

People Strategy 2024 - 2028



People Strategy
2024 - 2028



Foreword – Lee Breckon

Chairman of the Employment Committee

As we look back on our 2020-2024 People Strategy, we have worked through and addressed a wide range of ongoing workforce challenges, and we have also faced other new and urgent ones.

We can celebrate the successes of building back stronger as we came out of the pandemic, including implementing and embedding our ways of working programme. However, we have seen new and magnified pressures in relation to the impact of the cost of living crisis, with resulting recruitment and retention challenges in many service areas, increased turnover, and staff shortages.

Throughout the last 4 years, we have focused on wellbeing, on providing short and medium-term solutions to these workforce challenges and on delivering a range of products and services that help to make the Council a great employer.

Local Government (and the County Council is no exception to this) is facing continued service pressures through increased demand, particularly in relation to Children's and Adults' social care as well as SEND provision, and the financial pressures over the next 4 years are considerable.

Our workforce is core to our continued success – there is huge creativity, commitment, drive and determination. We need to continue to support and develop our colleagues, and to put long-term plans in place.

This People Strategy, covering the next 4 years from 2024 to 2028, provides the framework by which we will take key workforce priorities forward, all focused on making sure that the Council achieves its strategic objectives.



We'll focus the work through four key themes:

- Leadership, management & workforce development
- Performance management
- Recruitment, retention & workforce planning
- Organisational culture

The products from the People Strategy will only take us so far – we will only achieve what we need to through the ongoing dedication and hard work of all colleagues, and I'd like to take the opportunity to thank every member of staff for playing their part.





Introduction

This People Strategy for 2024-2028 sets out our high-level workforce plans for the next four years. It outlines the initiatives and programmes of work based on a broad set of principles.

Working in
smarter, more
innovative ways

Improving service
delivery as part
of continuous
improvement

Developing our
culture using
our values and
behaviours

Ensuring that we
have inspiring
leaders and great
managers

Attracting
and developing
talent

Focus on
efficiencies and
reducing cost

Improving
colleagues' health
and wellbeing at
work





Context

There is no question that we are operating in an extremely challenging financial environment, which is likely to continue for the life of this strategy. Through effective financial planning and prudent financial management we continue to manage the impact of the wider financial environment. This means however that we must have a clear focus on performance, productivity, efficiency and effectiveness. Whilst building and improving workplace wellbeing, organisational culture, and ensure that our commitment to equality, diversity and inclusion remains strong.

We are a values led organisation.
We take pride in fostering and
building a safe environment where
colleagues come to work to have
belonging and purpose.

93.3%

Rate us as
good
employer

92.5%

Agree we are
committed to equality
and diversity

92.4%

Agree we trust
them to carry out
their job effectively

90.6%

Agree we treat people
with fairness and
respect at work



Based on our 2023 staff survey results

Overview



Overview

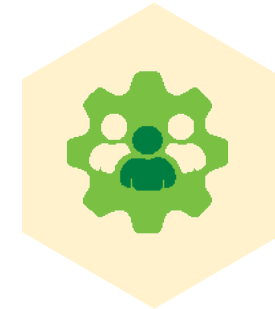


Our People Vision

We are a values led organisation that people are proud to work for

Our Strategic People Objectives

- A place where people want to work
- A diverse workforce where everyone can be themselves
- A confident, capable and engaged workforce
- Support people with their mental and physical wellbeing
- Nurture growth, talent and development
- Enable people to change and work smarter



Our Strategic Outcomes

Great Communities To have active and inclusive communities in which people support each other and participate in service design and delivery

Safe and Well Ensuring that people are safe and protected from harm, live in a healthy environment and have the opportunities and support they need to live active, independent and fulfilling lives

Strong Economy, Transport and Infrastructure : Use local innovation and skills to build a productive, inclusive and sustainable economy at the cutting edge of science, technology and engineering

Improved Opportunities: All children and young people get the best start for life and have the opportunities they need to fulfil their potential, regardless of their circumstances.

Clean and Green The need to protect and enhance the environment and tackle climate change.



Our Smarter Working Principles

- Work takes place at effective locations, effective times and focuses on performance and outcomes
- Colleagues are trusted with more choice about where work is carried out to support autonomous working and help colleagues achieve a good work life balance
- Technology supports colleagues to work flexibly and to collaborate and connect from anywhere.
- Leaders play a key role in championing and role-modelling smarter working best practice
- Our workspaces are accessible and welcoming, providing different areas for collaboration and focus
- Smarter working supports and strengthens our commitment to equality, diversity and inclusion



Our Values

Positivity – we find the best way to get things done and aspire to be the best we can be. We deliver quality services and inspire others to deliver results

Trust and respect – we take ownership and accountability for our actions. We value diversity. We are inclusive and listen to the views of others

Flexibility – we adapt to support the needs of the business. We work creatively, collaboratively and support our colleagues

Openness and transparency – we are honest with the people we work with and serve. We share information and communicate clearly.



