

Meeting	OLC Board	Agenda Item No.	8
		Paper No.	119.5C
Date of meeting	31 March 2022	Time required	10 Minutes

Title	People Strategy 2022/23
Sponsor	Debbie Wright, Head of People Strategy and Services
Status	OFFICIAL

Executive Summary
<p>This new People Strategy outlines the key priorities of LeO in relation to our workforce. It underpins Priority One of LeO's 2022/23 Business Plan ('Support Our People to Perform at Their Best'); as well as underpinning the people element of the Business Plan, it will also complement the new Equality, Diversity and Inclusion Strategy and our values of 'Open, Fair, Independent and Effective.' The findings of the 2021 People Survey have also informed the strategy and associated deliverables.</p> <p>The priority for the 2022/23 strategy is to focus on our current key people-related challenges: the need to reduce attrition and to attract and retain highly skilled and motivated people across all areas of the business. The People Strategy will also continue to build on the 2021/22 People Plan, further developing the people-related basics we have put in place and continuing the progress made to stabilise performance and support and engage our people. Focus will also be given to the development and review of the key HR strategies, frameworks and policies needed to progress this year's priorities and create a foundation for continuing improvements in people-related activity going forward.</p> <p>The strategy comprises 4 headline themes: Attract, recruit and retain; develop and support; promote engagement, equality, inclusion and wellbeing; and deliver responsive HR services. Consultation on the content of the People Strategy will take place with our Staff Council, Staff Networks and Management Team, and progress against deliverables throughout the year will be shared with these colleagues and via all-staff News in Brief updates. The strategy will also be subject to regular review of progress by RemCo, Executive and through our project management framework.</p> <p>Critical to the successful delivery of the People Strategy is implementation of the new HR structure. The beginning of the 2022/23 business year will see the recruitment of a new HR team and a more responsive, collaborative and enabling HR service for the business. This will take time to achieve and embed but going forward will be the driver for high quality people activity and further development and refinement of people strategy in subsequent years.</p>
Recommendation/action required
Board is asked to approve the 2022/23 People Strategy.

PEOPLE STRATEGY 2022/23

1. Introduction and organisational context

- 1.1 This new People Strategy outlines the key people-related priorities of LeO for 2022/23. It underpins Priority One of LeO's 2022/23 Business Plan ('Support Our People to Perform at Their Best') and is the first stage in moving LeO to becoming an employer of choice – a great place to work, with a culture of high expectations and performance set within an environment that values and rewards its employees and creates a competitive advantage to the business.
- 1.2 The priority for this year's strategy is to focus on our current key people-related challenges: the need to reduce attrition and to attract and retain highly skilled and motivated people across all areas of the business. The People Strategy will also continue to build on the 2021/22 People Plan, further developing the people-related basics we have put in place and continuing the progress made to stabilise performance and support and engage our people. Focus will also be given to the development and review of the key HR strategies, frameworks and policies needed to progress this year's priorities and create a foundation for continuing improvements in people-related activity going forward.
- 1.3 Critical to the successful delivery of the People Strategy is implementation of the new HR structure. The beginning of the 2022/23 business year will see the recruitment of a new HR team and a more responsive, collaborative and enabling HR service for the business. This will take time to achieve and embed but going forward will be the driver for high quality people activity and further development and refinement of people strategy in subsequent years.
- 1.4 The People Strategy cannot exist in isolation. As well as underpinning the people element of LeO's 2022/23 Business Plan, it will both drive and complement elements of the new Equality, Diversity and Inclusion Strategy and our values of 'Open, Fair, Independent and Effective.' The 2021 People Survey has also informed the strategy and associated deliverables.
- 1.5 We will consult on the content of the People Strategy with our Staff Council, Staff Networks and Management Team, and will share progress against deliverables throughout the year with these colleagues and via all-staff News in Brief updates. The strategy will also be subject to regular review of progress during the year by RemCo, Executive and through our project management framework.
- 1.6 The People Strategy will be reviewed on an annual basis. The 2023/24 strategy will be informed by LeO's new 3-year strategic framework and 2023/24 Business Plan.

