

Appendix 2

People Strategy Framework

The Corporation is unique and is comprised of a number of public private and voluntary services which extend beyond the square mile. The Corporation has over 4000 employees both centrally and across several institutions. There is a single employer model meaning terms and conditions apply across the entire Corporation, with the exception of serving police officers and teachers.

The aim of the People Strategy is to set the long-term strategic vision for how the Corporation will lead and engage its employees to achieve high levels of performance and satisfaction. This People Strategy will be co-created and adopted across the Corporation, including Institutions.

Themes

Based on emerging voices and evidence, the key themes of the People Strategy will include:

Reward & Recognition

Review the pay framework, in consideration of the Financial position and liaison with the Chamberlains department; Introduce Total Reward concept (recognition and reward for the work people do), assess benefits and intergenerational fit, terms & conditions and job evaluation.

Wellbeing & Belonging

Engagement measures linked to the People Strategy and measured, triangulated data and insights that enable us to be a full lifecycle service based on a person-centred approach. Improving survey, pulse and amplifying opportunities for employee voices. . Review Employee Well-Being offer, deliver effective Occupational Health services., Maximise attendance through reduced sickness absence across COL . Link to effective Health & Safety (hazards, psycho-social hazards).

Attracting & retaining the best talent

Deliver a great employee experience (lifecycle); Talent management & Succession Planning, Flexible career paths and progression (Career Pathways, job families); review and enhance Employer Brand to attract the best talent, offer range of modern working patterns, offer modern workplaces and people practices.

Employee Equality Diversity and Inclusion

Linked to EDI strategy, introduce targeted strategies and mitigations to reduce pay gaps, support implementation of our Public Sector Equality Duty, provide annual and regular workforce reporting, introduce workforce planning and modelling solutions into our business planning processes, review EDI Learning and Development programmes.

Transformation-

Embrace the digital environment and how we work, to upgrade I-Trent, engage with Enterprise Resource Planning (ERP) as a modernisation tool to empower and devolve key people functions to our management and workforce community, increase self-service, deliver better automation, process improvement through reduced bureaucracy, SLA's in place for effective performance management and the transition to evidence-based people services by KPI's being met, and through effective change management. Putting in place a new framework for the management and supply of the contingent workforce that meets business needs and commission a new provider.

Developing the Organisation

Review and refresh our vision, values and behaviours (to be led by Chief Executive; , Improve capability of senior leaders to act as role models, create an open and honest culture, treating people fairly by listening and acting on feedback; Ensure visible leadership, empowering and developing line managers with people skills by introducing greater people management delegations to inform evidence-based decision making (reporting & business partnering) and effective employee relations. Regularly seek the views of all colleagues through pulse surveys and regular all staff surveys and act on their feedback.

Learning & development

Create a learning culture through encouraging coaching and mentoring; offer hybrid learning methods, encourage agile project management approach linked to continuous improvement, revise our induction programme for employees and line managers; develop career/ learning opportunities, apprenticeships, and placements and deliver tailored personal and professional development.

Performance

Encourage a performance-based culture, improving performance management, enabling the workforce to recognise and celebrate excellence. This will be linked to leadership and management development and a holistic approach to people management.

Our People Offer

Warm welcome- attraction, recruitment, onboarding, induction, probation

Great career – Provide flexible career pathways and opportunities for everyone

Inclusive Environment- Promote diversity inclusion and difference, act when things go wrong

Modern People Practices – Employee self-service, flexibility, total reward embracing intergenerational change

Engagement – Ask opinions, listen, and respond meaningfully with actions

Golden Threads

- High performing HR function (development for HR team)
- Head of HR Profession
- Standardised Reporting and Management Information
- Data and insight as a performance and engagement enabler

Implementation

The People strategy will be developed in consultation with a range of key stakeholders, including Institutions, with the aim of finalising the proposal in Spring 2023.