

People Strategy

2014-2017



1. Foreword

Leicestershire County Council, like every other local authority in the country, is facing unprecedented financial and service challenges over the coming years - at least until 2018/19.

However, our starting point is a good one - we deliver high quality services to our local communities, and we have well qualified and experienced staff who are committed to excellence.

We have also, to date, successfully delivered significant savings through service reductions, cuts and efficiencies, whilst remaining one of the top two counties for overall service performance.

Amongst our challenges is to continue to ensure that excellent, high performing services are delivered to our community, whilst reducing our spend by £120m over the next four years.

This will mean a radically new approach and a fundamental change to the way that the council delivers services - with more commissioning, facilitating and enabling of service delivery.

We will also need a stronger focus on customer service, placing people and outcomes at the heart of our planning and of everything that we do. This will include building on our strong track record of helping communities to help themselves, by enabling and empowering them to play their part in service delivery.

In order to achieve this, we have to have a clear focus on staff - their skills, abilities, capacity, flexibility and commitment. We also need to consider whether there will be a need for new and different skill sets, together with changed ways of working.

As we change and transform as a council, we need to ensure that our staff are at the very heart of this, working to deliver the organisation's priorities, noting that although undoubtedly smaller, the council will remain a significant employer, delivering as well as commissioning a complex and diverse range of services.

John Sinnott
Chief Executive

Mr J.B. Rhodes C.C.
Chair of Employment
Committee

2. Introduction and context

2.1 Framework

Why have a 'People Strategy'?

By setting direction through this document, we are creating a clear framework for all people related activity, setting out the vision for our workforce, helping to define our culture and values, and also summarising the key actions that we need to take in order to meet our strategic objectives. As a four year strategy, it is aligned with our Medium Term Financial Strategy and both documents flow from and support the council's Strategic Plan (2014 - 2018).

The People Strategy has been produced at a time where the council has taken a number of significant steps to plan for the future, such as the production of a four year strategy, redefining the council's vision, agreed a set of strategic imperatives, and also created a new target operating model. We have also decided on and put in place the optimum model and governance arrangements for delivering a major programme of transformation

In addition, we are considering and strengthening our approach to commissioning and commissioning support.

2.2 Strategic Plan (2014 - 2018)

The council has agreed a new strategy for the next four years, setting out major objectives and priorities under five key headings:

- Transforming public services
- Enabling economic growth
- Better care - health and care integration
- Supporting children and families
- Safer communities and a better environment

We know that in order to take the aims of the strategy forward, we will need the support and skills of our workforce, as well as key partners, communities and the voluntary and community sector.

Under the umbrella of the council's Strategic Plan and the Medium Term Financial Strategy, virtually every service will be reviewed, and in some cases the delivery model fundamentally changed, over the next four years. Some services may be reduced and others replaced, and some will need to be more targeted than they are now.

2.3 Key drivers

There are a number of key drivers that will help to define our priorities and activity.

These include:

- Demographic changes increasing the demand on our services - an ageing population, and the predication of long-term conditions.
- Legislative and policy pressure that increase the demand for resources and support

**The Care Act 2014 -
reform of social care funding for older people**
The Children & Families Act 2014

- Changes that create a duty for the council to integrate services with health partners to improve health outcomes and reduce costs, with the aim of full integration for Leicestershire by 2018/19.
- The expectations of residents and council tax payers. The council has an excellent track record of delivering universal services, and the recent budget consultation exercise showed that there is a strength of feeling about a number of services such as gritting and road maintenance.

There will also be other agreed priorities regarding 'combined delivery', commissioning models, how we enable and empower customers, and steps that we are able to take to build community capacity.

2.4 Vision

In defining the next stages of the council's development, and to set the scene for further transformation, a new vision has been agreed.

“Leading Leicestershire by working with our communities and partners for the benefit of everyone”

Supporting this is a clear vision for service delivery:

- Our focus is to reduce the dependency on high cost services and a reliance on public funding
- Resources allocation will be determined by the potential to improve service outcomes and reduce cost
- We will work with partners and cross-Departmental teams to shape new approaches to reducing demand & improving outcomes

The number of Leicestershire residents aged over 65 has increased by nearly 20% in the last 10 years, while those over the age of 85 has increased by 39%.



