

Report to: **Audit, Best Value and Community Services Scrutiny Committee**  
Date: **23 November 2015**  
Report by: **Chief Operating Officer**  
Title of report: **People Strategy**  
Purpose of report: **To advise the Committee on the work undertaken in developing the People Strategy and the progress made against the activities set out in the action plan.**

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**RECOMMENDATION:** The Committee is recommended to note the development of the People Strategy and the progress made against the Action Plan deliverables.

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## **1 Background**

1.1 The Council Plan sets out the Council's ambitions and what it plans to achieve by 2018. The Council has identified four overarching priority outcomes which guide activities, direct how resources are used and are reflected in the Council Plan activities and targets.

1.2 The People Strategy has been developed to help achieve the people changes needed over the next 3-5 years, in the context of the Council Plan priorities. Set against the future savings requirements and business improvements needed, the emphasis of the People Strategy is on supporting and developing our managers and staff to enable them to respond to the changing environment, for example, Agile working, greater use of technology and working in partnership. All of these will radically change the role, and therefore skills needed, of a successful manager.

1.3 The Corporate Management Team approved the People Strategy (2014/15 – 2017/18) and supporting action plan in December 2014, along with the necessary investment of £100k in order to purchase and implement a Learning Management System. A copy of the People Strategy is attached at Appendix 1.

## **2. Supporting Information**

2.1 The Year 1 action plan identified two key elements:

- the implementation of a Learning Management System (LMS) – this will enable our future training offer to be provided digitally, for example, enabling remote access to learning, provision for online payment where external organisations access our training, improved reporting in respect of courses completed and therefore high quality management information data etc. Staff will 'own' their training records which they will be able to directly access and update, as well as book themselves on to appropriate courses;
- collaborative working with departments to help support their key people issues and specific 'hot-spots'.

Appendix 2 outlines the progress made against the Year 1 action plan.

2.2 Progress has also been made against a number of the deliverables for Years 2 and 3. These are detailed in Appendix 3 which, for clarity, is set out in accordance with the People Strategy themes:

- Leadership and Management (Appendix 3A)
- Performance, Development and Reward (Appendix 3B)
- Employee Engagement and Recognition (Appendix 3C)
- Employee Health, Wellbeing and Inclusion (Appendix 3D)

### **Measuring Progress**

2.3 In terms of demonstrating value for money it is important that we measure our success against the action plan deliverables. The action plan identifies how we will know we are performing well. In the main, our measures of success are based on what staff and managers tell us and on that basis, consideration needs to be given to the most effective and appropriate way of capturing this. There are a number of options for doing this, ranging from a whole workforce survey through to more targeted

reference and/or focus groups, utilising those that already exist where possible. It is therefore proposed that a key action for Year 2 is to work up, in consultation with departments, the most appropriate ways and methods of accessing staff and manager feedback.

2.4 A range of other measures will also be developed including: LMS usage levels, appraisal completion rates (including the quality of that process), training evaluations in terms of feedback on the training administration process since the introduction of the LMS, an impact assessment on the Managers Curriculum and workforce metrics such as days lost due to sickness, turnover rates etc.

### Year 2 Action Plan

2.5 In addition to setting out the progress made to date, Appendices 3A – 3D outline the actions for Years 2 and 3. As the next priority, the Year 2 actions are summarised in Appendix 4.

2.6 One of the key deliverables for Year 2 is the development of a Leadership and Management Capability framework. The development of this framework needs to sit within the context of the broader changing environment in which our managers are operating and incorporate the skills and capabilities needed of a future manager/leader. In particular, given the changing landscape of local government and the public sector more broadly, and the emerging new vehicles/models of service delivery, the Leadership and Management offer we have needs to be flexible enough to respond to these.

2.7 To that end, following discussion, the Human Resources Management Board (HRMB) have agreed to meet to identify the key emerging workforce trends including recruitment and retention issues, talent management, future skills requirements etc. This will provide the foundation on which the Leadership and Management Capability framework will be developed, as well as feeding in to the strategic workforce planning process which will also be developed as part of the Year 2 actions.

2.8 A further key strand of work for Year 2 will be the completion of the Appraisal Review project. A significant amount of progress has already been made and this will continue over the coming months.

## **3 Conclusion and reasons for recommendations**

3.1 The last five years have seen the County Council make savings of £78m, achieved through a combination of service change, efficiency and prioritisation. Despite the level of savings achieved so far, the Council continues to face further significant financial challenges until at least 2018/19.

3.2 The scale of the financial challenge means there will inevitably be a direct impact on front line services and there will be a desire to try and limit this as far as possible. Our workforce will have a significant role to play in delivering against this difficult landscape.

3.3 The People Strategy will therefore have a key role to play in supporting the major service change and cross-council facilitating programmes that are needed to respond to the challenging operating environment. Fundamental to the success of those programmes will be the managers and staff responsible for those changes and this will require a resilient, flexible and committed / engaged workforce with a certain skill set. The People Strategy will go some way to ensuring those individuals have the required skills and display the resilience and behaviours required to deliver those vital programmes and service changes.

3.4 The workstreams so far undertaken have been done in collaboration with departments eg the development of the LMS and the appraisal review project. This has ensured that proposals are relevant, fit for purpose and meaningful for departments and this collaborative approach will continue for the Year 2 and 3 actions.

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Local Members: All  
Background documents: None