

Leicestershire County Council
People Strategy
2010 - 2013

Status: Final Draft V9

Contents

1. FOREWORD

2. INTRODUCTION

- 2.1 Success through people
- 2.2 Key influences
- 2.3 Workforce profile

3. ACHIEVEMENTS 2007 - 2010

4. CONTEXT FOR THE PEOPLE STRATEGY

- 4.1 Medium Term Delivery Plan to 2013
- 4.2 Medium Term Financial Strategy

5. VISION AND VALUES

6. THEMES

- 6.1 Leadership capacity and capability
- 6.2 Manage and sustain high performance
- 6.3 Workforce learning and development
- 6.4 Employee engagement and recognition
- 6.5 Employee health and wellbeing
- 6.6 Equality of opportunity for all
- 6.7 A modern, fair employment package

7. GOVERNANCE

- 7.1 Governance Structure

1. FOREWORD

Leicestershire County Council is a high performing authority that wants to improve the quality of life of its citizens and maintain its natural environment, through three key programmes in our Medium Term Delivery Plan and through our six core values.

Our workforce is recognised as our greatest asset and, through our people, we will deliver great public services that offer outstanding value for money.

It is only through our people's skill, creativity and commitment that we can make Leicestershire a great county. We want our employees to feel proud to work for the Council, be passionate about what they do, and to feel that it's more than just a job.

As one of the largest employers in the area, we understand the important role we play in providing opportunities for improving skills and employment for local people and we have reflected this in our strategy.

Within the next four years, the Council faces the unprecedented challenge of delivering services through a period of significant public sector spending cuts. The ability to sustain an effective relationship with our staff will be crucial to our success. During this period, we need motivated well-managed staff who will deliver high performance and excel at work. Difficult decisions lie ahead and this People Strategy sets out how we will reshape the Council in partnership with our workforce.

This document sets out a strategy of transformation through people and the priorities on which we will focus our efforts over the next 4 years. Through its delivery, we will ensure the Council achieves its social, economic and environmental goals and remains a leading employer within the sector.

Chief Executive _____ Leader of the Council _____

2. INTRODUCTION

The People Strategy sets out our vision for our workforce. It outlines how Leicestershire County Council working with partners plans to manage and develop the workforce in order to deliver our vision, values and priorities, as set out in the Sustainable Community Strategy and the Council's Medium Term Delivery Plan to 2013.

This Strategy sets out the challenges facing Leicestershire County Council over the next four years, the impacts upon our workforce and how we intend to respond in the short and longer term.

As a result of the worst economic recession for decades and the very high level of national debt, local government is facing unprecedented spending cuts over the next four years and therefore a key focus of the Strategy is on service reform, repositioning the organisation and managing the transition. The shape of the organisation will change, building upon the successes of the past.

Our organisation will continue to be focused on understanding and meeting customer needs, but it will be leaner, intent on sustaining high performance. It will be a commissioning organisation and services will be delivered through a mixed economy, some in-house, some by partners, some by the community (Big Society).

As a result of service reform and downsizing, a larger proportion of services will be delivered by staff not directly employed by the Council. Through 'Leicestershire Together' and robust contract management arrangements, the Council will seek to ensure that services delivered on our behalf are done so to a very high standard.

To achieve more with less resources, our workforce needs to be skilled and productive. We will therefore continue to maximise our employees' performance and continue to develop new ways of working. Our current leadership styles will also need to change to inspire, engage and empower a more flexible workforce.

Over the next four years, the Council will need to integrate services around citizens' needs, and offer greater choice and personalisation. Citizen focus will inform all that we do in our community leadership and governance roles; as commissioners and regulators of services; and as service providers and service enablers. These roles will require managers and staff to work differently in the future and the People Strategy will ensure that we are able to meet these demands.

2.1 Success through people

The People Strategy has been developed around 7 strategic workforce themes to focus our priorities, and inform where activity is best concentrated and to generate annual delivery plans.

