

Our People Plan, IIP and Employee Engagement

- 2021 high level overview



What have we done to develop our workforce and improve engagement?

- We have developed and introduced the competency framework which focuses on the behaviours we expect from staff at all levels.
- We have redesigned our job descriptions to ensure that jobs roles are clear and that there is consistency across the organisation.
- We have developed and introduced our employee performance management framework - including
 - online Performance and Development Reviews,
 - regular one to one conversations with the employee
 - coaching on performance management, including setting objectives and managing sickness
- We have implemented an HR Business Partner model, so that Service Managers are consistently supported
- We have restructured the Corporate Leadership Team and strengthened capacity at Service Manager level to ensure we have the capacity to deliver our future ambitions



What have we done to develop our workforce and improve engagement?

- Our learning and development offer has been strengthened
 - We have recruited a Learning and Development manager who is able to deliver in house training
 - We have implemented e learning to enhance the training we can offer staff
 - We have delivered specialist training programmes in Leadership and Management, People – Impact - Change, and the ‘Art of Brilliance’,
 - We have delivered career pathway conversations
 - We have delivered coaching to our middle managers through our HR Business Partners
 - We have implemented a mentoring programme
- We have developed a strong apprenticeship programme
 - 39 apprenticeships have been completed in the last three years
 - 34 apprenticeships are underway,
 - Our apprentices are progressing within the organisation
 - We have been recognised as a top 100 apprenticeship employer



What have we done to develop our workforce and improve engagement?

- Our communications have become more frequent and varied
 - Managers seminars
 - Managers briefings
 - Elected member briefings
 - Leader and Chief Exec all staff letters and briefings
 - Aspire updates
 - Regular bite sized surveys to 'test the temperature' on specific areas
 - Regular communication between elected members and officers
 - Service director communications
- We have supported our staff effectively through the Covid -19 pandemic
 - Staff who were furloughed received 100% salary
 - Resources group implemented to ensure processes were in place to keep our staff safe
 - Critically Extremely Vulnerable and Vulnerable staff were supported to stay at home
 - Employees were enabled to work from home
 - Close joint working with the unions throughout the pandemic
 - Low levels of RIDDOR reportable cases
 - We have checked in with staff regularly to gauge how they were feeling



What have we done to develop our workforce and improve engagement?

- We are approaching restructures differently
 - We have held early conversations with the workforce when undertaking our housing reshape, prior to developing structures, ensuring positive engagement
 - We have developed principles around spans of control and decision making accountability, so that our workforce is empowered to deliver services well
- We are focusing on supporting the health and wellbeing of our staff
 - We have launched an Employee Assistance Programme
 - We have trained 27 Mental Health 1st Aiders across the organisation
 - We have a well used occupational health service
 - Our sickness absence rates have reduced over the last three years
- We are working closely with our Trade Union colleagues
 - We have signed a partnership arrangement with the trade unions and have a good working relationship with them

Some key metrics to demonstrate success



- We have moved from the lowest IIP rating in 2017 up to silver in 2018 and then gold in 2021
- The overall Investors in People score we achieved in January 2021 was 687. This compares well against the average industry score (public sector) which is 679.
- Sickness levels have reduced from 5% to 3.5% per annum
- The number of employees 'exceeding performance' at PDR has increased to 16%
- Participation in staff surveys is increasing year on year and has increased by 5% over the term of the strategy
- Use of honorariums has increased from 11 – 20 per annum, demonstrating we are capitalising on internal capability
- PDR completion rates are increasing despite the challenges faced during the pandemic
- Investors in People employee engagement scores have risen in every indicator since 2018.