developing a revised set of core skills and competencies across the organisation.
- We will collaborate and learn from others in the private and public sector to continually adapt our approach to leadership.
- We will have clear succession plans in place to be able to refresh and replenish the staffing profile.
- We will ensure leaders are ambassadors and advocates for the Councils values and behaviours and are encouraged to challenge and address issues.
- We will identify, grow and manage our internal talent.

4. Happy and Healthy

- We will actively support health and well-being through the workplace health charter.
- We will help staff feel fulfilled and valued in their role through further enhancing our reward and recognition scheme.
- We will continue to support staff and promote the awareness of mental health in the workplace.
- We will support staff with life ending illness through our Dying to Work charter.
- We will actively manage sickness absence.
- We will ensure that staff have the opportunity to maintain a healthy work life balance through our policies for flexible working.
- We will provide opportunities for volunteering in the community.
- We will use our pension discretions to explore the possibility of assisting employees into partial and full retirement at the end of their working lives.

5. Communicate and Listen

- All levels of communication will support a two-way dialogue between colleagues.
- Communication is everyone's responsibility – everyone must feel comfortable enough to communicate well at all levels
- Staff will be given timely updates on council decisions and project progress using appropriate communication tools (face to face, email, i-Net, letter).
- Communication methods between staff and members will be clear for everyone.
- Team meetings, 1-1 meetings and performance reviews will be an essential part of this.
- We will engage effectively with our Trade Union partners and the workforce in an open and transparent approach.

4.0 ACTION PLAN

- 4.1 The Action plan attached at Appendix 1 sets out how we propose to address a number of the key themes in the People Plan during 2019. Progress against the action plan will be reported to the Policy and Development group on a six monthly basis.

5.0 CONSULTATION

- 5.1 The People Plan is currently with the Trade Unions for consultation. If any responses are received before the meeting of the Policy and Development Group, then verbal updates will be provided to the meeting.

6.0 LINKS TO OTHER POLICIES / WORK

- 6.1 The People plan is part of a wider Organisation Development approach seeking to effect cultural change and performance improvement across the Council, and will impact on other strategies and policy work including the Commercial strategy, performance improvement, Customer First and a revised and updated Equality and Diversity Policy.

APPENDIX 1

PEOPLE ACTION PLAN – OCTOBER 2018

ACTION	THEME	INTENDED OUTCOME	Key Actions - Milestone	COMPLETION DATE/ OWNER
Recruitment and Selection				
Revise R&S Policy	Employer of Choice	<p>More inclusive policies facilitates recruitment of people from different communities and characteristics.</p> <p>Recruitment processes are appropriate targeted and easily accessible for applicants.</p>	<p>Enable I-Trent recruitment to allow submission of Curriculum Vitae's and to enable easier access for applicants with limited literacy capabilities.</p> <p>Policy Review completion date December 2018</p> <p>Consultations with ELT and then report to CLT.</p>	<p>PD/MM</p> <p>December 2018</p>
Increase awareness of Council roles and careers	Employer of Choice	Increase in applications in younger age cohorts.	<p>Attendance at local Job Fairs at schools and universities.</p> <p>Take part in Children's takeover Challenge with local schools and colleges</p> <p>Review the current use of social media to engage with schools, Colleges, careers services and when advertising to present proposals on how this can be improved.</p>	<p>EP/ASE/LC/BM</p> <p>November 2018</p> <p>December 2018</p> <p>MM/EP</p>

			Implement proposals	January 2019
Increase the number of apprenticeships.	Employer of Choice	More apprentices recruited to meet the Council delivery plan target. Improved possibilities for succession planning and increasing the number of employees in the lower age cohorts.	Current target in the CDP is to double the number of apprentices engaged by 2020. Previously 8 apprentices – currently 18. Target is to maintain the level of apprenticeships active in the Council, during the period of this plan through identifying and designating apprenticeships from vacant posts.	MM/EP Target met. Continuing, but to maintain current apprentice levels through 2019 and 2020.
Increase use of supportive objective testing in recruitment and selection. (Reduce the reliance on the selection interview)	Employer of Choice Developing and Supporting	Recruitment processes are robust, objective and non-discriminatory. Gender pay gap –use of more objective information to base recruitment decisions to encourage the recruitment of women to senior roles and in areas where there is underrepresentation.	Review recruitment documentation and processes to ensure gender bias is removed for all vacancies above team leader level. Monitor gender split and progress of applicants having a protected characteristic through the recruitment and selection processes. Draft an action plan to address any issues raised by the monitoring information for implementation in 2019/20 year.	MM/BM During 2018/19 for all vacancies. May 2019 June 2019
Advertising Review	Employer of Choice	Best use of resources to attract applicants via print and on-line / social media placements.	Review existing approach to recruitment advertisement – value for money and reach Identify best practice Amend advertisement guidelines for recruitment	Report to February 2019 CLT MM