Our Leadership Behaviours

Drive – Proactively managing services

Think – taking the time to reflect and analyse

Feel – using emotional intelligence

Connect – building impactful working relationships

Inspire – igniting creativity supporting innovation and role modelling.





Our workforce

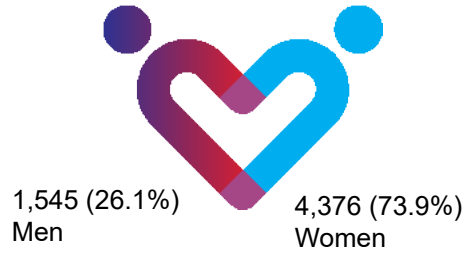
We employ
5,921 people*



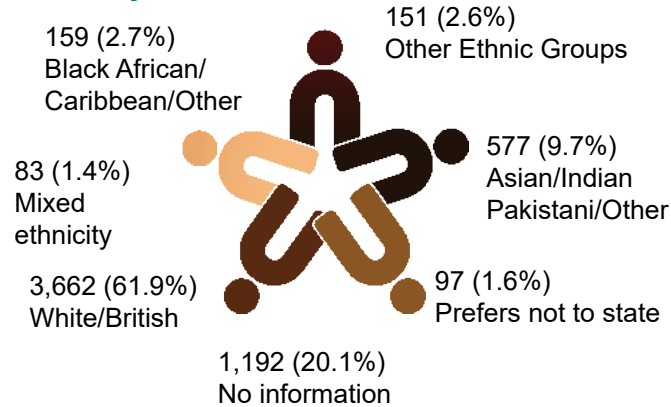
* as of 01 January 2024

Our workforce

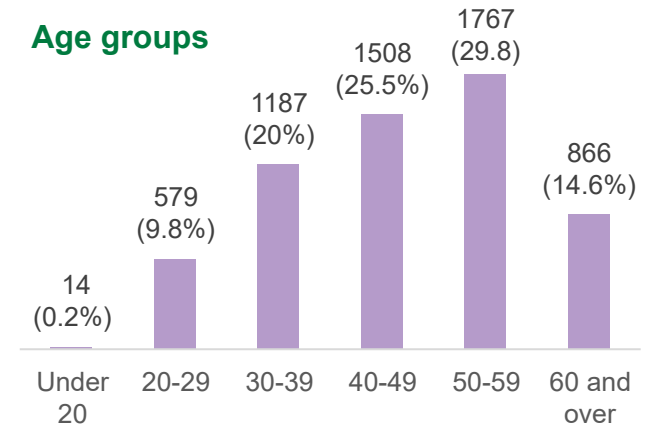
Gender



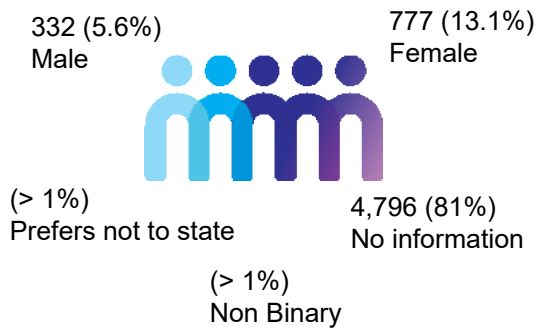
Ethnicity



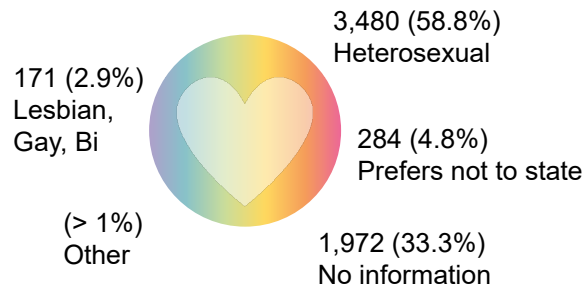
Age groups



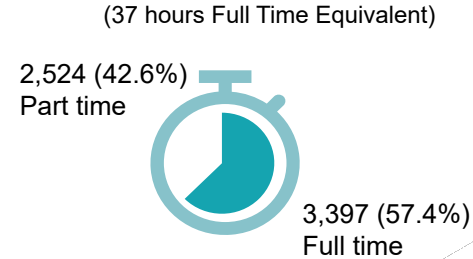
Gender identity



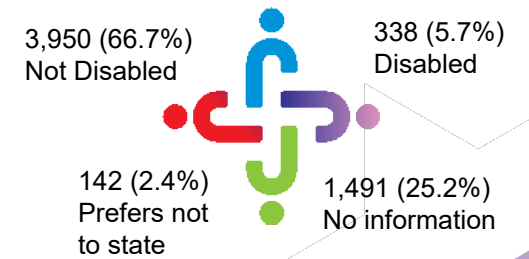
Sexual orientation



Working hours

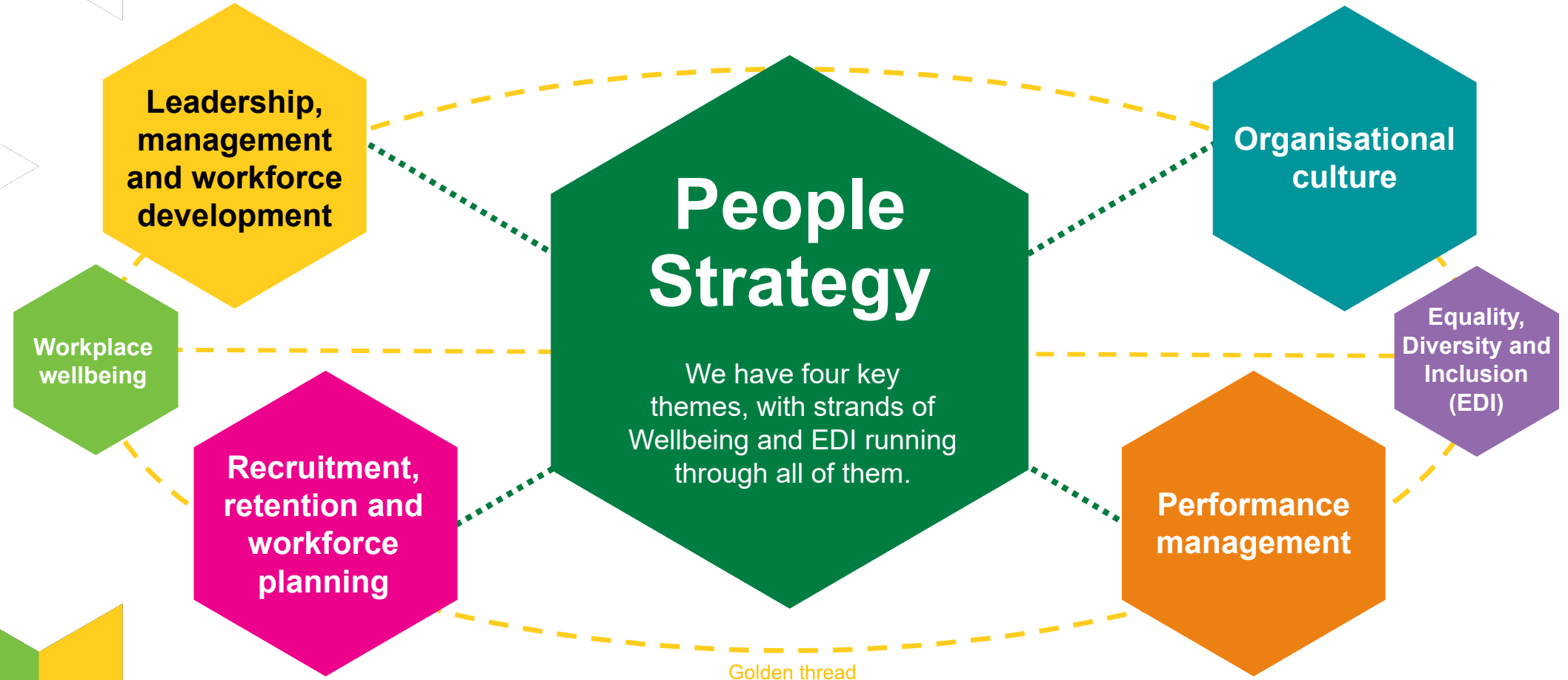


Disability status



People Strategy

Our people themes for 2024-2028



Leadership, management and workforce development



Objective

Leicestershire County Council nurtures growth, talent and development.

Delivery of key programmes of work that cover:

- A strategic leadership development offer that builds upon our aspiring and supervisory programmes, management programmes and coaching strategies.
- Review and procure a learning management system that is effective for staff and managers and which also represents value for money.
- An apprenticeship strategy that recognises and supports talent, improves the uptake and makes best use of the apprenticeship levy.
- An approach to be defined around graduate schemes.
- A talent strategy designed to support long-term workforce development.
- A programme that re-energises people to lead, manage and communicate change positively using our values, leadership behaviours and continuous improvement methodologies.

Objective

Leicestershire County Council has a confident, capable and engaged workforce.

Delivery of key programmes of work that cover:

- An emphasis on doing the basics well – managing performance, supporting well-being, and nurturing talent
- Cultivating self-reliant, competent managers, aligned with our Leadership Behavioural Framework
- Senior ownership and leadership of workforce performance, promoting transparency and inclusivity with managers and staff
- Review People Performance Dashboard/scorecards/workforce system capability working to management self service for workforce reporting
- Driving performance through a clear evidence base, use of data and supporting tools, adopting continuous improvement methodologies



Performance management

Recruitment, retention and workforce planning



Objective

Leicestershire County Council is an employer that people want to work for.

