

<i>Meeting</i>	OLC Board	<i>Agenda Item No.</i> <i>Paper No.</i>	106.5 (A)
<i>Date of meeting</i>	27 July 2020	<i>Time required</i>	40 minutes

<i>Title</i>	Update on the Implementation of the People Plan and Delivery Plan including an update on the Independent Review
<i>Sponsor</i>	Marcus Passant
<i>Status</i>	OFFICIAL
<i>To be communicated to:</i>	Members and those in attendance

Executive summary
<p>This report provides an update on the implementation of the People Plan and the response to the independent review.</p> <p>The Chief Ombudsman has stated that the five key areas of risk for the organisation are:</p> <ul style="list-style-type: none"> • Delivery, including performance and people • Governance and Risk issues • Finance and financial control • Reputation and confidence of key stakeholders (and resultant external commentary) • Succession and senior leadership skills and capacity <p>To support these risks the immediate priorities for the Head of HR in the next 12 weeks are to play a lead role in the response to the COVID pandemic, providing communication, and guidance to staff working remotely and in preparation of working practices and office facilities for a risk assessed safe return, supporting the executive recruitment process in support of the Chair and CEO and to support operational performance improvement alongside the Interim Director of Operations including improvements in the confidence and capability of operational line managers at all levels.</p> <p>In the light of the pandemic and a seismic shift in working practices, the phasing and articulation of the People Plan and its delivery plan will need to be revisited and potentially recast. The People Plan anticipates that the three strategic objectives might well stay the same but what may change is how we motivate and manage a dispersed workforce with such significant and exceptional environmental circumstances and societal changes.</p> <p>Although as described below the project delivery of the people plan has started, the initial delivery timescales are unrealistic and we propose to review these in August.</p>
Recommendation/action required

People Plan & Delivery Plan

The project structure for the delivery of the People Plan has now been implemented with agreed terms of reference which can be seen at Appendix A. The first meeting of the Delivery Team was held on 1 July 2020 and the team draws from a wide range of staff from across the organisation including Operational Delivery, Operational Transformation, HR, a representative from the staff council, Chair of the BAME network and the Lead Wellbeing Champion. Project sponsor is the Head of HR (temporarily also SRO until the new COO is recruited) supported by two business owners, the interim Director of Operations and the Deputy Ombudsman. Project Manager is LeO's Business Performance Manager.

The first activity of the delivery team was to prioritise those actions into a 'Vital 10' that would achieve the most impact and are critical to the delivery of the plan and to allocate owners. These ten were chosen as they drive and enable a supportive performance culture. The table below describes the impact and differences expected as a result of their implementation. The updated delivery plan circulated separately details owners and timescales for activities to start. The management team wish to be clear that it cannot deliver all of the actions during the current unprecedented times and progress will be on a longer phasing than envisaged in March 2020 when the People Plan was taking shape working closely with RemCo.

People Plan - The Vital 10

No.	Activity	Expected Impact – Benefits Realisation
1	Define the demographic and profile of the LeO employee to inform effective recruitment and development	Our recruitment approach has been refined over the past year but our ability to select and predict who will be high performers remains limited. Defining this will enable an improved success rate in recruiting the right people and drive operational performance
2	Introduce new, practical elements of induction to take account of different learning styles alongside regular training touch points post formal induction for Investigators that supports and drives operational performance	Each year we recruit upwards of 50 new people evidence is that the induction programme starts well but as those people are released into live operations we see increased levels of dissatisfaction which can result in turnover in 12 to 18 months of term. This activity should reduce that turnover and improve operational efficiency
3	Launch discussion forums, agree next steps, follow through and publicise outcomes	Feedback from staff has told us that colleagues do not feel involved in process improvements. Discussion forums will facilitate engagement and process improvement to drive operational efficiency
4	Follow up on staff survey, acknowledge areas of concern, get employees involved in solutions	Survey results have continued to decline indicating a lack of trust and. Keeping staff well informed through honest and clear communication will help build trust and visibility in the work of the senior leadership team

