

EMPLOYMENT COMMITTEE – 9 SEPTEMBER 2011

PEOPLE STRATEGY – PROGRESS UPDATE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. To provide the Employment Committee with an update on the delivery of the Council's People Strategy.








Background

2. The People Strategy supports the delivery of the Medium Term Financial Strategy and seeks to manage, develop and improve the Council's most important resource – its workforce. This is vital given the need to transform service delivery due to unprecedented spending cuts, increased customer expectations and the need for flexibility and innovation.
3. As the Committee is aware, the Council's People Strategy 2007 – 2010 ended in September, 2010. The aim of the Strategy was to develop a world class workforce and it is the view of the People Strategy Programme Board and the Corporate Management Team (CMT) that this was achieved. Leicestershire has a modern and diverse workforce which is engaged, well managed, skilled and motivated to take on new and innovative roles as we work with 'Leicestershire Together' and other partners. Through people's skill, creativity and commitment the authority has continued to deliver great public services that offer outstanding value for money.
4. The Council's new People Strategy, approved by CMT, Employment Committee and Cabinet in October, 2010 was launched later that year. The document sets out the vision for our workforce and how Leicestershire will deliver the priorities contained within the Council's Medium Term Delivery Plan. It also sets out the challenges facing the Council over the next 4 years, the impact upon our workforce and how we intend to respond in the short and longer term.
5. The organisation will continue to be focused on understanding and meeting customer needs but it will be leaner, intent on reducing costs, whilst at the same time sustaining high performance. The Council will become a commissioning organisation and services will be delivered through a mixed economy, some in-house, some by partners and some by the community and social enterprises (the Big Society).

6. The People Strategy is governed by the People Strategy Board, chaired by the Director of the Children and Young People's Service to ensure delivery of the programme and regular performance reports are presented to CMT and Employment Committee. Each Department is represented on the Board and this representative then chairs their Departmental Workforce Group to engage managers in the agenda, to consult them on strategy and policy matters and to ultimately ensure delivery of the People Strategy and department-specific workforce agenda at a local level.
7. All Departmental Workforce Groups continue to meet immediately following the Board meeting.

Overall Progress

8. The Employment Committee approved seven strategic workforce themes in the People Strategy 2010 – 2013 and under each theme agreed a set of specific actions. The strategic themes are as follows and alongside each one is a performance measure indicating green tick - completed or on track; amber flag - slightly behind schedule or red cross - not on target to be delivered:

- | | |
|--|---|
| a) Leadership capacity and capability |  |
| b) Manage and sustain high performance |  |
| c) Workforce learning and development |  |
| d) Employee engagement and recognition |  |
| e) Employee health and wellbeing |  |
| f) Equality of opportunity for all |  |
| g) A modern, fair employment package |  |

Completed 
In progress 
Not Progressed 

9. All themes are on target to deliver. Some timescales have had to be revised and adjusted due to changing demands and priorities. As agreed with the board the People Strategy programme must always remain flexible whilst moving the whole programme forward, but addressing priority areas as they become more critical or are required to support

CMT plans/developments. A key priority for HR is the organisational reviews that are taking place and the learning and development support provided to deliver new ways of working.

10. A significant amount of work has been progressed since October, 2010 and whilst there have been challenges in term of workload and working to tight deadlines, the Board and Department Workforce Groups continue to deliver. The Council is now in a very different operating environment given the its financial position and requirement to reduce its budget by £79 million over the next 4 years.
11. Since the last progress report to the Committee on 2 December, 2010 the Board has overseen the following achievements:

Leadership capacity and capability

- Developed and delivered an innovative leadership programme for 140 senior managers within the Council (Leading for High Performance);
- Continued the delivery of the Leadership in Partnership Programme (LIPP) in partnership with public agencies and Warwick Business School;
- Reviewed and improved the ILM level 3 and 5 programmes;
- New management development providers appointed.