The themes are:-

- Leadership capacity and capability
- Manage and sustain high performance
- Workforce learning and development
- Employee engagement and recognition

- Employee health and wellbeing
- Equality of opportunity for all
- A modern, fair employment package

Success for the Council in the end will depend less on our structures, systems and processes, but more on the way that our employees work effectively within them. What we offer our employees as part of our written and 'psychological' contract and how we communicate and engage employees will set the tone and culture for our organisation. It will enable the Council to overcome the challenges we face and, through a mixed economy, continue the delivery of excellent services.

Our core values remain and we will build on the people management successes of the past. This People Strategy also takes account of expected changes in the environment and the future aspirations of the Council.

2.2 Key influences

The People Strategy actions take account of other internal strategies and plans. Internally, these would be the Equality, Diversity and Human Rights Strategy, Customer Service Strategy and Staff Survey results. External drivers are the new Local Government Workforce Strategy and feedback from our Use of Resources and IIP assessments.

The Strategy focuses on the priorities that will deliver high performance. It also complements and informs a number of other workforce strategy documents, including multi-agency strategies in Adults and Communities and Children and Young People's Service.

2.3 Workforce Profile

The Council employs approximately 24,000 people, of whom around 15,000 are based in schools.

8.83% of our people are from black and ethnic minority (BME) communities which increased from 8.33% in 2008. Leicestershire's BME population is 9%. The percentage of BME employees who are grade 13 or above has risen from 6.71% in 2008 to 7.29% in 2009.

We employ 6.04% people who are disabled and currently 72% of the workforce has declared whether they are disabled or not. The percentage of employees who are disabled and are grade 13 or above is 5.26%.

The gender breakdown of our employees is 28% men and 72% women. 49.84% of the Council's posts at grade 13 or above are held by women.

0.49% of our employees declare their sexual orientation as lesbian, gay or bisexual, however only 26.05% of the workforce has declared their sexual orientation.

11.48% of employees have declared their religion to be other than Christian, although only 32.74% of our employees have declared a religion.

(Statistics as at 31 December 2009)

3. ACHIEVEMENTS 2007 - 2010

The aim of the People Strategy 2007 – 2010 was to develop a world class workforce. The Council believes it has delivered much of this aim. Leicestershire has a modern and diverse workforce which is well managed, skilled and motivated to take on new and emerging roles as we continue to push back boundaries and work in partnership with 'Leicestershire Together' partners.

The Council is rated as 'Performing Excellently' by the Audit Commission (Dec 2009). It has received further external validation of our performance through recognition as LGC Council of the Year 2009 and The Times Best Large Council to work for in 2007. The Council is also placed 32nd in Stonewall's top 100 employers for 2009, which makes the Council the fifth best authority in the country. Internally, the staff survey 2008 confirmed that 92% of the workforce believed the Council was a good employer.

In addition, the Council has transformed its approach to people management through the creation of a new HR Service and Employee Service Centre and it has redefined the role of the line manager to take on the full people management responsibilities. Over 750 managers attended the learning programme to support and embed the delivery of the new way of working.

The Council has also completed a review of Learning Development services across the Council, and a new single service structure and way of working was implemented in February 2010.

The Council has developed and implemented a number of initiatives to achieve a representative workforce. These initiatives include coaching in application and interview skills for under represented staff groups, specific management development programmes for BME and disabled employees, positive action mentoring scheme and 'work taster' placements for disabled people.

The People Strategy 2007 – 2010 delivered many successes. These include:

- Reduced sickness absence year on year since 2007 and achieved absence of 7 days lost per employee for 2009/10
- Strengthened the performance management culture through setting corporate and service objectives and integrating service, financial and workforce planning
- Implemented an innovative workforce planning model which is integrated into the service planning framework
- Revised and improved key employment policies, including Managing Attendance, Capability, Organisational Change
- Achieved Equality Standard Level 3 and now working towards new Equality Framework Excellence Level
- Pay governance arrangements were reviewed, strengthened and agreed with trade unions
- Employee suggestion scheme 'Speak Up' was reviewed and re-launched in January 2010
- Recruitment and Retention Strategy developed and delivered which included new Recruitment and Selection guidance, job application pack, leaver questionnaire and

better recruitment advertising which coupled with the reduction in advertising has reduced spend by 64% as at 31st March, 2010