2.5 Strategic Imperatives

To support the vision, a number of strategic imperatives have also been agreed. What these imperatives mean for staff and managers is illustrated below:

- **Leading Leicestershire**

Through our Leading for High Performance programme we are building our leadership capability and capacity for the future and for public service transformation

- **Support and protect the most vulnerable people & communities**

We will continue to support the skills, knowledge and capacity of our workforce, through activities such as safeguarding adults, children and young people, to ensure that we support and protect the most vulnerable

- **Enable and support communities, individuals and families**

We will develop a Commissioning Academy to renew our focus on customers and our communities, supporting resilience and independence

- **Make Leicestershire a better place**

We will support the local economy and the council's economic priorities - place, business and people. We will develop a new focus to our apprenticeship strategy - equipping people with the skills for future employment

- **Manage public sector resources effectively**

We will embed a culture that focuses on priorities, people and outcomes. Our People and Organisation Development Enabler will focus upon the skills, capabilities and capacity necessary for transformation and the effective use of resources

- **Have the organisational structures and behaviours to deliver this approach**

Through the review of our organisational design principles we will ensure our staff are engaged and demonstrate the behaviours, performance and values required by the council

We need to understand what these strategic imperatives are likely to mean in practice for staff. The first four imperatives are outward facing and set a very broad agenda for the council's role in the local area.

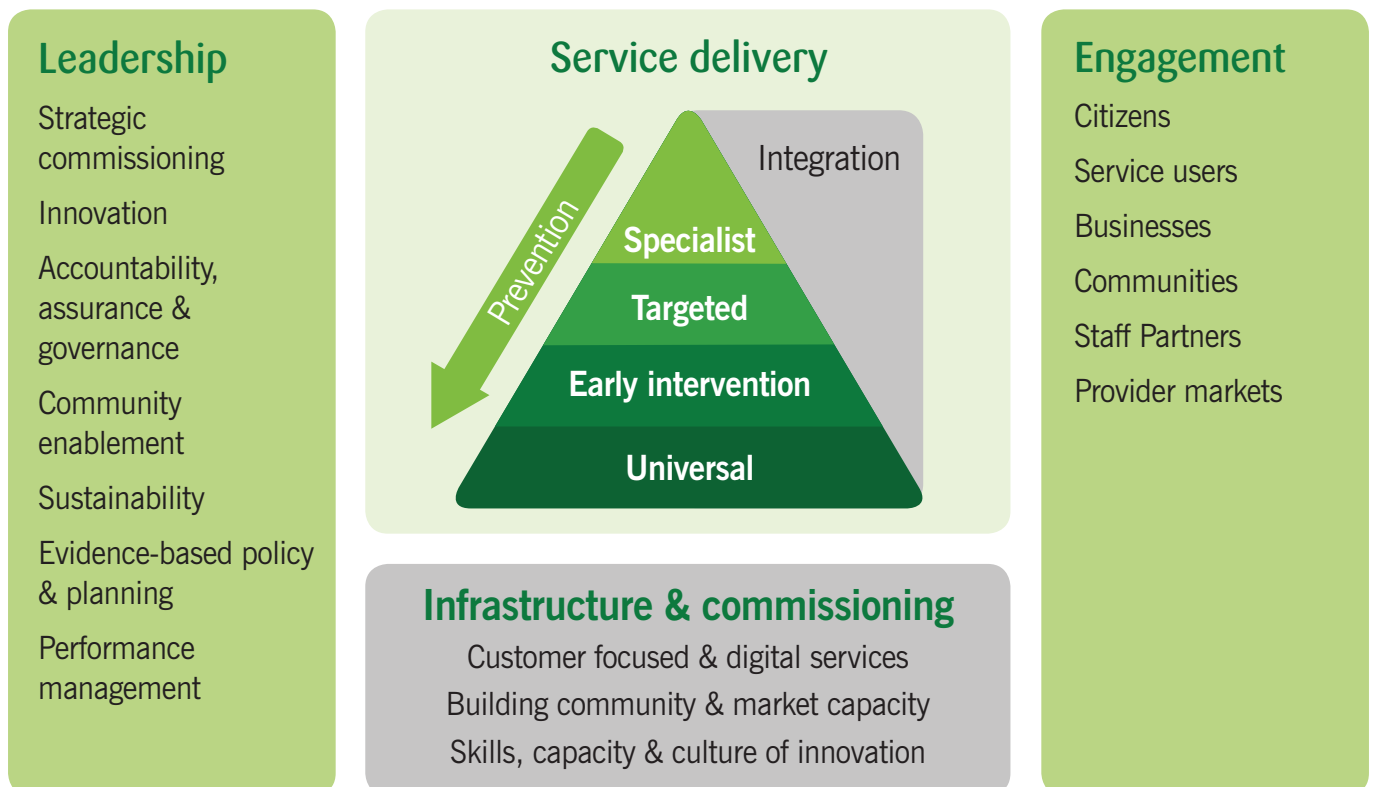
The last two strategic imperatives very much underpin the people agenda, and much of the actions taken as part of this People Strategy will help us to address how we effectively and collectively manage resources, together with creating and developing the most effective organisational structures and behaviours.



