

EMPLOYMENT COMMITTEE – 14 JUNE 2012

PEOPLE STRATEGY PROGRESS REPORT

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 since the last progress report delivered to Committee in September, 2011.








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 Employment 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 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 Employment Committee and Cabinet in October, 2010 was launched later that year. The document sets out the vision for the 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 the workforce and how the Council intends to respond in the short and longer term.
5. The organisation will continue to be focussed on understanding and meeting customer needs but it will be leaner, intent on reducing costs, whilst at the same time sustaining high performance. At present the Council has been focussed on restructuring departments, downsizing services, and repositioning the Council. Therefore Strategic HR has undertaken less strategy and policy work recognising this is not the current priority.

6. The People Strategy is governed by the People Strategy Board, chaired by the Director of Children and Young People's Service to ensure delivery of the programme and performance reports are presented to 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 following the Board meeting.

Overall Progress

8. 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.

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|--|---|
| 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 Council 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 September, 2011 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 Councils financial position and requirement to reduce its budget by £79 million over a 4 year period.
11. Since the last progress report to Employment Committee in September, 2011 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)
- Designed stage 2 of the Leading for High Performance for all managers and staff grade 13 and 14 to be delivered from June, 2012
- Continued the delivery of the Leadership in Partnership Programme (LIPP) in partnership with public agencies and Warwick Business School
- Created new local level Leadership in Partnership programme for all public sector agencies, to be delivered from September 2012

Manage and sustain high performance

- Continued the delivery of 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. Consultation has commenced on the TUPE transfer of Nottingham City Council staff to Leicestershire County Council from 1st September, 2012.
- Successfully completed 74 organisational reviews and 17 reviews specifically attached to the office strategy
- Used for a second year our innovative workforce planning model to assist managers to better understand and plan future workforce requirements
- Revised and implemented a new Flexible Working policy and revised special leave provisions
- Achieved sickness absence performance of 7.46 days lost per employee for 2011/12 which exceeded target of 7.5 days

- Continue to support ESPO during its transitional period and now part of the Programme Team to deliver the People and Performance work stream
- Revised and improved a range of employment policies for managers and employees

Workforce learning and development

- Established safeguarding level 1 and 2 training for children and adult services
- Developed, assessed and supported 'Year in Employment' (ASYE) for social workers, as an outcome of the Social Work Reform Board recommendations
- Delivered 'Signs of Safety' training to support the protection of vulnerable children and young people
- Established diploma programme at Level 3 in the Children and Young People's Service
- Launched level 4 diploma for working intensely with complex families
- Revised induction process for the Children and Young People's Service
- Delivered risk management training in adult mental health, learning disability and children services
- Delivered Business Partner learning programme across the Council
- Increased the number and range of Apprenticeships, from 35 to 70 active apprenticeships
- Revised approach to workforce planning supported by an innovative learning programme co-delivered by the Chartered Institute of Personnel Development
- Delivered multi-agency Deprivation of Liberty Conference in November 2011, with eminent national speakers in the field
- Delivered 'Knowing your public' day for Communities and wellbeing staff
- Delivered training on the new eligibility criteria for Adults and Communities staff
- Supported the learning and development needs of the Adults and Communities Customer Service Centre
- Continued to support the implementation of the Care Pathway across Adults and Communities

Employee engagement and recognition

- Delivered the workforce engagement strategy which included corporate management roadshows held across the county
- Held the 'You're a Star' recognition ceremony celebrating the achievements of staff

- Revised and re-launched the HR pages on Electronic Information Service for schools
- Head teacher briefings held on HR strategy, policy and practice
- Engaged Academies to maintain Leicestershire County Council providing support services
- Prepared the Staff Survey ready for circulation in 212

Employee health and wellbeing

- Developed and implemented a new Corporate Health, Safety and Wellbeing policy
- Updated and reviewed all Corporate documentations on the intranet and amended all pages which are now much more user friendly
- A weight loss programme has run continuously since April 2011 with more than 60 staff having completed the programme
- The wellbeing staff have organised several campaigns which include know your numbers, sleep campaign, prostate cancer awareness, mindapples, eczema etc. also a large trawl of exercise opportunities within the County Council which developed into a joint campaign with Facilities management
- Delivered the Mental Health First Aid project, the employee alcohol awareness campaign, midlands employee awareness forum and some group work with the Children and Young People's Service Family Assessment and Safeguarding team
- The wellbeing service has received and dealt with more than 380 referrals during 11/12.
- Completed more than 700 health and safety audits which have all been accompanied by a detailed report for managers who will develop an action plan for continuous improvement
- Commenced work on the development of 16 core management standards for Health, Safety and Wellbeing with the view of achieving BS18001
- Achieved the 11th ROSPA Gold Award
- Developed and introduced new Construction Design and Management (CDM) documentation
- Launched new Health, Safety and Wellbeing web pages on the schools' intranet which has been well received by schools
- Reviewed all Health, Safety and Wellbeing guidance
- Audited 95% of all schools
- Completed Health, Safety and Wellbeing audits in all Sure Starts and developed management action plans
- Developed and implemented new lone working guidance for Social Work activities

Equality of opportunity for all

- Achieved 'Excellence level' of the Local Government Equality Framework

- Achieved 30th in Stonewalls' top 100 employers
- Revised and continue to deliver the equality workforce targets, including supporting the action measures
- Celebrated Equality and Diversity week with the Council's Equality and Diversity conference and all three Equality Worker groups held their own annual conference
- Revised Equality and Diversity learning programmes to support knowledge, skills, and behaviours in line with the Council's commitment to equalities

A modern, fair employment package

- Reviewed Terms and Conditions – reached a collective agreement with
- recognised Trade Unions on revised terms and conditions which will deliver savings for the Council of 2.4 million.
- Re-launched the lease car scheme in May 2012.

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 and the next stage of Leading for High Performance.

Equal Opportunities

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

Recommendations

14. Employment Committee is requested to note the content of the report including achievements.
15. Employment Committee will receive a further progress report in March, 2013.

Background Papers

People Strategy 2007 – 2010 progress and closure report, People Strategy 2010 – 2013 and further reports to Employment Committee on 2nd December, 2010 and 9th September, 2011.

Officer to contact

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