Agency workers	Employer of choice	The reliance on agency workers is reduced.	Maintain review of Agency contracts and monitor extensions. Seek to reduce spend from £1.8m in 2017/18.	Report to CLT in January 2019.
Equalities	Employer of Choice Developing and Supporting	Gender pay gap is reduced in future years.	Research and report on actions that may be considered to reduce the gender pay gap. This may include increasing flexible working options for the majority of job vacancies (for men and women), encouraging the uptake of shared parental leave, focussing recruitment on returners, developing networking programmes, mentoring and sponsorship programmes and setting internal targets. Action plan to implement changes from February 2019.	Report to CLT in December 2018. Gender Pay Gap to Council in February 2019. BM/MBR
Equalities	Employer of Choice Developing and Supporting	Gender pay gap is reduced in future years.	Equalities and Diversity training undertaken by all managers, from CLT to team leader level. Training cascaded to all staff over a 3 year period, including induction arrangements for new employees.	Training to commence in January 2019 following scheduled adoption of new Equality and Diversity policy in November 2018. MBR
Reward and Recognition				
Review Employee Benefits Scheme	Healthy and Happy Employer of Choice	Increased staff satisfaction. Benefits are a recruitment and retention incentive.	Review existing reward and recognition scheme Continue to enhance the BEE a star award ceremony Consider apprenticeship recognition / celebration arrangements.	MM/EP BEE Group to review in November 2018

			Draft report for BEE Group October 2018	
Pay and Grading Arrangements – review to consider impact of stage 2 of the 2 year pay award and introduction of the new national pay scale in April 2019.	Employer of Choice Healthy and Happy Developing and Supporting Leadership	The Council has fair pay arrangements that exceed the statutory living wage and likely future increases. Career grading schemes are used to recruit and retain employees. Equal pay arrangements are in place.	Report to CLT on proposed changes to grading structure. Consultation with the Trade Unions Revised agreement signed. Review existing Career grading schemes and identify difficult to recruit areas and improved approaches to “growing our own”.	MM July 2018 (Completed) August 2018 (Completed) November 2018 BM December 2018
Workplace Health and Benefits				
Develop and implement workplace health strategy	Healthy and Happy Employer of Choice	Reduction in sickness absence Increase staff satisfaction	Develop strategy based on evidence from sickness monitoring, Workplace Health assessment in conjunction with LRS and best practice	Completed and agreed by members.
Work arrangements are conducive to a Healthy work-life balance.	Healthy and Happy Employer of Choice	Working arrangements across the organisation enable employees to achieve a healthy work life balance.	This will include an analysis of the flexitime policy (including consideration of the removal of core hours, presenteeism, annual leave, excessive working hours, career breaks, and retirement options). Report to BEE Group, then to CLT.	LC/MM BEE Group January 2019 CLT February 2019
Occupational Health	Healthy and Happy	The occupational health service provides effective	Review current external provider for value for money and quality of service.	ASE/MM January 2019

	Employer of Choice	support to employees and managers.	Examine procurement options for alternatives (contract renewal is April 2019) BEE Group consideration in January 2019	
Employee Assistance Programme	Healthy and Happy Employer of Choice	The external independent 24/7 telephone counselling service is used by employees to resolve a range of confidential matters.	Review scope of scheme for Crisis support capability for emergency incidents. Publicise the EAP facility to encourage improved take-up.	LC/MM December 2018 November 2018 onwards
Reduce Employee Absence	Healthy and Happy	Reduce costs of absence. Target 9 FTE days or less.	Review performance at CLT quarterly. Examine reasons, causes, return to work rates, patterns etc. Review Attendance policy including triggers to assess fitness for purpose. Ensure policy provides suitable support for employees. Report to ELT, then to CLT.	MM CLT Quarterly meetings and end of year reports. CLT Meeting December 2018. Commence consultation with unions January 2019
Equality Framework for Local Government				
Self- Assess as “Developing” level of the Equality framework for local Government	Developing and Supporting Leadership	Demonstrates commitment and good Equality and Diversity practice	Complete self-assessment framework and identify gaps Develop and implement equality and diversity policy Draft Equality and Diversity policy in August 2019 for CLT. Consult with Equality and	MM/MBR