2.6 Target Operating Model

The model below has been developed, and how it will be brought to life in different ways by different services is still ongoing. However, there are key principles about strong leadership, proactive engagement and fit for purpose infrastructure and commissioning arrangements which will apply across the board.

We will seek to deliver, or facilitate the delivery of universal services at the lowest possible cost without compromising on quality, and through preventative work, aim to ensure that more expensive, specialist services are only provided when absolutely necessary.



3. What we're going to do

The People Strategy has a number of overarching themes which are described below. Each link to a supporting action plan which will be refreshed each year. Understanding the themes helps us to focus clearly on priority areas for action and activity.

Leadership capacity and capability

We will ensure that leadership skills and capacity are fully developed and enhanced at all levels, and that all managers have the right skills, attitudes and behaviours to lead transformational and cultural change in Leicestershire, including with partners.

We will promote and develop behaviours that will support change and improvement.

Manage and sustain high performance

We have invested over the last few years in a programme for senior managers – Leading for High Performance – designed to support and develop managers who are leading within a complex, challenging and rapidly changing environment.

The programme saw the creation of four leadership priorities, which we will further build on:

- Influence and shape the environment in which we operate to achieve high quality outcomes for the people of Leicestershire.
- Connect with customers and localities through listening, dialogue and understanding communities' needs.
- Build powerful relationships across stakeholders, peers and partners creating open, transparent relationships based on trust.
- Lead and deliver sustainable, collective high performance, through inspirational leadership, setting clear priorities and a strong approach to performance management.

We will build on this strong foundation to create the optimum operating environment and culture where people are inspired and motivated to perform to their best, are creative and innovative, and are able to perform effectively during a period of sustained change and transformation. We will ensure that our leadership behaviours help to set the tone and define the culture.

We will put measures and support in place across the council to ensure that performance continues to develop and improve. We will also ensure that under-performance is dealt with swiftly and effectively.

Having the clear evidence for decision-making is hugely important, with business intelligence and data underpinning how we assess high performance. We will work to enhance the quality and relevance of business intelligence that we use.

Learning & development

We will ensure that changing development needs are met, that organisational capacity and capability is developed in order to support the transformation of service delivery. We will also ensure that managers are able to lead change and transformation effectively and also to deliver sustainable high performance.

We know that new models of delivery such as social enterprise, community interest, will mean that we work and engage in different ways, and we will put measures in place to assess the need and then to address any learning and development requirements ways of working, implementing and working within a new target operating model, new models of delivery, commissioning, partnership working, leadership, community enablement and commercialism. We know that we need to focus on and increase these kinds of skills in the council.

We will seek to find the optimum balance between generic and specialist interventions, including developing stronger centres of expertise where required. At all times, we know that we need to ensure value for money within the target operating model for delivery. We will develop targeted and prioritised learning in order to close gaps.

