



People Framework

2021–2025



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Introduction

This People Framework sets out the interventions and actions required to support an improved focus on how we achieve our reset plan.

At the core of this will be a focus on the communities we serve, effective leadership, strong officer/member relationships, a commitment to partnership working and a valued and high-performing workforce. The framework identifies the interventions that are required to achieve the priority outcomes set out in the Our Council Plan.

Over the medium term, the People Framework will evolve and develop as outcomes are delivered and milestones reached. We will use the learning gained at each stage to refine and develop the framework. The People Framework therefore identifies four key themes that will help shape our organisation, our leadership, and our workforce in the future in support of WSCC's priority action areas.

Equality, diversity and inclusion underpin each theme and the Framework as a whole. This inclusive culture to which we aspire, where all of our people are treated with dignity and respect and are able to work in an empowered, collaborative and innovative way, will be achieved through the work we undertake in each of the four themes.

“A supportive and inclusive culture of respect”

› **Theme 1:** Leadership and Management

› **Theme 2:** Wellbeing, Values and Ways of Working

› **Theme 3:** Performance and Development

› **Theme 4:** Resourcing and Talent

Culture, Diversity and Inclusion underpin each theme.

The values

Our workforce is the key to our ambitions. We will work collaboratively with staff to understand the challenges they face and provide them with the opportunity to shape and develop the support we provide. How we do things is just as important as what we do. The WSCC values are the five key areas guiding behaviour that were developed with staff and will frame our culture in the future.

- › **Customer-centred** - we put the customer central to everything we do
- › **Listen and act upon** - we listen to each other and act on what we say
- › **Honest and realistic** - we are honest and realistic about what we can achieve
- › **Trust and support** - we trust and support each other to achieve our goals
- › **Genuinely valued** - we feel our contribution is valued and our achievements are recognised



Leadership and management

“We have competent and confident leaders and managers who live and behave in line with our Values”

Where we want to be

- Leaders role model the values and behaviours that are expected across WSCC and create a more positive, supportive and empowering work environment for staff
- There is stability in senior leadership
- Our leaders and staff have the confidence and support to deliver change and continuous improvement

What we will do to achieve this

- Ensure that most senior leadership roles are filled on a permanent basis. This recruitment and subsequent development of our leaders must promote longevity and focus on the development of leaders who are aligned to, and lead in accordance with, our values and the culture we aspire to.
- Review our “Being a Manager and Leader” framework so that we have a clear articulation of our expectations of managers and leaders in WSCC and what they need to know, what we expect them to do and how we expect them to behave, when they are leading their teams and services and the organisation in a valued centred way. The framework will be embedded into recruitment and promotion, performance management, and development processes.

- Leaders will create a culture that values staff and will have the skills and knowledge required to lead and support teams and individuals through a coaching style of leadership to encourage accountability, innovation and creativity. We will therefore develop leadership capability through development programmes targeted at 3 levels:
 - Leading my team
 - Leading my service
 - Leading the organisation
- We will establish and develop a Leadership Forum for shared working, learning, partnership and collaboration. We will support collective leadership through the delivery of a number of “demonstrator” projects that will test and develop new ways of working.

Benefits to staff

- There is a clear sense of purpose, and staff feel valued and treated with integrity

Benefits to residents

- Those closest to the point of service delivery inform leadership thinking and decision making

How will we know if we are performing well?

- Staff survey data indicates that staff feel they are part of a supportive team where they regularly reflect on successes and challenges enabling continuous improvements
- There is a low vacancy rate and low turnover in leadership roles
- Staff survey indicates that ideas and opinions are valued and are used to help shape the way we work

Wellbeing, values and ways of working

“We have an inclusive and supportive culture, work in partnership and reward individual and team contribution”

Where we want to be

- We have an inclusive and supportive culture, work in partnership and reward individual and team contribution
- Staff, managers and leaders are supported to maintain their mental health and wellbeing
- The views and concerns of staff, including those from underrepresented groups inform organisational learning and improved employment experience
- All staff are treated with dignity and respect and staff feel listened to

What we will do to achieve this

- In the context of the COVID-19 pandemic we have experienced a significant period of change. Our New Ways of Working Cell will continue to be vital for ensuring the organisation continues to operate efficiently and effectively over the long term. Alongside this we will promote smarter working using technology to support efficient decision making and enabling staff to work flexibly.
- Develop our employee's voice with the aim of understanding and addressing problems and issues that individuals and groups of staff face, ensuring that individuals can be themselves at work and are valued for their contribution. In particular, this will focus on establishing new and effective methods for raising concerns and giving feedback.