5	Redesign development conversations with a focus on actions that improve skills and knowledge and career pathways	Ongoing, but often undocumented discussions are happening across the organisation but there remains a lack of clarity on expectations and career pathways. Providing these will help us manage risk by building capability and continuity of skills.
6	Conduct a skills audit of current leadership capability. Implement 2020/21 Team Leader development programme which will include the basics of good line management	Staff feedback on line managers is generally positive but their range of skills and ability is varied and not aligned to the strategic needs of the business. Documenting the current needs and implementing development will result in improved operational performance
7	Define and facilitate the shift to managing by behaviours - Simplify the range of behavioural and competency frameworks and state the expected behaviours for management roles, with clear advice on avoiding ineffective behaviours, and provide clear levels of accountability	Measurement of performance has been one dimensional and a source of staff discontent. Recognising a more balanced approach to measurement founded on behaviours will motivate staff and ensure excellent performance
8	Develop HR workshops and tools to provide advice and guidance to leaders on consistent policy implementation	Evidence from staff suggests that line managers are not sufficiently trained or competent to apply policies. Tools and training will drive consistency and fairness in their application
9	Agree the future and important role of Staff Council with management and staff jointly involved in decision making and producing solutions	The staff council is the only elected consultation body and although it plays an important role, more clarity is required. Fair representation and involvement will improve engagement and inclusive behaviours
10	Drive the BAME agenda through the existing BAME group, developing an action plan for 2020-21.	BAME representation at line manager and senior levels within the organisation do not reflect the local community. By fostering a culture of diversity and inclusion we will build a workforce that reflects the diversity of our complainants so that we are better able to improve the experience of our service for complainants in line with our strategic objectives.

The Business Performance manager has been holding initial touch point meetings with owners during July and the delivery team have been tasked with defining activities and providing highlight reports by 4 August. An overall project highlight report will be provided to the September RemCo meeting.

Although a number of positive actions and developments have taken place in Q1 it is important to highlight the impact that full home working and responding to the COVID pandemic has had on delivery of actions within the plan, many of which were reliant on collaboration and capacity from colleagues outside of their core delivery. Positive achievements to date include the launch of the new change management approach, launch of discussion circles, work to standardise job descriptions and most notably, improved communication and engagement with

staff evidenced in feedback from the COVID Pulse survey conducted in June 2020. Involvement was positive, 168 out of 260 staff responded compared to 141 responses to the 2019 Civil Service Survey. Overall, the survey response was very positive in respect of how the COVID-19 situation has been handled, communicated, and supported by management.

Top 5 positive themes from the survey:

- 95% of staff said they felt supported by LeO since the COVID-19 outbreak.
- 96% of staff said that LeO had informed them of matters that concerned them.
- 83% of staff said they have confidence in the way MT is handling the impact of COVID-19.
- 80% of staff responded positively to a statement that they had received adequate support (*to a great or to some extent*) in respect of their mental health and wellbeing.
- 99% of staff said they were able to access the information they need to do their job from home, and stay connected to their manager/team when working from home.

Employee involvement and awareness of the People Plan has been low in Q1 but with the establishment of the delivery team and a LINK intranet article being published in mid-July, awareness should start to build.

Independent Review

We have analysed recommendations in both the desktop review and the Independent Review and combined there are 39 issues listed. The People Plan Delivery Programme responds to 24 of those issues directly and 8 semi directly.

Conclusion

The People Plan has been developed through a cultural lens that will need to adjust in the light of the pandemic. Ruthless prioritisation of immediate priorities has been required and further work with the management team required to ensure that the delivery plan does not over promise and under deliver.

APPENDIX A TOR: People Plan Delivery Programme

Purpose:	<p>The Project Board will;</p> <ul style="list-style-type: none"> • Approve project proposals and associated documentation • Review and update the Project Plan in collaboration with the Project Manager • Provide a steer on various project-related issues throughout the lifecycle of the project.
Attendees:	Inputs: circulated min 2 days prior to meeting
<p>Project Sponsor - Head of HR Business Owner – Deputy Ombudsman (SP) Business Owner – Head Ombudsman (MH) Project Manager – Business Performance Manager HR Delivery x2 Ops Delivery x3 (OMT & Team Leader) Ops Transformation x3 Staff Council Rep / BAME Rep / Wellbeing Rep</p>	<ul style="list-style-type: none"> • Agenda • Project Plan • Risks • Papers for discussion decision-making and review
Roles:	
<p>Chair: Head of Human Resources Vice Chair: Head Ombudsman / Deputy Ombudsman Scribe: Business Performance Manager / Project Manager</p>	
Timing, Frequency and Format:	Outputs
<p>Frequency & Timing: Monthly (2 hours) Format: Microsoft Teams</p>	<ul style="list-style-type: none"> • Agreement / approval on papers • Progress against project delivery plan / milestones met • Risk scoring and mitigations are updated • Actions are issued to External Affairs for communication purposes • Updates are captured and shared with Management Team / Executive Team and RemCo
Quorum:	
<p>Head of HR/Head Ombudsman (in vice chair capacity) One rep from each Business area</p>	
Expectations and Code of Conduct:	
<p>Submit papers and inputs on time to circulate one week in advance of meeting to: [REDACTED] FoI Exempt s.40 All papers taken as read prior to the meeting</p>	