

# Covid-19

People Strategy / HR: Planning and Recovery

12.05.20



# Proposed People Strategy (revised) Priorities

In the context of this current situation, the following priorities are proposed for the People Strategy programme to focus on for the short to medium-term (6 months):

## Promoting a positive working environment

### Policies Review

- Managing issues
- Leave
- How we work
- Resourcing
- Pay & benefits

### Managing Change well

## Developing skills now and for the future

- Procure new LMS
- Launch new Digital platform
- Delivery of L&D commissioning plan
- Managing Capability
- Induction
- Apprentice Levy

### Covid-19 Recovery work

- Review priorities
- Restart change programme work

### Smart Working

- Review Smart Working vision
- Covid-19 Lockdown lift

## Developing leaders for now and the future

- Aspiring managers Programme
- Manager Induction
- Managing Change well

## Keeping & Attracting talented people

### Recruitment (incl. system)

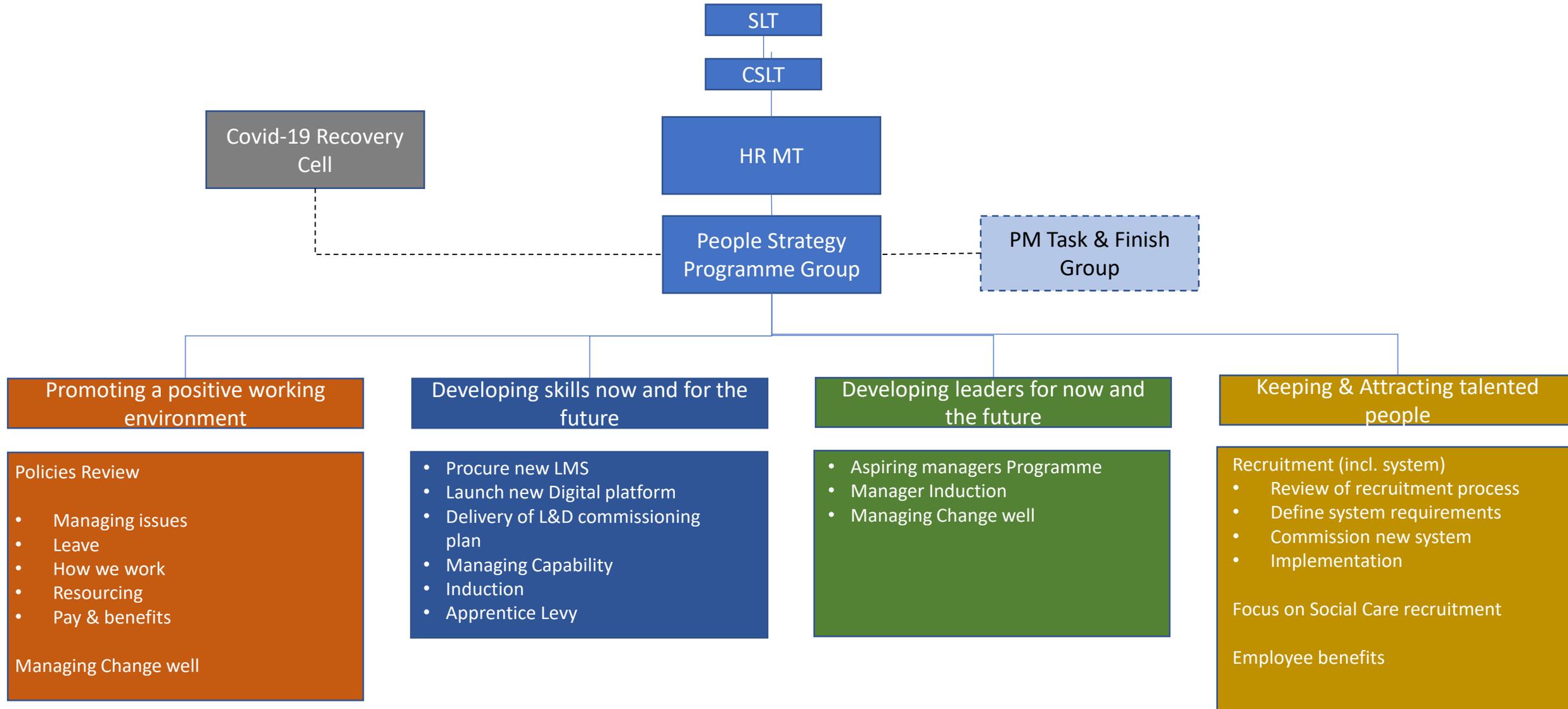
Focus on Social Care recruitment

- Review of recruitment process
- Define system requirements
- Commission new system
- Implementation

Employee benefits

Cross-cutting priorities – Benefits realisation, Data dashboards, Cultural Survey, Communications & Engagement

# Proposed People Strategy Governance arrangements



# Specific Covid-19 recovery work – People Strategy

	Immediate priorities	Opportunities	Risks (incl. MTFS implications)	Timescales	Impacts
Review priorities within the People Strategy	<ul style="list-style-type: none"> <li>Current work being undertaken to assess the future priorities for the People Strategy in the light of the current situation</li> <li>Stock take on where we have got to and what the current situation offers us in terms of opportunities and threats to the current strategy vision and priorities</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>To take stock and assess how best to move forward supporting the wider organisation recovery programme</li> </ul> <p><b>Threat</b></p> <ul style="list-style-type: none"> <li>Aligning all workforce related recovery activity