Manage and sustain high performance

- Tendered and won the contract to provide Charnwood Borough Council with its HR Service. Contract commenced on 1 December, 2010;
- Commenced the East Midlands Shared Service programme in partnership with Nottingham City Council to provide low cost, resilient, and high quality transactional HR, Payroll and Financial services;
- Successfully completed 65 organisational reviews and corresponding action plans;
- Agreed and implemented further organisational design principles;
- Used for a second year our innovative workforce planning model to assist managers to better understand and plan future workforce requirements;

- Revised and improved the Family Friendly employment policies and procedures;
- Achieved sickness absence performance of 7.8 days lost per employee for 2010/11;
- Supported ESPO during its transitional period and now part of the Programme Team to deliver the people and Performance work stream;
- Revised and implemented new guidance for managers on fixed term and temporary contracts;
- Developed and implemented the social media policy.

Workforce learning and development

- Revised and launched the Safeguarding level 1 and 2 training for children and adult services;
- Frontline social work manager training strategy developed;
- Level 3 diploma launched in CYPs;
- Launched the Council's Shadowing scheme;
- Delivered the One Children's multi-agency induction programme;
- Developed and implemented the multi-agency Dementia framework;
- New suite of Project Management training developed;
- Developed an e-learning programme for Customer Services;
- New development programme launched for managers in managing disciplinary, grievance and dignity at work matters;
- Developed a comprehensive 'Coaching for managers' programme;
- Revised the PDR guidance and delivered focus groups for managers.

Employee engagement and recognition

- Delivered the workforce engagement strategy which included corporate management roadshows held across the County;
- Revised and re-launched the HR pages on EIS for schools;
- Head teacher briefings held on HR strategy, policy and practice;
- Continue to deliver the Staff Survey action plan from 2010.

Employee health and wellbeing

- Launched new Health, Safety and Wellbeing service in April, 2011;
- New occupational health provider selected and in place (joint contract with District and City Council's);
- Developed and implemented a robust and consistent approach to health and safety management audits;
- Completed 30% of health and safety audits within Leicestershire schools;

- Continue to deliver high quality health and safety training in a range of subject areas to schools.

Equality of opportunity for all

- Achieved 'Excellence level' of the Local Government Equality Framework;
- Launched a development scheme for Black Workers to provide more support for those who are 'at risk' of redundancy;
- Achieved 30 in Stonewalls' top 100 employers;
- Revised and continue to deliver the equality workforce targets;
- Celebrated Equality and Diversity week with the Council's Equality and Diversity conference and all three Equality Worker groups held their own annual conference.

A modern, fair employment package

- Developed proposals to amend employee terms and conditions. Approved by CMT and Employment Committee. Commenced consultation and negotiation with workforce and trade unions in August and complete in December, 2011;
- Revised the lease car scheme in February, 2011;
- Developed wider reward and recognition initiatives and held the You're a Star recognition event in October, 2010.

The above is in addition to the daily advice and guidance given to line managers and schools.

12. Key priorities for HR over the next 12 months will be to continue managing the significant number of organisational reviews within the Council, ESPO transformation programme, delivery of East Midlands Shared Services, conversion to Academies, next stage of Leading for High Performance and making the required changes to employee terms and conditions that will enable the Council to develop and maintain a modern, fair and affordable employment package.
13. The People Strategy Board has over the last 3 years put in place solid foundations as an employer and Leicestershire is regarded as an employer of choice. Even during this extremely difficult period where the authority is reducing its workforce by 1000 posts and is seeking to change employee terms and conditions, CMT, Members and HR are working in a way that should enable the Council to retain its good reputation and relationship with its workforce. Whilst a challenge the Council being open, transparent, honest and taking a balanced approach to tough decisions demonstrates the Council's commitment to staff which employee's recognise.
14. To ensure reasonable time is given to engage all stakeholders and to deliver the future programme of work in a methodical way, the Board has

a work programme for the year ahead. The Board remains flexible to deal with other, unexpected workforce matters as they arise.

Equal Opportunities Implications

15. There are no equal opportunities arising from this report.

Recommendations

The Employment Committee is requested to note:

- (a) The content of the report including achievements.
- (b) That a further progress report will be submitted to the Committee in March, 2012.

Background Papers

People Strategy 2007 – 2010 progress and closure report and People Strategy 2010 – 2013 report to Employment Committee on 2 December, 2010.

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