			Access group members before going out to wider consultation feedback externally and internally before PDG in January and on to Cabinet in February 2019.	Self-assessment with Equalities and Access group in August 2019. (In progress – on target)
Update and circulate workforce equality profile and information		Up to date information on workforce composition.	Assemble information for half year 2018/19, report to BEE group, then to CLT.	BEE meeting January 2019 CLT February 2019.
Learning and Development				
Develop a strategy to include all strands of L&D activity into a cohesive whole-Council approach	Developing and Supporting Leadership	Corporate and focussed use of training budgets.	Report to CLT on half year spend to date – April to September 2018. Identify corporate training priorities for 2019/20 financial year.	EP/PD/MM Report to BEE group January 2019, then to ELT and CLT for endorsement February 2019.
Learning Pool e-development programmes	Developing and Supporting Leadership	Improved accessibility to training with less disruption to working day Reduced cost of training. Tracked information on completion rates of particular courses by individuals.	Continue to develop learning pool as a portal for all learning whether face to face or online. Continue to develop and enhance sharing arrangements with other Leicestershire and Rutland partners.	EP EP December 2018 on-going

<p>Create a new future talent team to work on corporate projects, to provide career broadening and to facilitate career progression and succession planning opportunities</p>	<p>Leadership</p>	<p>Better engagement of departmental employees in corporate activity to achieve a one-Council, one Team culture.</p> <p>Retention of future leaders and shapers.</p> <p>Encourage future career progression and confidence for reducing the gender pay gap in the longer term.</p>	<p>Identify potentially suitable rising stars. August 2018.</p> <p>BEE group / ELT to identify suitable task and finish projects and how these might use the skills of the team - October 2018.</p> <p>Report to CLT in November 2018</p> <p>Launch January 2019.</p>	<p>MM/EP (Completed)</p> <p>CLT report November 2018</p>
<p>Succession Planning</p>	<p>Leadership Employer of choice</p>	<p>Continuity of service provision following changes in the workforce demographics.</p>	<p>Identify potential employees suitable and likely future gaps in the workforce. Where there are skills shortages to look to grow our own.</p> <p>Collate and research data – November to December 2018.</p> <p>Consult ELT November 2018.</p>	<p>BM/MM</p> <p>CLT Report February 2019</p>
<p>Achieve Investors in People accreditation</p>	<p>Employer of choice Developing and supporting Leadership Healthy and Happy</p>	<p>Achieve IIP to obtain external accreditation to demonstrate our commitment to excellent people practices.</p>	<p>Conduct self-assessment against the framework</p> <p>Engage IIP UK contact to agree timetable.</p> <p>Develop action plan</p> <p>Self-assessment BEE Group September 2018</p> <p>Engage consultant to commence assessment timetable.</p>	<p>MM/EP September 2018 (Completed)</p> <p>October 2018 (Completed)</p> <p>January – March 2019</p>

Leadership Development				
CLT Assessment and Development	Leadership Developing and Supporting Employer of Choice	Develop common leadership approaches and style.	<p>Complete Myers Briggs assessment of individual</p> <p>Identify Gaps and exploit strengths of team. To meet future challenges.</p> <p>Identify team strengths</p> <p>Consider use of scenario based management testing</p> <p>Team building programme developed</p> <p>Career graded post programmes developed</p> <p>Individual development plans incorporated into reflections process – to incorporate CDP</p> <p>Ensure access to national leadership bodies as appropriate – Solace for CX / Directors</p>	<p>BS/MM/CLT (Completed)</p> <p>Programme Dates to be arranged.</p>
ELT	Leadership Developing and Supporting Employer of Choice	Cross Council Working, Develop leadership capacity.	<p>Encourage wider involvement of the Team to input to aspects of the People Plan development and other corporate projects or work</p> <p>Review L&D requirement for the Extended leadership team</p> <p>Develop programme of externally facilitated 'action learning' sessions on key priority areas .e.g. working collaboratively across public/ private sector; commercialisation etc.</p>	<p>BS/MM/ELT</p> <p>December 2019</p>