- Refresh Equality and Diversity frameworks and Dignity and Respect at Work policies will be developed and implemented. We will also work collaboratively with our staff groups to enhance their influence and involvement in our people policies and practices and the support they can provide to their members. We will also continue to build on and develop positive relationships with trade unions.
- We will ensure that staff health, safety and wellbeing are prioritised and establish proactive and preventative approaches to the management of mental health
- Alongside this, we will develop and implement a whole council approach to mental health and wellbeing, jointly with Public Health, to enable proactive and preventative support to maintaining mental health of our staff, managers and leaders.

Benefits to staff

- Staff feel listened to and are supported to manage their health and wellbeing

Benefits to residents

- Services are more diverse and representative of the residents they support, staff are supported to work efficiently and effectively in support of residents

How will we know if we are performing well?

- Staff survey data indicates that staff feel that they are treated with dignity and respect by work colleagues
- High disclosure rates for self-declaration of an employee's: disability, sexual orientation, race/ethnicity, religion
- Staff survey indicates that ideas and opinions are valued and are used to help shape the way we work

Performance and development

“Our people have the knowledge and skills and competences to perform well, access to development, qualifications and opportunities for progression in a safe and supportive environment”



Where we want to be

- › All staff have consistent quality performance and development discussions.
- › Managers feel supported to have difficult conversations when required but performance is respectfully managed and not experienced as bullying.
- › Our people have the knowledge and skills and competences to perform well, access to development, qualifications and opportunities for progression in a safe and supportive environment.
- › Ensure line management practices in relation to development, performance management, reward and recognition reinforce our core values.

What we will do to achieve this

- Embed good consistent people management and development tools and practices to ensure that we invest in our people to build the capability we need to succeed.
- Embed modern performance management approaches so that all staff have good performance conversations and development support.
- Our staff are key to the success of our organisation so we will invest in our people to build the capability we need to succeed. We will undertake a review of the Learning and Development provision, using the learning of COVID-19 to ensure the offer is modern, targeted to business need, and relevant.
- Optimise our use of the apprenticeship levy to support our staff to develop their skills and careers within WSCC.

Benefits to staff

- Staff feel valued in their employment at WSCC and are supported in their continuous development.

Benefits to residents

- Staff who support residents and communities are supported to provide the best service that they can.

How will we know if we are performing well?

- Staff survey data indicates that staff feel they are having regular meaningful conversations with their manager about their performance, wellbeing and support needs.
- Staff survey data indicates that staff feel they have good opportunities to develop their skills and knowledge in line with their role and my aspirations.

Resourcing and talent

“We attract and retain a diverse range of high-quality staff using best practice techniques and good planning”

Where we want to be

- We are able to attract, recruit and retain the staff we need to deliver public services for the residents of West Sussex
- We are better able to recruit & retain permanent leaders & managers
- WSCC has a strong reputation as an employer externally
- We recruit and retain staff and leaders who share our beliefs and values

What we will do to achieve this

- Enable the development of internal talent and reduce the reliance on external recruitment and interim solutions to fill management and leadership posts through the development and implementation of succession management tools and approaches
- Introduce efficient exit interview arrangements such that insight is obtained from all leavers to inform organisational learning regarding the employment experience and retention actions.
- Develop and launch a clear employee offer reflecting modern approaches to employment and working practices, reward and terms and conditions. This be used as the basis for building our reputation as an employer and therefore enhancing our ability to recruit and retain people with the values, skills and capacities we need.