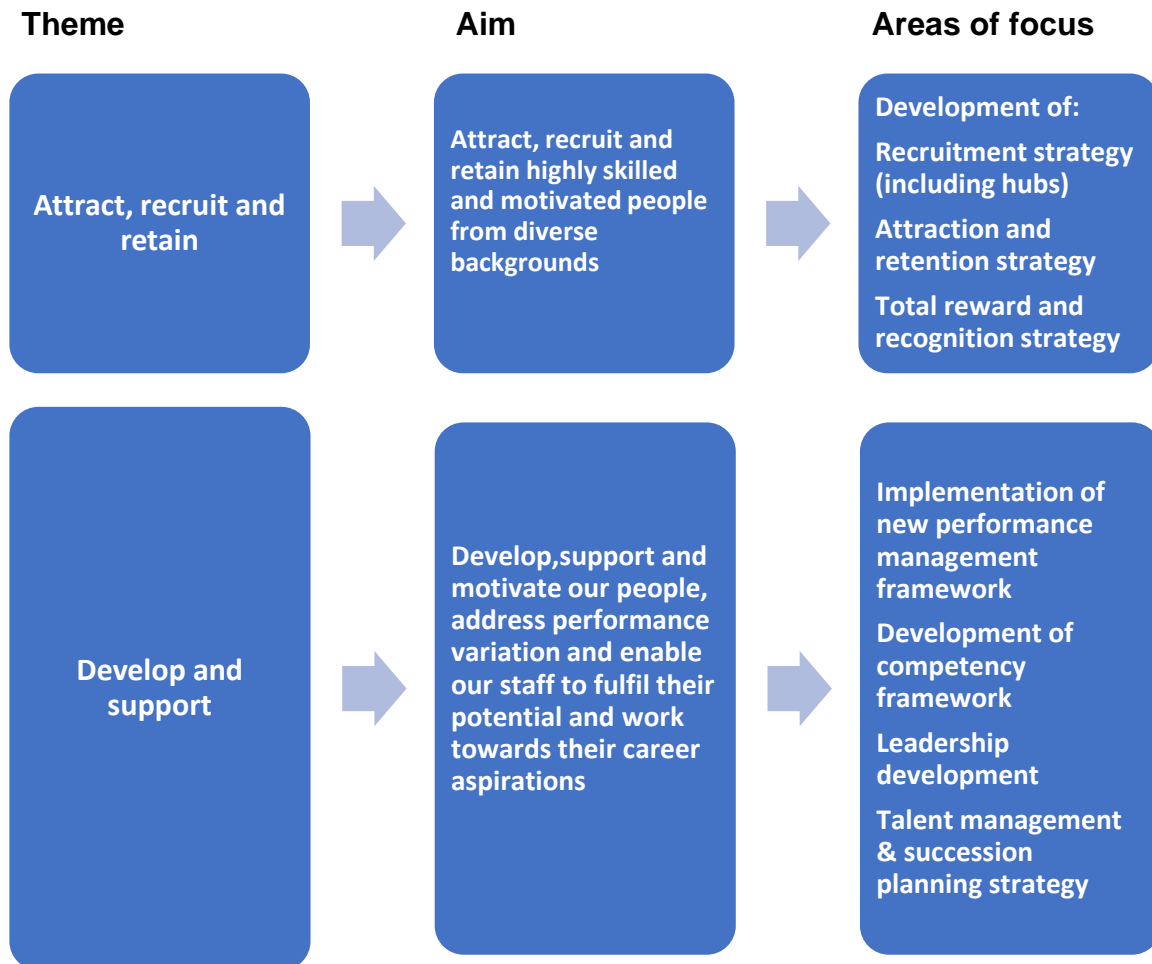
2. Overview

2.1 The strategy comprises 4 headline themes: Attract, recruit and retain; develop and support; promote engagement, equality, inclusion and wellbeing; and deliver responsive HR services. Underpinning these themes are our current and future ambitions to:

- Secure high-performing people across all areas of LeO's work, through a range of selection methods that are rigorous, flexible, professional, inclusive and fair
- Have in place a well-designed induction and on-boarding programme for all new employees, so that they have a positive first experience of LeO, integrate into their teams, understand LeO's culture and expectations, become productive quickly and work to their highest potential
- Create a learning culture that encourages our people to be accountable for their personal development, supported by meaningful development and regular career conversations with their manager
- Develop people's personal and professional skills and knowledge throughout their time at LeO, through a planned training and development offer, and provide ongoing support to help them achieve their full potential
- Establish progression opportunities that facilitate talent management and succession planning
- Develop and support excellent leadership and management capability and capacity, ensuring leaders and managers are equipped with the skills to manage change well and are empowered to make decisions
- Further develop a range of mechanisms to engage with, hear from and listen to employee views across a range of issues, and work with our people, Staff Council and Staff Networks to resolve issues quickly and implement change well
- Develop a strategic approach to equality, diversity and inclusion and embed it within our plans and priorities, ensuring LeO is a diverse and inclusive employer and supporting our people's wellbeing and performance
- Develop a total reward approach which is valued by employees, facilitates organisational objectives and recognises people's achievements
- Enable the development of a performance culture in which expectations are high, employees aspire to excellence, innovation is encouraged, and employee performance can be supported, rewarded, enhanced and managed effectively

- Continue to focus on addressing performance variation in our operations teams, supported by effective performance management frameworks
- Provide an environment where health and wellbeing are actively promoted, people feel engaged with LeO and valued for their contribution
- Foster a culture based on respect, inclusivity, trust, transparency, wellbeing and engagement
- Deliver an HR function and team which is professional, responsive, efficient, collaborative and enabling.