- Defined the skills, competencies and behaviours needed by managers – The Leicestershire Manager
- A revised management competency framework
- A revised Performance Development Review framework to align and improve staff performance
- Two staff surveys conducted and action plans implemented to make improvements requested by staff
- Reviewed Just Rewards benefit scheme giving staff greater access to a wider range of benefits
- Developed and implemented a new Corporate Health, Safety and Wellbeing Strategy and strengthened the policy framework
- Developed and launched the Council's new approach to work / life balance – 'Striking the Balance'
- Implemented wellbeing initiatives to promote healthy lifestyles and physical wellbeing
- Launched an employee recognition scheme – You're a Star
- HR has a positive benchmark position with regard to the cost of the function and the level of absence, grievances and disciplinarys

4. CONTEXT FOR THE PEOPLE STRATEGY

4.1 Medium Term Delivery Plan to 2013

The People Strategy 2010 – 2013 has been developed to support delivery of the County Council's Medium Term Delivery Plan to 2013 (which brings together the key priorities for the County Council in one place to show how we are working to secure the future, provide opportunity for all and deliver great local services).

The outcomes in the plan reflect:

- Leicestershire's changing social, economic and environmental context
- What the public say needs improving
- Leicestershire's strong record in building successful partnerships and their shared priority outcomes
- The need for public services to work together effectively and provide great value for money and,
- The national public service improvement agenda from central government

The Delivery Plan sets out the improvement and delivery priorities which the Council will be focusing on, often in partnership with other agencies through Leicestershire Together, the local strategic partnership for Leicestershire.

There are three delivery programmes within the plan:

'Securing the Future' – has an emphasis on things like the environment, economic development, improvements to the places where we live and work with a focus on joined up delivery with the citizen at the heart of the change.

'Opportunity for all' – shows the things we are doing to look after vulnerable people, give children the best start in life and build Leicestershire as the best place to make the most of living.

'Great Local Services' - explains what we are doing to improve our efficiency and effectiveness with a focus on customer services to provide services that offer outstanding value for money.

It is recognised that, for the Council to deliver better outcomes for Leicestershire people, the whole organisation and its partners must work together effectively. It is critical that the People Strategy reflects the fact that, as community leaders, we will need to work collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, nationally and regionally. Any move away from being a direct provider of services to being a strategic commissioner is likely to lead to the establishment of new partnerships and shared service arrangements with the partner, private and voluntary sectors. Leicestershire led a national pilot for Total Place and we are heavily involved in developing proposals for the next phase which will be potentially called 'Place Based Budgeting' or 'Community Budgets'. The Council is also working with other agencies in the City and County through the Public Service Board and its Improvement and Efficiency Programme to develop back office single services and front line services which achieve better outcomes at less cost.

This will impact upon on our workforce, with people managed within new arrangements. Workforce planning and development will be key, to better anticipate where new or additional jobs will be required and where jobs will no longer be needed.

4.2 The Medium Term Financial Strategy

The Medium Term Financial Strategy interlinks with the Delivery Plan to ensure that resources are available to deliver the agreed priorities.

The Medium Term Financial Strategy has been developed around a number of principles. These are to spend within the resources available, to maximise the contribution from efficiency savings, to be clear about priorities, to target scarce resources on those people and services with the greatest need and to provide value for money for Council Taxpayers.

Over the next five years, the Council needs to save £94 million through efficiencies and increased income, and save £40 million from service reductions. The efficiency savings will be achieved through: reductions in senior management and administration; downsizing and improving the way services are delivered; and working with others providing shared or single services. These measures will have a significant impact upon our workforce.

