

Appendix B

Corporate People Management and workforce activity

The information below includes progress on People Management and Workforce Plan activity including the benefits that have been achieved to date and the next steps that are planned.

1. Performance Driven – Developing and retaining excellent employees and building high performing teams across all levels of the Council

Activity	Update
Performance Appraisal and Development Scheme	<p>Performance and Development appraisal outcomes (ratings) which have been tested over the last year will determine pay increments in April 2019. In preparation for this event the arrangements for moderation of scores, evaluation and communications are being developed.</p> <p>The Business Support team are assisting managers to input appraisal data into BWon to ensure that reporting from the system is accurate. As at 11th October 2018 the number of appraisal meetings recorded in BWon has reached 79%.</p>
Coaching strategy	People Management Service is finalising a new coaching strategy which includes investment in the internal coaching pool and joining the East Midlands Coaching Network as a year pilot. This will increase the availability of coaches for LCC, enable the resource to be publicised across the organisation to support individuals to achieve both personally and professionally.
Workforce Change and transition support	The People Management service have continued to support workforce change projects including the insourcing of NHS staff and smaller scale restructures.
Performance Driven	
Benefits achieved to date	Next steps
<ul style="list-style-type: none">Implementation of a clear Performance appraisal scheme which encourages improvements in employee performance and behaviours	<ul style="list-style-type: none">Increased opportunity for personalised development (through coaching)

2. Employer of Choice : Attracting and Developing Talent – attracting excellent talent and building our workforce for the future

Activity	Update
Succession planning for hard to recruit and retain areas	Succession planning actions are being determined by service areas focusing on those which have been identified as hard to recruit and retain including Adult care, Finance, Planning and Legal Services. This build on actions already embedded in Children's Services.
Early Careers pathway	Opportunities to develop early careers pathways have been identified as part of the Apprenticeship Reforms agenda. The Business Support service has also developed an approach to attract and develop young people into the organisation and have identified career and personal development pathways to support this. The approach will help to inform similar work in other services across the council.
Evaluation of Modern benefits package pilot	3,034 employees have signed up to the Employee Benefits online portal (Perkbox) since the end of February 2018 outstripping all previous campaigns in terms of sign up. There is evidence that actions to encourage participation from those employees who are traditionally hard to reach have worked well. Anecdotal information from employees is confirming that our aim of achieving £400-600p.a. of savings on everyday expenditure is achievable. The most popular perk is the monthly free coffee from café Nero with 1,065 being claimed
Apprenticeship reforms	<p>The Council has integrated apprenticeship reforms within its workforce plan. An apprenticeship strategy, policy and process for using apprenticeships to develop the workforce are in place. Significant progress has been made in recruiting apprentices in both Maintained Schools and our Employer Provider Provision managed within Business Support.</p> <p>As at end September, there were 128 apprentices on roll equating to a levy spend of approx. £468,800 on successful completion of the apprenticeship training.</p>

Employer of Choice - attracting excellent talent and building our workforce for the future	
Benefits achieved	Next steps
<ul style="list-style-type: none"> • Increased the priority of succession planning across LCC • Developed models to support succession planning work • 3,034 employees signed up to modern benefits package • Increased number and variety of training opportunities for new and existing employees (apprenticeships) • Increased number of apprenticeship opportunities in hard to recruit and retain areas • Reduction in financial liability as regards apprenticeship levy 	<ul style="list-style-type: none"> • Further implementation of succession plans across LCC • Further longer term development of modern benefits package • Communications being planned to change the perception of apprenticeships as an opportunity to improve skills for current and future needs across all ages and levels across the organisation • Once relevant apprenticeship standards become available, consider apprenticeship opportunities as part of recruitment. • Working with trailblazers to increase the availability of apprenticeship standards for the Council key priority professions • Working with suppliers to encourage integration of recognised qualifications • Continue to drive the uptake of apprenticeships

3. Engagement - Creating a positive and sustainable environment where employees feel able to engage with colleagues to shape the future of the Council

Activity	Update
Delivery of Health and Wellbeing Strategy and plan	<p>The Organisational Development Steering group with representative from all Director areas developed the initial Health and Wellbeing strategy. The strategy links themes for 'Workplace Wellbeing' from both the CIPD and the NHS, along with the Council Workforce Plan and the Lincolnshire Joint Health and Wellbeing Strategy. In September engagement has taken place with the following groups to inform the development of the strategy delivery plan:</p> <p>Senior Leadership Group Disability Steering Group People Management Service</p> <p>The Health and Wellbeing Strategy and plan will be signed off by CMB in late October</p> <p>Other Health and Wellbeing activity includes:</p> <ul style="list-style-type: none"> • Development of a flu vaccination programme for all staff • Further development of mental health and resilience training programme 2018/19
Employee survey – progress on actions	<p>Further to the report to OSMB 30/08/18 outlining the positive responses received in the 2017 employee survey, work is taking place to address the IMT and Property issues identified to further improve the employee's experience of working for the Council. A report containing a more detailed update of progress will be shared with OSMB in February 2019 as requested.</p>
Review of employment policies and practices	<p>All employment policies are updated in line with a three year review schedule.</p> <p>Key changes in the last year include:</p> <ul style="list-style-type: none"> • Widening the scope of the policies to include school employees where possible to avoid policy duplication • Update of Recruitment documents following the

	<p>review of the recruitment team and processes</p> <ul style="list-style-type: none"> • Market supplements policy was changed to better support attraction and retention • Incorporating legislation changes including the gender pay gap, fluency duty, shared parental leave, the General Data Protection Regulation (GDPR). <p>In addition to the schedule, many minor changes are made as a result of lessons learned in the management of employment cases, legislation changes, audit report feedback, or wider system and process changes.</p>
Corporate Workforce and HR Management Information	The provision of quality HR data is under regular review. Going forward new developments will seek to improve the capture of quality information, automation of analysis, accessibility of data, as well as external benchmarking.
Engagement	
Benefits achieved	Next steps
<ul style="list-style-type: none"> • The total days lost to sickness absence for LCC is below the target level 	<ul style="list-style-type: none"> • Developing the Health and Wellbeing strategy delivery plan. • Monitoring progress on Employee Survey action plans and preparing for the 2019 Employee Survey. • Progressing improvements to the capture of quality information, (including through self service), automation of analysis, accessibility of data, as well as external benchmarking.

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