to the People Strategy and vice versa. Without this alignment there is increased potential for duplication and potentially contradiction in messaging and activity</li> <li>Organisational fatigue caused by COVID-19 may reduce appetite for change in the short to medium term</li> </ul>	<ul style="list-style-type: none"> <li><b>Insufficient capacity;</b> Audit of year 1 priorities identified capacity as a risk. Review of function confirmed this risk. Support for “response” will continue in some areas alongside increase in support for “recovery” as well as BAU. Resource will come under increasing pressure.</li> <li><b>Future restructure will heighten capacity issues.</b> Impact of change on function may impact on performance and support to the wider change programme/restructures.</li> </ul>	May 2020	<ul style="list-style-type: none"> <li>Changes will need to be linked to the wider recovery work of the organisation and any workforce related elements that need to be considered</li> </ul>
Restart the Change programmes	<ul style="list-style-type: none"> <li>Criteria to be applied to current list of change programmes (39) to assess how to proceed once agreed by SLT on 18 May 2020</li> <li>Revised approach to consultation to be agreed with Trade Unions</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Recognises the need for change to continue</li> <li>Removes uncertainty for staff not knowing future</li> </ul> <p><b>Threat</b></p> <ul style="list-style-type: none"> <li>Some staff affected may be in critical roles during this crisis</li> <li>Ongoing stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Consideration needs to be given to the emotional wellbeing of staff during Covid-19 crisis</li> <li>Digital capability to engage in revised consultation approach</li> <li>Ability to safely deliver services during critical situation</li> <li>Ability to deliver savings identified as a result of crisis</li> </ul>	End May 2020	<ul style="list-style-type: none"> <li>Financial impacts</li> <li>Workforce impacts</li> <li>Practicality of other organisations to engage in our change programmes (eg. ASC)</li> </ul>