In addition to the £94 million, the Coalition Government also cut specific grants in May, 2010 and further grants may be cut or significantly reduced as a result of the Comprehensive Spending Review (CSR). This will have a further adverse impact upon the Council, however the authority will respond accordingly when this further information is known.

5. VISION AND VALUES

Our Vision

The Council supports Leicestershire Together's vision for Leicestershire in 2026 and believes that we are part of a great County and that Leicestershire is:

The Place where people want to live for its great quality of life.

Our Mission

The Council supports Leicestershire Together's Mission and will do this by:

Working together creating a great place to live, to bring up a family and build a business, supported by great public services that offer outstanding value for money.

Our Delivery Principles

When delivering our services, we will apply these principles:

◆ Focus on quality of life...

- Ensure our activities have a positive impact on the environment, our carbon footprint is minimised and sustainable solutions are developed to take account of the needs of future generations.
- Focus on what makes a difference for customers and on the delivery of outcomes, using preventative approaches and interventions where possible.

◆ Work together...

- Provide community leadership for the County.
- Understand and respond to the needs of service users through enhanced consultation, user choice, personalisation, active involvement and participation.
- Work to promote equality, community cohesion and to reduce disadvantage.

◆ Provide great public services...

- Work in partnership to identify and exploit new opportunities for joint working.
- Recruit, develop support and retain a highly motivated, well-trained and innovative workforce that can meet future challenges.

◆ Secure value for money...

- Supply efficient, effective and economic services.
- Develop innovative solutions to the challenges we face.

Our Values

Underpinning everything, we have a well established set of core values that make sure we will be **Hardworking, Fair** and **Tolerant**.

The County Council's six organisational values are:

- A focus on the people of Leicestershire
- Being positive
- The desire to achieve results
- Flexibility
- Co-operation
- Speaking up

These summarise what we value in each other as Council employees. They are about how we work rather than the what. They are about the way managers work with their staff, the way staff work with their managers, the way we all work with each other across every role, every team, every service and every department. They reflect both those elements which have contributed to the significant achievements of all parts of the Council in attaining its 'performing excellently' status, and those things which need to be worked on for the future to both maintain and improve our performance during change.

The values do not cover everything that we value in each other and our staff. For example, we expect each other to be honest and hardworking, and we require an active commitment to equality and diversity. The fact that these qualities do not appear in the values does not mean they are not important but the organisational values are designed to emphasise the other qualities of how we work together which improve both working lives and service delivery.

6. THEMES

6.1 Leadership capacity and capability

The Council is fully committed to ensuring that leadership skills and capacity are developed and enhanced at all levels in the organisation. The Council needs confident and competent managers who are clear about their management accountabilities for people, finance, service delivery and customers. By 2013, we want all our managers to operate effectively as leaders of transformational change, be able to inspire, motivate and empower individuals and create an environment for people to do well.

To deliver this we will:

- Deliver a 'Leading High Performance' development programme for our top 140 managers
- Develop leadership programmes with partners within a single service framework, to create the most effective and efficient use of resources
- Embed "Leadership in Partnership" across the sub-region, supporting the development of leaders and managers in taking forward transformational change
- Enhance our management development programmes, supporting service managers in delivering high quality public services
- Review the Management Competency Framework, and introduce an approach to the 360 degree assessment of managers
- Develop the core management skills of supervisors and team leaders
- Build managerial leadership capability at service manager level and empower teams to deliver

6.2 Manage and sustain high performance

The Council will continue its commitment to motivating staff to do their best and dealing with underperformance as it arises. The aim is to create a culture which fosters innovation, good performance management and which creates an environment accommodating risk management.

