

SUBJECT:	PEOPLE STRATEGY
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	CLAIRE BURROUGHS, HR AND WBL MANAGER

1. Purpose of Report

- 1.1 To provide members with an update on the implementation of the People Strategy and action plan.

2. Executive Summary

- 2.1 The People Strategy and implementation action plan was developed to support the delivery of the Councils Vision 2020 and the transformational journey to a “performance culture”.

3. Background

- 3.1 The People Strategy sets out our priorities and describes the main programmes of work we expect to deliver.

The strategy makes it clear that any transformational change will only be achieved by engaging with our staff and developing their skills, attitudes and behaviour.

The strategy is an enabling document and provides direction which aims to reduce sickness absence, improve staff engagement and develop and re-brand the existing appraisal system to “Your Performance Matters”.

4. Main Body of Report

The following provides an update on achievements in relation to the three key objectives outlined within the People Strategy.

A fit for purpose organisation design and structure

The appraisal documentation was rebranded in December 2016 and training sessions were rolled out in January 2017 to support the implementation of the Vision 2020 and delivery of services.

A key goal was for all staff to have a quality annual appraisal and development review between the period 1st April – 30th June 2017.

A target of 95% was set for appraisal completion rates and the average completion rate for the City of Lincoln Council was 86.02%. Although the uptake is slightly below the target set it is a notable achievement for the first year of a new scheme. The completion rates also showed a consistency of engagement across all Directorates.

A quality audit was carried out by Human Resources which consisted of a dip sample of 20% of all appraisals returned and feedback requested from service managers. This has shaped and informed the refresher training for the 2018 appraisals.

All employees were invited to complete a staff survey which was rolled out in October 2017. In total 25% of the workforce completed a survey with results communicated via City People.

An action plan is in place to further increase the uptake this year and a briefing note has been communicated in relation to actions already taken following the feedback received.

A loyal, motivated and competent workforce

A Health and Wellbeing Strategy and action plan has been developed and implemented to promote healthier lifestyles, provide prevention, intervention and rehabilitation.

A “Your Health Matters” section has been developed on City People which has a variety of tools, self-assessments and podcasts to provide information and support on healthy eating, stopping smoking, physical activity and mental health. A Health and Wellbeing guide has been developed which supports a pro-active approach to employee health and wellbeing and to use a reference tool. National campaigns are highlighted through various communications. A health and wellbeing group has been formed with representation across the Council, HR and Trade Union Representatives to adopt best practice and to consider and discuss new initiatives.

The Council has successfully signed up to and awarded “Mindful Employer” status.

The Sickness Absence and Managing Stress policies have both been reviewed and updated. Training has been delivered to those with line management responsibilities in relation to the updates, the completion of stress risk assessments and an overview of the mental health first aider training.

The Council has signed up to the Global Corporate Challenge this year which is a 100 day event and beyond focussing on increased activity, improved nutrition, sleep and psychological wellbeing. Up to 198 staff can take part on a virtual journey with the aim of completing 10,000 steps each day.

A staff recognition scheme and staff awards ceremony has been approved to recognise the contribution of staff and ensure that they feel valued. The awards are based on three categories which have been launched at the Vision 2020 briefings and work has begun to commence the nomination process.

An internal “thank you” card system is in development to encourage staff to actively thank each other.

A culture that upholds our values and supports our aims

Staff engagement activities are being developed and leadership development continues to support the delivery of high performing teams. This includes the

development of a coaching programme where twenty four members of staff have had the opportunity to take part in a coaching session during 2017.

A staff engagement strategy, action plan and staff charter is in development to support the culture we aspire to.

5. Strategic Priorities

5.1 The People Strategy outlines the people objectives which supports all of the strategic objectives to ensure we are in the best possible position to deliver our services.

6. Organisational Impacts

6.1 Finance

There were financial implications associated with the coaching intervention of £25,000.

In addition future costs to be identified in relation to leadership development.

6.2 Legal Implications including Procurement Rules

Procurement regulations will be taken into account in relation to associated interventions.

6.3 Equality, Diversity & Human Rights

All interventions/actions arising from the People Strategy will be in accordance with the Equality Act 2010.

7. Risk Implications

There are no risks identified.

8. Recommendation

8.1 To comment and ask questions around the actions to date in relation to the People Strategy.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? None

List of Background Papers:

None

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