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Smart working	<ul style="list-style-type: none"> <li>Review Smart Working vision following the Covid0-19 lockdown and how we accelerate our plans for Smart working.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>We have the chance to develop an even more ambitious vision for Smart Working based on the experiences the lockdown period has provided to us.</li> <li>There are opportunities to increase our ability to work agile effectively</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Short term managing of lock down not in pursuit of longer term vision for Smart working.</li> </ul>	<ul style="list-style-type: none"> <li><b>Business readiness and alignment.</b> Need to ensure the vision for Smart working is understood and in line with SCC strategic intent. Risk that the organisation reverts to previous practice rather than capitalising on the crisis.</li> </ul>	18 May 2020	<ul style="list-style-type: none"> <li>How we will re- envision smart working for the organisation will have an impact across many areas of work and will influence and be influenced by how the rest of the organisation is responding to the Covid-19 situation</li> </ul>
Lockdown Lift	<ul style="list-style-type: none"> <li>Consider how to manage the lifting of lockdown in line with our Smart Working vision and ensuring building readiness</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Return back to some form of normality following the crisis</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Health &amp; Safety could be put at risk if arrangements aren't in place</li> </ul>	<ul style="list-style-type: none"> <li>Outbreak of Covid in any offices</li> <li>People refusing to return to their office location</li> </ul>	May – Aug 2020	<ul style="list-style-type: none"> <li>Allows and enables the business to return to an agreed new normal</li> </ul>

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Policy review	<ul style="list-style-type: none"> <li>• Recommence review of the current suite of policies in line with the reshaped organisation and incorporate changes to working environment post C19</li> <li>• Managerial and union stakeholder opinions to be sought during development</li> <li>• Policies to be reviewed in the following areas or ‘pods’:               <ul style="list-style-type: none"> <li>• Managing issues</li> <li>• Leave</li> <li>• How we work</li> <li>• Resourcing</li> <li>• Pay &amp; benefits</li> </ul> </li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• To develop policies that are fit for purpose for a new look organisation that embraces smart working, digital and community engagement and which align to the Values of today’s SCC</li> <li>• To use collaborative working on development to improve ER climate and TU relationship</li> <li>• To meet statutory responsibilities to Schools</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Policies are not fit for purpose and hinder organisational progress against our objectives.</li> <li>• We are failing to meet our statutory responsibilities to schools without having fully risk managed this</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Employee Relations climate.</b> Current SCC/TU relationship and intention to review facilities agreement may impact on ability to implement new policies.</li> <li>• Further, TU availability or enthusiasm may be limited for discussing new/amended policies when they may be affected by, or supporting colleagues and members affected by, C19.</li> </ul>	May – June 2020	<ul style="list-style-type: none"> <li>• Policies can only be reviewed within the context of the organisational vision in relation to smart working and wider recovery implications</li> <li>• Improvements and streamlining of HR work to support change programme cannot happen cleanly without fit for purpose policies and simplified processes</li> </ul>

# Specific Covid-19 recovery work – Wider HR function

	Immediate priorities	Opportunities	Risks (incl. MTFS implications)	Timescales	Impacts
Review of function	<ul style="list-style-type: none"> <li>Assess how the Covid-19 situation has impacted on previous thinking around the future HR function and whether this needs to be refined</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Does the current situation provide any greater opportunities to re-assess the HR function for the future</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Consideration of the capacity to do this and the impact on the team to consider this</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient capacity to support the organisation's change programme</li> <li>Savings attributed to the function itself and delivery of these. There is no immediate impact on MTFS</li> </ul>	May – June 2020	<ul style="list-style-type: none"> <li>There is a need to consider the capacity and potential need for future investment in the function to deliver some of the priorities outlined in this recovery work</li> </ul>
Case-working	<ul style="list-style-type: none"> <li>Review any backlogs/delays on cases as a result of COVID 19</li> <li>Identify ways to address delays and new ways of working within the current capacity (also links to Policy Review)</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Potential opportunity to review the way casework is done and potentially improve timescales through virtual/remote working</li> <li>New processes will underpin new people policies which will have direct impact on ER activity</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Minimal delays reported as part of the situation.</li> <li>ER issues not reported/not known as waiting to return to “normal”</li> <li>TU's may object to “virtual” remote ways of working</li> </ul>	<ul style="list-style-type: none"> <li><b>Future restructure may heighten capacity /productivity</b></li> </ul> <p>Impact of change on function may impact on performance and support to the organisation</p> <ul style="list-style-type: none"> <li><b>Capacity within team if increase in cases</b></li> </ul>	May - June 2020	<ul style="list-style-type: none"> <li>Changes will need to be linked to the wider recovery work of the organisation and any workforce related elements that need to be considered</li> </ul>