To deliver this we will:

- Embed our Performance Management framework through robust service, workforce and financial planning. Manage resources effectively and address poor performance (attendance and capability)
- Define our organisational culture which reinforces the way Leicestershire does business, where managers and employees are clear about their priorities and are held

to account which links strongly to our 'Leicestershire Manager' framework and psychological contract

- Embed our new Workforce Planning model across the Council and promote to partners to understand future workforce requirements
- Monitor and report workforce targets at a corporate and departmental level
- Deliver management information reports on sickness absence and other workforce targets.
- Benchmark staff costs, turnover, absence rates and equality targets
- Complete the implementation of Oracle ERP (Enterprise Resource Planning) and maximise the use of self service to manage our business more effectively
- Enhance our people management policies and guidance to sustain excellent people management and service performance
- Focus on delivering outstanding customer services

Given the need to transform our services, the Council recognises the need for a simplified organisational structure which allows flexibility and speed of decision-making whilst still ensuring strong governance. Through organisational design, we will create more job flexibility and also reduce unnecessary costs.

To deliver this we will:

- Continually review management and organisational structures - complete support services review to achieve fully the target operating model and embed further design principles
- Focus on the downsizing, repositioning the organisation and managing the transition
- Manage change effectively
- Deliver the workforce elements of the Council's efficiency programme in each department
- Continue to lead a strong HR community locally and regionally, to share good practice and collaborate on key workforce initiatives to consistently raise workforce standards in the public sector
- Deliver the East Midlands Shared Service programme and implement and expand single services with district / borough councils and other public service partners

6.3 Workforce learning and development

The Council is committed to supporting the development of the workforce and its managers, enabling both to have the right skills to deliver high quality services. We want our people to be flexible to embrace change, to look outside for new ideas and to find innovative ways to solve problems and improve services.

To deliver this we will:

- Develop a Corporate Learning and Development Strategy, setting out the workforce development priorities and how these will be achieved
- Review the Performance Development Review (PDR) paperwork and process, including the completion cycle within departments
- Review our approach to IIP accreditation and decide whether to progress the building block approach with departments who have not previously held IIP accreditation
- Review the provision of corporate courses to ensure they are providing both the workforce skills and capacity required
- Review the provision of health and safety training, to ensure it supports achievement of the corporate Health Safety and Wellbeing Strategy and related priorities
- Deliver a learning management solution to automate the learning lifecycle
- Encourage staff and managers to build networks outside the organisation
- Sustain a culture where all staff have a PDR and PDR plan and that this is reviewed
- Strengthen the evaluation process and shift the organisations over-reliance on attending learning programmes to more mentoring and coaching in the workplace

The Council will have fewer resources in the future and therefore recognises that, to be successful, it needs to ensure that its staff are well trained to sustain the provision of quality services and protect vulnerable people.

6.4 Employee engagement and recognition

Engagement of the workforce and gaining the commitment of employees is a key strand of this Strategy as the Council wants to build upon the recognition and engagement activities that are already in place. We want our people to work in an environment of trust and openness, where employees feel well informed and listened to and where they feel empowered to do the best job they can. 90% of employees are proud to work for the Council (staff survey) and we want to retain this commitment and ensure their contribution is recognised and celebrated. Maintaining engagement through these uncertain times is the key challenge this People Strategy seeks to address.

To deliver this we will:

- Promote Leicestershire County Council as a great place to work locally, regionally and across partner organisations through initiatives such as Best Council Award, Council Worker of the Year awards and Stonewall
- Continue the programme of Corporate Management Team roadshows which will complement other activities within departments for employees to meet face to face with senior managers
- Carry out the 2010 and 2012 staff survey and re-affirm to staff that we listen to their ideas and act upon them through the delivery of a post-survey action plan
- Develop our "Employee Deal" - the agreement between the organisation and its staff to remain a high performing Council and expand our partnership working
- Review engagement initiatives, ie Speak Up and Manager's Digest and continue with 'You're a Star' staff recognition scheme
- Manage change effectively by engaging, consulting and supporting employees appropriately and at the right time
- Maintain professional relationships with Trade Unions and provide appropriate forums and mechanisms for informal and formal consultation

6.5 Employee health and wellbeing

The Council has a Health, Safety and Wellbeing Strategy that sets out our vision and plan in making the Council a leading employer in this field. We recognise health and safety as an essential business component that impacts positively upon our workforce and customers on a daily basis. By 2011, the Council will have a proactive health and safety culture, where managers identify, assess and minimise risk. We will also be an organisation where our people work hard to make a difference for their customers, but also enjoy work, have a good work/life balance, work within a safe environment and engage in healthy activities and lifestyle choices.