Delivery of key programmes of work that cover:

- A review of our recruitment system and processes which will include onboarding, embedding values and behaviours and a review of selection methods.
- Providing workforce information to support recruitment and retention in the form of regular and valuable data and an evidence led approach to workforce and succession planning.
- A number of projects to enhance our employer brand, through marketing, building relationships with schools and colleges and working to attract a more representative workforce.

Objective

Leicestershire County Council continues to evolve and to enable colleagues to work in smarter ways.

Delivery of key programmes of work that cover:

- Leading on employee related elements of the council's equality, diversity and inclusion (EDI) strategy to create a real sense of belonging for all our colleagues.
- Building on our ways of working, as an employer with a progressive approach to workforce flexibility.
- Encouraging innovation, flexibility, positive change and continuous improvement among employees and managers.
- Support employer accreditation for various aspects of EDI work.
- Maintaining a safe and respectful working environment free from bullying, harassment and victimisation.
- A clear focus on a workforce that reflects our values and contributes to the delivery of the Council's strategic outcomes.



Organisational culture

Workplace wellbeing

Supporting the health, safety, and wellbeing of our colleagues is a top priority for us. According to our recent staff survey in 2023, 92.7% of colleagues are aware of how to access our wide range of wellbeing services, and 86.6% have a positive perception of the available support – both significant achievements. It is crucial to maintain this level of engagement.

Moving forward, we must focus on assisting managers and colleagues in identifying signs of burnout and better supporting stress management at work. This is vital as over 40% of our colleagues view some level of work-related stress as a concern, and mental health / stress / depression (personal and/or work related) accounts for over 25% of our sickness absence. The survey also highlighted the need to tailor our services to better meet the unique needs of our colleagues.





WORKPLACE WELLBEING



Objective

Leicestershire County Council supports people with their mental and physical wellbeing

To achieve these goals, we propose to:

- Continuously refining our wellbeing offer to ensure high-quality services for colleagues and managers.
- Strengthen ties with our BAME, Disabled Workers and LGBTQ+ staff network, as well as the Working Carers' group to address specific wellbeing needs of all groups and to eliminate barriers to accessing support.
- Support and promote local and national campaigns focusing on health and wellbeing at work.
- Develop an annual communication and engagement plan for the service to reach all colleagues.

Equality Diversity and Inclusion (EDI)

We are committed to equality, diversity and inclusion as part of our values.

We aspire to build an organisation with a workforce that reflects the communities that we serve and is judged as a workplace where every individual, regardless of their background, experiences fairness, dignity, respect and equal opportunities. We will foster an organisational culture that is inclusive and equitable so people are able to bring their whole selves to work and feel a sense of belonging.



Objective

Leicestershire County Council has a diverse workforce where everyone can be themselves

We will support the development, design and delivery of the workforce elements of the Equality, Diversity & Inclusion strategy including:

- Embedding the commitment to Equalities, Diversity & Inclusion at all levels including strong leaders who will champion this agenda.
- Continuing to develop a culturally aware and representative workforce.
- Having in place inclusive HR policies and practices.
- Ensuring equality and diversity across the employee lifecycle.



**Equality
Diversity and
Inclusion (EDI)**

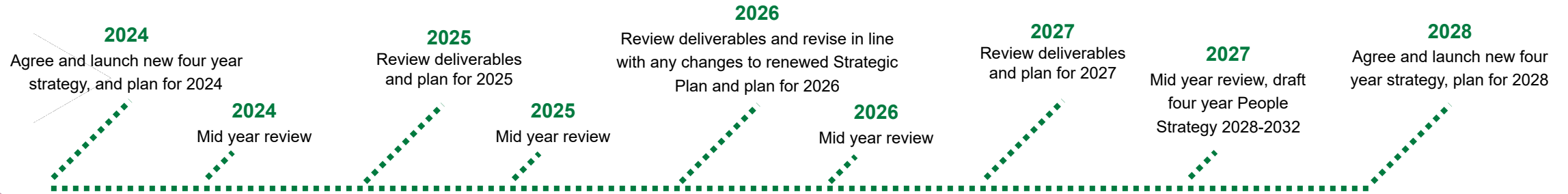
People Strategy

2024 - 2028



Our People Strategy roadmap

Engagement and governance



In order to support delivery of this strategy across the next four years we will have:

- Detailed project briefs and plans to support delivery of objectives
- Regular communication and briefings to key stakeholders on key projects and activity
- Regular reviews of delivery against objectives



People Strategy 2024 – 2028

For more information
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