2.2 The following provides an overarching summary of the themes, aims and areas of focus for this year's strategy. Section 3 lays these out in more detail, highlighting headline activities for each theme.





3. Headline activities against each theme

3.1 The following tables indicate the key activities for each theme. These are underpinned by a detailed action plan with associated timescales for each action. Progress against these will be subject to regular review through the project management framework.

Theme 1: Attract, recruit and retain

Key activities
Develop an attraction and retention strategy for the whole organisation
Undertake an end-to-end review of the recruitment process and candidate journey, ensuring greater rigour and consistency in process, excellent recruitment practice and experience for job applicants
Review the Recruitment Policy to ensure it reflects excellent recruitment practice, promotes excellent EDI practice and is fully compliant with employment law
Develop an Induction Policy that reflects excellent induction/onboarding practice for all roles in LeO
Extend recruitment campaign mechanisms to ensure a more flexible, tailored approach to vacancies and improve recruitment reach (including use of managed recruitment partner where appropriate)

Key activities
Continue to develop LeO's hub strategy for a Cardiff site; begin investigation into locations where LeO's employment terms and conditions are competitive as potential hub locations
Deliver recruitment training to line managers as part of the Leadership and Management Development programme - to include EDI considerations within the recruitment process (e.g., awareness of unconscious bias)
Promote diversity in recruitment by targeting and monitoring recruitment activity through improved EDI recruitment data
Complete the benchmarking exercise of LeO's terms and conditions of employment (e.g., salaries, annual leave) to provide comparisons with other employers/competitors – use findings to inform total reward and recognition strategy
Develop and implement total reward and recognition strategy
Expected outcomes
Reduced attrition (progress towards latest national figure of 12.4%)*
Positive responses to job adverts/recruitment campaigns (sufficient job applications, high quality applicants)
Move from single site location to national employer
Ability to analyse progression through the selection process for specific cohorts to identify potential barriers and address as appropriate

* 2021 XpertHR voluntary turnover survey, based on 2020

Theme 2: Develop and support

Key activities
Implement the new Developmental Performance Management Framework and associated policies, to assist in addressing performance variation where necessary, recognise and reward excellence and support employees' development and career aspirations
Develop and implement a Competency Framework, setting out expectations of employees in different roles and at different levels
Identify job families and develop career pathways that facilitate progression
Complete training needs analysis and identification of skills gap exercise
Develop and implement a planned training and development offer to promote individual and team development, linked to strategic objectives, outcomes of Personal Development Reviews and findings of TNA/skills analysis

Key activities
Develop and implement a new leadership and management development programme for current and aspiring managers (to include people management skills and EDI)
Develop a talent management and succession planning strategy
Expected outcomes
Reduced attrition (progress towards latest national figure of 12.4%)
Increased productivity (increased case closures - forecasted average above 700 closures per month with the addition of early resolution closures)
Improved resilience in replacing business-critical posts
Reduced number of employee cases referred to HR for formal intervention
Reduction in number of disciplinary and grievance cases

Theme 3: Promote engagement, equality, inclusion & wellbeing

Key activities
Develop wider employee engagement strategy
Review role of Staff Council and Networks – revise/develop terms of reference (TOR) if appropriate
Implement actions identified within the 2021 People Survey report
Continue to actively promote health and wellbeing through a range of wellbeing initiatives and engagement activities, including support from the Wellbeing Champions, Employee Assistance Programme, workshops, ‘Buddy Circles’ and the development of an ongoing wellbeing programme
Develop new EDI strategy
Develop an annual programme of EDI awareness activities
Expected outcomes
Reduced attrition (progress towards latest national figure of 12.4%)
Reduced sickness absence (progress towards national figure of average of 6.5 days lost per employee) *
Expected outcomes
Reduced number of grievance cases and employment tribunal claims
Diverse workforce – representation at all levels of the organisation

* 2021 XperthHR sickness absence survey, based on 2019 figures to mitigate impact of pandemic

Theme 4: Deliver responsive HR services

Key activities
Recruit and induct new HR team
Embed HR business partner model across the business
Undertake review of HR management information and HR reporting needs of managers
Complete review of all HR policies and processes
Expected outcomes
HR business partnering model embedded
Improved, streamlined HR policies, processes and services

4. Going forward

- 4.1 We recognise that this year's People Strategy is the first stage in moving LeO to becoming a great place to work. There is still much to be done, but it is envisaged that this strategy will form the building blocks for future development and refinement of forward-thinking people-related activity in the coming years that is clearly linked to organisational strategy and objectives.