We will focus on the identification and management of talent, not only ensuring that people are equipped to undertake their roles, but also that we seek to further develop and retain those with the greatest potential, and who are seeking to progress and to learn new skills that the council will need in the future.

Employee engagement and recognition

We will ensure that there are processes in place to facilitate positive engagement with all parts of the workforce, supported by clear and transparent communication.

We will drive cultural change through an employee engagement strategy which connects employees and their working lives to the vision, values and core purpose of the council and also to the services they deliver. Specifically, we will deliver a programme of external and internal engagement and communication ('Building Trust') relating to our transformation programme.

We will seek to build on existing recognition mechanisms and activities and to acknowledge and celebrate positive contributions and success stories.

We will continue with engagement activity through recognised channels such as Corporate Management Team roadshows, staff surveys, the staff awards scheme, trade union relationships, workers' groups, and, we will also continue to develop how we market the council externally.



Employee health & wellbeing

Building on our excellent track record for health and safety, we will continue to embed the internationally accredited OHSAS 18001 system, and also further develop the proactive culture of health and safety management that has developed over the last few years.

Working in partnership with colleagues in Public Health, the health, safety and wellbeing team will continue to gain a better understanding of organisational requirements, work to build resilience, recognising the difficult and sometimes stressful roles that many of our staff carry out, and will seek to help people to find ways to stay healthy, create an appropriate work/life balance, and to work flexibly and in more modern ways.

In the context of decreasing resources, it is increasingly important that the organisation works in a joined up way, including working collaboratively across departments, and the use of managers as mental health first aiders is a good example of this.

Equality of opportunity for all

We will ensure that the people aspects of our Equalities Strategy are embedded in our employment policies and in our day to day practices.

We will continue to work to achieve a truly diverse workforce, as well as a working environment that is free from discrimination, and that positively embraces difference and the added value that comes from diversity.

Current targets are based on the 2011 census, our overall performance, and recognition of the context that we are working in. For 2015/16, our targets are as follows:

% BME and % BME grade 13 and above	12%
% disabled and % disabled grade 13 and above	7%
% female grade 13 and above	61%
% declaring sexual orientation	50%
% declaring as LGB	1%
% declaring a religion / belief	50%
% declaring a religion / belief other than Christianity	17.3%

A changing workforce

The council employs approximately X people, of whom around X are based in schools. In general terms, the council's workforce has reduced, and will continue to reduce in size, but there are elements which will grow e.g. through the requirements of the Care Act. However, we are also moving to a position whereby some services will be delivered for, and not by, the council.

Over the next few years, the nature of our workforce and how it is organised will change. We are examining options for different models of delivery, including community involvement and the use of volunteers, social enterprise, and working in partnership with the wider workforce across other agencies in Leicestershire. We also need to be more flexible and responsive, and we are working to modernise our practices.

The Employment Deal

As we move forward as an organisation, we will look at the nature of the employment relationship and how and whether it will change over the coming years i.e. we will develop a clear 'deal' between staff and the council, recognising the changing demands and operating context that we will all be working in.

We will need to clearly describe **what staff can expect from the council**: fair pay and reward, excellent leadership, management and support, good quality performance management, learning and development, and a good working environment. We will also seek to provide greater flexibility for individuals in how they carry out their roles.

We also need to describe **what the council expects in return**: commitment, individuals and teams striving for excellence, creativity, flexibility, a willingness to learn and adapt, and to work effectively within uncertainty.

We recognise that elements of the employment deal will mean different things to different groups across the council, and will also change as we move into new delivery arrangements e.g. working in partnership through integration.

As a large and complex employer, we will still need an experienced and capable workforce, and will put in place measures to ensure that we retain staff – through learning and development, talent management, succession planning and modernising our ways of working. All this forms part of the employment deal.

In summary, we will strive to work together and take equal ownership and responsibility. Inevitably, the notion of an employment deal also links to our code of conduct and other policies, but sets out in a more general way the changing nature of the employment relationship.

We will continue to define modern and flexible ways of working, whether these relate to mobile and home working, underpinned by enabling technology, or seeking to implement an amount of contractual flexibility to support services to modernise and streamline the way they work.