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	Immediate priorities	Opportunities	Risks (incl. MTFS implications)	Timescales	Impacts
Recruitment	<ul style="list-style-type: none"> <li>Consider the potential pressure on the recruitment system when things start to go back to normal and on-hold recruitments are progressed</li> <li>Review the functionality of current system to meet our future needs</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Develop more streamline processes to support improved Time to Hire</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Minimal delays reported as part of the situation, but this may increase as things get back normal and demand peaks</li> <li>System development time and cost may hamper improvement opportunities</li> <li>Current system and service capacity have potential to be overwhelmed by managing backlog</li> </ul>	<ul style="list-style-type: none"> <li>We are unable to undertake timely hires due to backlog</li> <li>Potential investment requirement for new recruitment system. There are costs for improvements to iTrent or replacement system as appropriate</li> </ul>	6-8 weeks	<p>Immediate impact is to manage the backlog of recruitment through the system with minimal delay</p> <p>Improve system and processing to support streamlined recruitment</p>

# Specific Covid-19 recovery work – Wider HR function

	Immediate priorities	Opportunities	Risks (incl. MTFS implications)	Timescales	Impacts
L&D	<ul style="list-style-type: none"> <li>Continue the procurement of new LMS system and assess the requirements in light of the Covid-19 situation to identify the most appropriate solution to suit the new shape organisation</li> <li>Identifying a time when go live for iLearn will be appropriate for the organisation. Potential to tie this in with the lockdown lift arrangements</li> <li>Work to support the project delivery of an Alt MPC to ensure managers can deliver 1:1's effectively, virtually and with the wellbeing of their team in mind.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Modernisation will support teams and managers to work remotely – resilience, welfare and development.</li> <li>Better data analysis and insight for the L&amp;D function to exploit</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Is the business ready to move forward with an Alt MPC's and 1:1's</li> </ul>	<ul style="list-style-type: none"> <li>Identifying the right time to launch or involve the business with LMS procurement.</li> </ul>	<p>LMS; 6-8 weeks initially to identify the right system. Un kown time to procure but needs to be imbedded by Feb 2021</p> <p>iLearn launc h next 2-3 wks</p>	<ul style="list-style-type: none"> <li>Ability to better manage learning and development data, create learning and development journeys and upskill and engage our workforce.</li> <li>Availability of digital learning content to support all areas of the business with skills form remote working, leadership and engagement to project management skills</li> </ul>

# Specific Covid-19 recovery work – Wider HR function

	Immediate priorities	Opportunities	Risks (incl. MTFS implications)	Timescales	Impacts
HR processes, transactions and systems	<ul style="list-style-type: none"> <li>Identify priority processes for review in light of the Covid-19 situation</li> <li>Review processes and system functionality as appropriate</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Ensure systems and processes are fit for purpose</li> <li>Maintain timely transactions to ensure accurate data within the system</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>System development and / or changes are slow and expensive</li> </ul>	<ul style="list-style-type: none"> <li>Data anomalies</li> </ul>	June 2020	<ul style="list-style-type: none"> <li>Improved processes and system functionality to maintain data quality</li> </ul>
Capability policy and alternative to MPC	<ul style="list-style-type: none"> <li>Identify a time for go live on these.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Implementation will support managers to ensure the welfare and performance of both individuals and teams</li> </ul> <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Capacity pressures in terms to engage with learning and training</li> </ul>	<ul style="list-style-type: none"> <li>If capacity is not available the new approaches will not be utilised</li> </ul>	May 2020	<ul style="list-style-type: none"> <li>Provides clarity on these policies. Creates consistency and reduces confusion</li> </ul>