			Review benefits of secondment and work shadowing opportunities with public/private sector family to enhance core skills and competencies and encourage innovation Develop annual leadership conference	
Member development programme	Leadership	Effective governance. Effective working between members and officers and professional behaviours,	Review member development programme for new members May 2019. Consider Member Development Charter Develop and implement member training programme for Planning peer review.	BS/ML/MM May/June 2019
Coaching and Mentoring				
Develop coaching approaches and styles across the Council.	Developing and Supporting Leadership	Effective coaching framework with supervision and external development opportunities. Coaching is embedded in the organisation as the preferred management style.	Link established to East Midlands Coaching Network (EMCN) 2/3 Trained coaches from Fields of Learning now accredited. First cohort of ILM coaches complete in 2018, with second cohort underway.	MM/EP Coaching supervision arrangements to be established with EMC – February 2019. Develop internal coaching network of trained coaches by December 2018. Coaching access and booking process to be established by April 2019.

Embed Coaching at NWLDC	Developing and Supporting Leadership		Develop links with EM coaching Network to provide coaching development, resources and supervision opportunities. Develop internal coaching network and process.	MM/EP/BEE group
Engage in East Midlands Local authority Challenge	Leadership Developing and Supporting	Building a One-Council approach and cross team working. Engaging with other Councils to build networks.	Local Challenge day held in June 2018. NWLDC team will enter regional inter-local authority challenge in March 2019.	BS/MM/BEE Group

Values, Behaviours and Skills.

Revisit and reassess Council values	Developing and Supporting Leadership	A revised set of values that all members and officers can understand and bring to life in everyday interactions with customers.	Workshops with employees across the Council, including remote sites/workers to collate a consensus on revised values. Update report to CLT 15 th August 2018 Report to BEE Group in September 2018. Report to CLT in October 2018. Report to Cabinet January 2019.	EP/BEE Group December 2018
Implement an updated Behaviours and skills (B&S) Framework	Developing and Supporting Leadership Healthy and Happy	Employees demonstrate consistent and effective behaviours in their interaction with customers, members and colleagues.	Develop a framework that reflects drive for culture change and principles of 21 st Century Public servant. Report to BEE group in February 2019 Report to ELT in March 2019	EP/MM/BS

			Report to CLT in April 2019 Amend Job Descriptions and person specifications – May 2019 onwards	April 2019
Integrate B&S into Recruitment and Selection and HR processes	Developing and Supporting Leadership Healthy and Happy	Update JDs and specs in line with revised B&S framework	Competencies based on job family group will be used for recruitment, induction, individual training plans, learning pool dashboards, corporate training planning Report to BEE Group March 2019	MM/EP April 2019
Develop and Implement a 360 o process	Developing and Supporting Leadership Healthy and Happy	Focused development for CLT and ELT. Emotionally aware Leaders. Improved team working in the senior management structures,	Identify a 360 Feedback process (external provider for objectivity) Undertake procurement process. Integrate 360 Feedback into existing Reflection / Appraisal processes. Commence 360 process in March 2019.	MM/BS January 2019 Report to CLT in March 2019.
Review Reflection (appraisal) scheme	Developing and Supporting	Effective links between Performance and organisation objectives/outputs.	Review and propose changes. BEE group report – January 2019. ELT discussion – February 2019. Implement new scheme April 2019 onwards	MM/BS/EP Implement new scheme from April 2019.

ACRONYMS

CLT – Corporate Leadership Team

ELT – Extended Leadership Team (All team managers)

BEE Group – Best Employee Experience Group

CDP – Council Delivery Plan

EMC – East Midlands Council

ILM – Institute of Leadership and Management

BS – Bev Smith , Chief executive

MM – Mike Murphy Head of HR and OD

EP- Emma Peachey Senior HR Advisor

ASE – Amanda Shakespeare-Ensor Senior HR Advisor

BM – Bernadette Mullen Senior HR Advisor

MBR – Miriam Bentley-Rose, Equalities Officer

LC – Libby Carter – Senior HR Advisor

PD – Pawan Dhillon – HR Analyst

ML – Mel Long, Democratic Services team Manager