4. Transformation

We have organised ourselves so that we have a cohesive, corporate approach, but with ownership clearly sitting in departments. We also need to ensure that we engage staff across the council, and that our communication and engagement is clear and consistent.

We have set up a corporate Transformation Unit based on a business partner model, with corporate advice, guidance and support, but clear accountability in departments.

We have clear financial targets, but as well as individual service change and transformation, we know that we also need to transform the wider council. This involves changes to how people work, what they do, who delivers services, and a shift in our culture and expectations. As an example, we are working on plans to integrate services with health. This will have a wide range of implications that will require staff to work differently, addressing challenges such as 24/7 working, pooling of resources, forming effective working relationships across agencies and professional areas.

To support the programme, there are also a number of corporate enabling programmes. The People and Organisation Development Enabler focuses on the development of our workforce, and has five emerging and overarching workstreams, underpinned by clear engagement:

- Commissioning Academy – improving our approach to strategic and operational commissioning
- Organisation development – setting direction for long-term development
- Culture and behaviours – ensuring that the council develops the optimum culture, manages change and transformation well
- Skills, knowledge and capacity – finding ways to optimise these
- Employment deal – creating a modern and flexible deal between the council and its staff

The outputs of the enabling work will not only support the delivery of the priorities within the Transformation Programme, but will also contribute to broader direction. The quality and commitment of our workforce will be absolutely key to the delivery of the transformation programme and to our future success.

5. Achievements 2010 - 2013

The People Strategy for 2010 - 2013 set out a strategy for transformation through people, together with key priorities to be focused on. The aims through the delivery of the strategy were to help to ensure that the council achieved its social, economic and environmental goals, whilst remaining a leading employer in the sector.

The strategy was split into a number of themes, and progress was regularly monitored through the council's People Strategy Board.

The achievements over the last 4 years are important, but only insofar as they now act as building blocks for the coming years. **Appendix 1** sets out a number of high level examples.

6. Governance

Whilst many of the actions supporting the aims of the People Strategy will be delivered or facilitated by the People and Transformation Service, there is ultimately a shared responsibility for the management and development of the council's workforce.

The council's Employment Committee will receive regular reports, as appropriate, on elements of the People Strategy and the associated action plan.

The strategy and associated work programme is managed and monitored by the People Strategy Board, which is chaired by a Corporate Director, with membership drawn from all departments.

HR Business Partners ensure that relevant matters are featured on departmental management team agendas.

Relevant proposals and actions will be consulted on or negotiated with recognised trade unions, and the Equality Groups (workers' groups) will also be informally consulted on key issues.

Appendix 1

High level examples of achievements over the life of the last People Strategy

East Midlands Shared Services – Supported the creation of a shared service with Nottingham City Council for payroll, finance and HR transactional processing. This has resulted in significant process improvements, savings for both authorities, and the foundations in order to be able to grow the business

Leading for High Performance – Successfully facilitated the delivery of a significant leadership programme for all middle and senior managers. This has helped our leaders and managers develop skills and use available tools when leading and managing new and very different challenges.

Modernised policies – reviewed and re-launched all core policies. Although the review of policies is ongoing, this has helped to create more flexible and modern policies, which make essential processes run more smoothly.

Workforce planning – introduced a workforce planning framework. Managers have access to clear tools which help them to think and plan ahead when considering their current and future workforce requirements.

Terms & Conditions review – achieved a collective agreement with annual saving of £2.4m. The review has helped to modernise the terms & conditions offer.

Mental Health First Aiders – introduced an innovative scheme to train managers as mental health first aiders (MHFAs). The council now has over 400 trained MHFAs who contribute to preventative work, supporting colleagues who are showing signs of stress, and signposting as necessary for early help.

OHSAS 18001 - Achieved accreditation to an internationally recognised Health and Safety award. This means that the council now have a clear occupational health and safety management system, with the policies, procedures and controls needed to achieve the best possible working conditions, aligned to internationally recognised best practice.

Equalities – moved from 20th to 11th in 2013 in the Stonewall ratings of gay friendly employers, which helps organisations measure their efforts to tackle discrimination, and to create an inclusive workplace.

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