- Implement workforce planning in each Directorate to ensure proactive action plans are implemented to ensure we are able to recruit sufficient staff to meet medium- and long-term needs. This will involve taking actions to invest in the development of our staff, particularly through apprenticeships, to develop the skills needed by services in the future.
- Introduce an improved redeployment offer that enhances our ability to retain staff who are impacted by reorganisations and restructuring.
- Review our workforce diversity information and take action to address issues identified, with the first step being to reduce information gaps for disability; sexual orientation; race/ethnicity; religion/belief, so that these decisions are evidence based.

Benefits to staff

- Staff experiences inform actions to improve retention and staff are supported to develop their skills over the long term.

Benefits to residents

- Sufficient staff are employed with the values and skills required to deliver the best possible service level to residents and communities.

How will we know if we are performing well?

- Senior Management positions are filled by permanent WSCC employees and there is low turnover in these roles.
- Number of new Apprentice starters over the past 12 months.
- The turnover of employees on a permanent contract is at a healthy level.

Our current focus

Leadership and management

Review “Being a manager and leader” framework **September 2020 to May 2021**

- Work with CLT to articulate expected behaviours/unacceptable behaviours for each tier of management.
- Implement revised framework through a communications and engagement programme and embed in management induction for new managers.
- Set up separate workstreams to embed the new framework into our recruitment processes, our management development programmes and our approach to managing performance.

Equip leaders with skills for leading change with a focus on continuous improvement and innovation

September 2020 to March 2021

- Develop a change toolkit for supporting continuous improvement, managing projects, leading teams effectively through change and delivering sustainable benefits
- Commission additional Learning and Development requirements

Wellbeing, values and ways of working

Enhance staff groups

July 2020 to April 2021

- › Engage with staff group leads on review
- › Establish common terms of reference, ways of working, role and purpose for each staff group
- › Appoint Diversity and Inclusion Lead to support staff group activity
- › Establish Director sponsor for each group

Promote Dignity and Respect

July 2020 to June 2021

- › Provide support and tools for managing change empathetically
- › Develop dignity and respect policy and provide support, guidance and signposting
- › Refresh whistleblowing policy and guidance

- › Implement “always on” channel
- › Establish “Workforce Champions” to support staff locally
- › Implement improved exit interview arrangements

Support mental health and wellbeing

August 2020 to February 2021

- › Table Mental Health (MH) for agenda of senior Council meetings every six months
- › Promote MH initiatives and training to all employees
- › Commence communications campaign to encourage employees to talk about MH in the workplace
- › Line managers include MH and wellbeing as part of 121 meetings

- Introduce ‘wellness action plans’ for employees experiencing MH challenges and/or those returning from long-term sickness absence.
- Recruit and train MH First Aiders across the organisation

Demonstrator projects **March 2021 to TBC**

- Scope Demonstrator Project and identify Senior Responsible Officer
- Seek volunteers from across the organisation to take part in the project
- Undertake discovery activities to identify what works well/less well with current arrangements and what our staff would like to see in the future
- Develop interventions and approaches to build on the findings from the discovery activities
- Implement the new approaches

Increase smart working **July 2020 to March 2021**

- Establish New Ways of Working Group to take forward learning from working differently through COVID-19
- Identify key projects to be delivered that will capitalise on the learning gained during COVID-19

Performance and development

Establish professional people management practices

June 2020 to April 2021

- Establish and promote timely professional line management conversations focussed on wellbeing, performance, and development.
- Change “appraisal rating” to “individual performance progress”
- Improve and simplify performance policy and procedure
- Promote available training
- Implement the Foundation Leader programme
- Create a performance management pathway using employee life cycle.

Resourcing and talent

Improve workforce planning in each directorate

September 2020 to TBC

- Develop Workforce Planning Toolkit
- Prioritise workforce plan for CYP&L and F&RS Departments
- Identify the workforce capacity and capability challenges for 2020-23
- Establish interventions to address identified challenges

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