

People strategy 2017-2020

APPENDIX A



1. Foreword

Leicestershire County Council, like all local authorities in the UK, continues to face significant change as we deal with unprecedented financial and service challenges.

We remain a high performing council – delivering quality services to the people of Leicestershire, against a backdrop of ongoing cuts and efficiency savings. Our partnership working, integration with the NHS and the way we work with communities are key to this. In some cases, there will be other organisations and groups delivering services on our behalf. As a council, we will also consider alternative delivery models.

As we transform as a council in order to meet these challenges, we need to ensure that our staff are at the heart of this change.

We need employees with different skill sets, a ‘digital first’ mindset where appropriate, new ways of working, more effective commissioning and strong, capable leaders. We retain our strong and ongoing commitment to the development of our workforce and to celebrate our success. For those services that we no longer deliver directly, we’ll still need to play a part, maintaining our core values and ensuring a consistent experience for the people that use them.

We also need to place equality and diversity at the heart of what we do, creating a culture where people of all backgrounds and experience feel appreciated and valued.

This document sets out our direction for the next three years, our vision for our workforce and the values and behaviours we’ll need to embed in our work.



John Sinnott
Chief Executive



Councillor Byron Rhodes
Chair of Employment Committee



2. Our strategic outcomes



“ Leicestershire offers good quality of life and is a good place to live, work and do business. ”

3. Values and behaviours

Our values set out the attitudes and approach to work that we expect from our employees, and what the public can expect from us. They are:



4. The strategy – focus and delivery

4.1 Focus and themes

This strategy helps us to focus on our people and how we will work, defining our expectations.

- It is only through our people that we can continue to deliver quality services and the change required.
- Our refreshed values and behaviours set out how we work with each other and our customers – residents, service users and visitors.
- We have high expectations and will support each other to succeed.
- Our expectations are clear and we are committed to development, supporting wellbeing and smarter working.
- We value and support a diverse workforce, that reflects the diversity of our county.
- Our strategy will be ambitious and delivered in an evolutionary way.

Our people strategy has four key themes.

- **Performance management** – we will enable success across the organisation and our people by making clear what is expected of them and what they can expect in return.
- **Leadership** – we will have confident leaders at all levels that use our organisational values and behaviours to build cohesive teams in order to drive performance.
- **Skilled, resilient and flexible workforce** – we will build a flexible, skilled and resilient workforce that is capable of delivering both current and future business priorities.
- **Enablers** – we will ensure our policies, processes and systems are designed to support our managers, enabling the strategy outcomes to be achieved and that a collaborative, structured approach is taken to plan and review the impact of our people focussed activities.

You'll find more detail about these themes in section five.



4.2 Delivery and approach

This is a three year strategy – delivered through an annual plan focussed on clear deliverables for each year. We have already made some significant achievements, so this strategy isn't about starting from scratch – it's about building on our strengths. This work is underpinned by the drive to continuously improve.

Our key principles for delivery:

- We will focus both on what we need now but ensure we are planning for the future.
- We will use an evidence based approach in our design and implementation – targeting our efforts where they are most needed and where they will have most impact.
- We will build on our strengths – sharing and learning from existing best practice.
- We will work through and consolidate our actions – ensuring maximum impact.

Using the key principles outlined above, we will phase the implementation of the strategy – ensuring that the critical building blocks are in place before moving in to our plans for years two and three.

Governance

Progress will be monitored by the council's People Strategy Board, with regular reports to members via Employment Committee. Each theme will have a senior sponsor and dedicated HR resource allocated to it.

Year one

The focus is on strengthening our skills and competencies.

- We'll build on and improve the fundamentals – compliance, consistency, capability, confidence.
- We'll focus on solid performance management.

Years two and three

Years two and three will focus on stretching ourselves to get the best out of our workforce, and enabling leaders to get the best out of their teams.

We'll have a renewed focus on strategic leadership, in order to:

- Implement different service delivery models.
- Embrace the digital agenda.
- Plan for success.
- Enhance our business and commercial acumen.
- Be the employer of choice – a place where people want to work, which attracts the best candidates and has a fulfilled workforce.
- Lead on local partnerships and joint working.
- Further integrate our social care services with health



5. Themes

5.1 Performance management

What we are committed to:

- We will enable success across the organisation and our people by making clear what's expected of them and what they can expect in return.