To deliver this we will:

- Ensure all managers are competent in health and safety to sustain a healthy and enabling environment
- We will establish performance standards and targets for health and safety to enable services to perform and continually improve
- We will audit the management standards
- We will develop, establish and implement clear operational policies that clearly define the expected health and safety standard within all areas of the Council
- Actively promote and encourage healthy lifestyles and wellbeing programmes for the workforce

- Reduce sickness absence by a further day to 5.5 days lost per employee by 2013
- Promote the Council's Flexible Working Strategy – 'Striking the Balance' to enable employees to balance work/life commitments
- Encourage and support employees to work flexibly and remotely from home or at touchdown points

6.6 Equality of Opportunity for all

The Council has an Equalities Board which is accountable for the delivery of the Equality, Diversity and Human Rights Strategy. A single action plan covers frontline service delivery and our workforce. The Council wants to achieve a truly diverse workforce which reflects the profile of the local labour market. We want to create a work environment that is free from discrimination and encourages every member of staff, whatever their role or background to learn, grow and succeed.

To deliver this we will:

- Achieve Excellence Level of the new Equality Framework. The Equalities Board will manage the completion and assessment of the Council's action plan
- Manage corporate and department performance against equalities targets relating to representation and satisfaction
- Develop positive action initiatives as appropriate to tackle disadvantage or under-representation
- Maintain our commitment to existing measures such as the representative panels scheme, mentoring scheme and worktasters scheme
- Complete equality impact assessments on organisational change issues as well as employment and service related policies
- Support managers to facilitate reasonable adjustments for employees
- Develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners

6.7 A modern, fair employment package

We want a modern, fair and affordable employment package that helps us recruit, retain and reward our people at all levels in the Council and at the same time demonstrates value for money to the public. We want to be known as an organisation that offers a competitive employment package that reflects the market of the community we serve.

To deliver this we will:

- Conduct an Equal Pay Audit to ensure our pay structure and grading process is fair
- Review our terms and conditions, particularly business travel and additional allowances
- Develop a 'Total Reward' approach, to place a value on our employment package¹
- Review our staff benefit scheme to ensure it is fit for purpose

¹ Total Reward is a development that will detail all of the benefits staff receive from the Council. These benefits will be costed to illustrate the true value of the employment package.

7. GOVERNANCE

The People Strategy cannot be delivered by Human Resources alone. The People Strategy is the Council's People Strategy and Members, CMT, DMT's, Council managers and employees must accept responsibility to deliver the agreed set of priorities to develop and sustain a world class workforce.

Elements of the Strategy that are critical to service areas will feature in departmental service plans describing the specific actions to be taken. This approach will complement the performance management framework where DMTs and managers deliver corporate and service priorities.

7.1 Governance Structure

- The People Strategy and work plan is managed by a 'People Strategy Programme Board'. The Board is chaired by the Director of CYPS and each department has a DMT representative on it. The Board, supported by the Head of Strategic HR, will meet bi-monthly. The Board will have lead responsibility and be accountable for ensuring the Strategy and work programme is implemented, embedded and delivered across the Council to realise the full benefits.
- Departmental representatives on the Board will chair a workforce group for their department, supported by their HR Business Partner. The departmental group will require managers to implement the People Strategy and to deliver the departmental specific workforce agenda and to feed ideas and comments to the Board.
- All workforce matters will be dealt with at this one meeting and departmental representatives will become 'People Champions'.
- People Strategy progress reports will be circulated to CMT, Employment Committee and CNCC Trade Union Forum on a quarterly basis.
- Whilst the Equality Worker groups (Black / Disabled / LGBT) do not form part of the formal governance arrangements, they are an integral part of the People Strategy to inform and shape the workforce agenda.

Governance Structure