Why we are committed:

- We think it's important that all employees understand our vision and priorities and how the work they do contributes to these. If we are to continue to deliver high quality services, we will need to ensure that we get the best out of our workforce.
- We want employees to be clear on how we expect them to perform in their roles and the values and behaviours that we believe underpin how we work. We also want our leaders to manage performance effectively, in line with our leadership framework, and to use the performance management process to provide constructive feedback and support to employees to help them meet our expectations.

5.2 Leadership

What we are committed to:

- We will develop confident, capable leaders at all levels that use our organisational values and behaviours to build cohesive teams in order to drive performance.

Why we are committed:

- We need strong, visionary leaders to take us through and help us deliver.
- Our leaders need to be visible, active and clear about what their roles require of them. They need the capability to fulfil their responsibilities and their performance will be reviewed and assessed.



5.3 Skilled, resilient and flexible workforce

What we are committed to:

- We will continue to build a flexible, skilled and resilient workforce that is capable of delivering both current and future business priorities.
- We will continue to recruit the best people to work for the council, and we will encourage and support their future development.
- We are committed to appropriate reward and recognition arrangements.
- We will have a focus on the mental and physical wellbeing of our staff.
- We will develop an employment deal which sets out clear expectations of our workforce and what we will provide in return as a good employer.

Why we are committed:

- Over the last few years, our workforce and the way it is organised have changed. Further changes will be required as we continue to respond to business pressures.
- We will need to ensure that our employees are given the skills they need to competently do their jobs both now and in the future and that our systems and working practices support employees to achieve a healthy balance between delivering service needs and meeting their personal commitments.

5.4 Enablers

What we are committed to:

- We will ensure our policies, processes and systems are designed to support our managers, enabling the strategy outcomes to be achieved and that a collaborative, structured approach is taken to plan and review the impact of our people focussed activities.
- We will make 'fit for purpose' management information available regarding our workforce.

Why we are committed:

- Our managers need to be enabled to own their people management activities and be able to carry them out effectively.
- Our priorities and actions need to be determined by evidence and our efforts focussed where they will have the greatest impact, in order to meet whole organisational and specific departmental needs.



Appendix A – Year one

Key deliverables:

- To ensure all our managers have the capability and confidence to fulfil their responsibilities in managing the business, against clear and consistent expectations.
- To support aspiring managers in meeting their aspirations through assessment, development and opportunity.
- Providing focussed learning and development to ensure that staff at the county council have the right knowledge and skills to deliver organisational outcomes to the standard required.
- Develop and implement an approach to apprenticeships that is linked to career pathways and that sets a strong foundation and enables us to meet expectations set by the government.
- Embedding the organisation’s values and behaviours across the organisation so everyone understands what these mean for them and their teams.
- Implement innovative working practices which drive effective delivery of our changing service requirements as well as supporting our employees to achieve an effective work/life balance.
- Move from a “formal” annual appraisal to a more agile, regular one-to-one review and feedback conversation that measures performance based on outputs and outcomes and how people work with others .
- Implement and monitor a range of approaches in order to improve attendance rates across the council.

Enablers:

- Making our systems, processes and policies as performance focussed but as user friendly as possible, ensuring managers carry out their people management related responsibilities more efficiently.
- Access to high quality management information and reports on people data, to ensure areas of concern are explored and acted upon.
- Collaborative working between People Services and Departments to implement a structured approach to developing and delivering against workforce strategies and plans – including regular reviews of progress against objectives and outcomes.

Year one – refreshing and embedding

Compliance, consistency, capability, confidence

Deliverables	Theme			
	Leadership	Skilled, resilient and flexible	Performance management	Enablers
Leading Leicestershire (managing the business)	✓			
Leadership Development for aspiring managers	✓			
Delivering learning to ensure we have the knowledge and skills required to enable people to carry out their jobs effectively	✓			
Implement new apprenticeship scheme		✓		
Embedding the refreshed values and behaviours			✓	
New ways of working – flexible working practices / digital		✓		
Implementation of a wellbeing strategy		✓		
Implement employment deal		✓		
Implementing a new one-to-one process/appraisal approach			✓	
Improving attendance management			✓	
Leading on the people aspects of the Oracle update				✓
Improving performance workforce reports				✓
Equality and Diversity				✓

This page is intentionally left blank