

POLICY SCRUTINY GROUP – 7TH FEBRUARY 2017

Report of the Strategic Director of Corporate Services

ITEM 9 DRAFT PEOPLE STRATEGY 2017 TO 2020

Purpose of Report

A new People Strategy is currently under development to support the aims and objectives of the Corporate Plan 2016 - 2020. In November 2016 members of the Policy Scrutiny Group had the opportunity to comment and provide feedback on the main priorities and themes of the strategy during the early stages of development. The draft strategy is now available for further comment.

Policy Context

The People Strategy is designed to help deliver the Council's priorities identified in the Corporate Plan. The aim of the People Strategy is to support and develop the Council's employees so as to optimise the opportunities to improve the services it provides to the people of Charnwood.

Background

The proposed strategy will aim to build on work already completed at the Council on the Culture Project, the Customer Service Excellence Project and the Southfields Accommodation Project.

In summary the proposed strategy outcomes are to develop:

- 1) A culture that encourages and empowers staff to deliver customer service excellence.
- 2) Modern and flexible working practices that enable us to deliver efficient and effective services.
- 3) Excellent leadership, empowerment and innovation at all levels of the Council.
- 4) An open positive working environment that is productive and welcoming to everyone.

These outcomes support the values identified in the Corporate Plan and also the culture themes that have provided the focus for the Culture Project within the Customer Services programme.

They are summarised by the four key themes identified in the strategy:

1. A customer focussed culture
2. Modern and flexible working practices
3. Leadership, empowerment and innovation
4. Workforce recruitment and development.

The draft People Strategy has taken into account a number of issues and comments raised by the Policy Scrutiny Group at the meeting on 22nd November 2016 including:

- 1) Clarity over how the strategy will be implemented and evaluated through the inclusion of a clear action plan with specific evaluation steps.
- 2) More emphasis on promoting apprenticeship opportunities including degree level apprenticeships.
- 3) The inclusion of succession planning at senior management level and throughout the organisation.
- 4) Ensure that flexible service delivery to customers is prioritised alongside modern flexible working conditions for staff.
- 5) Reference to the ICT Strategy in the strategy documentation to reflect the importance of IT in achieving objectives.
- 6) The inclusion of details on how the staff agreement will work.

Background Papers: None

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Charnwood Borough Council

Draft People Strategy

2017 - 2020

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1. Foreword

I am very pleased to introduce Charnwood Borough Council's new People Strategy 2017-2020 which sets out our commitment for developing the people who work within the Council over the next four years.

It outlines what we will do to make sure our staff are in the best possible position to deliver the strategic outcomes of Charnwood Borough Council's Corporate Plan (2016-2020). In particular, the strategy recognises the importance of staff in delivering and developing high quality customer services in the challenging environment of potential future budget cuts and higher customer expectations for both the quality and accessibility of services.

Charnwood Borough Council is committed to delivering excellent services for all our customers, essential for this is ensuring the Council employs and retains the best people possible to deliver this goal. This Strategy outlines the steps that the Council intends to take in order to recruit, develop and retain the best people to deliver the best possible services.

The Strategy includes details of recent development work and the current position in the Organisational Development (OD), Learning & Development (LD) and Human Resources (HR) fields. It also outlines future plans for these three areas.

Thank you to everyone who has helped us to develop this Strategy. We have talked with a wide range of individuals to make sure we know what we should be focussing our efforts on. We have used this to develop our priorities for action over the next four years.

Councillor James Poland

Deputy Lead Member for Member and Strategic Services

January 2017

2. Executive Summary

Welcome to Charnwood Borough Council's People Strategy (2017-2020).

Charnwood Borough Council employs approximately 520 staff who work in a variety of full-time and part-time roles to deliver a variety of local authorities to the residents, businesses and visitors of the borough.

This strategy sets out how the Council aims to develop its workforce over the next four years through the implementation and development of various projects, initiatives and policies.

This strategy focusses on four key themes that reflect the priorities of the council identified in the Corporate Plan

Those themes are;

- 1) A customer focussed culture
- 2) Modern and flexible working practices
- 3) Leadership, empowerment and innovation
- 4) Workforce development

The Strategy has been informed by lessons learnt through implementing our previous People Strategy and associated action plans, in addition to the Council's previous Corporate Plan and associated projects. It includes details of the progress that we have made to date, and sets out our priorities.

Details of the actions that we will be undertaking to develop the people who work for the organisation are provided in the Action Plan, which accompanies this Strategy. This Action Plan includes the outcomes which we will be aiming to achieve, and details of who is responsible for delivering each action. The People Strategy Action Plan can be found at Appendix A

3. Introduction

This document defines the Council's strategy for ensuring our employees have the right skills and aptitude to deliver excellent services over the next four years and beyond.

The people who work for the Council are essential for the delivery and development of excellent services. It is important that the Council recruit, develop and retain high quality staff and that we have the policies and procedures and infrastructure in place to support this.

The strategy has been developed to support the implementation of Charnwood Borough Council's Corporate Plan 2016 – 2020.

The key themes of the corporate plan are;

- Creating a long and lasting economy
- Every Resident Matters
- Delivering Excellent Services

These priorities will need to be delivered in an environment where expected ongoing budget pressures will require the Council to continually work smarter and with more flexibility with less people & resources.

The development of the People Strategy has been strongly influenced by a number of Council Projects and in some cases will pick up some of the further development work required when projects close down.

Those projects mainly originated from the Customer Service Programme and include;

Online Customer Experience Project

CBC Culture project 2014/16

Customer Service Excellence – award success & future improvements 2014/15

Southfields Accommodation Project

Various HR Strategic development initiatives

The development of the People Strategy 2017 - 2020 has also been influenced by and is complimentary to both the Equalities Strategy 2016 – 2020 and the ICT Strategy 2016 – 2021. Further details are set out in section 5, Strategy Approach

4. The current position at Charnwood Borough Council

Charnwood Borough Council currently employs approximately 520 staff, most of whom are located at the main Council Offices on Southfield Road in Loughborough.

The staff side of the organisation is overall managed by the Senior Management Team (SMT). SMT consists of the Chief Executive Officer and three Strategic Director posts.

The functions of the Council and staff are organised into ten service areas, each managed by a Head of Service. The Corporate Management Team (CMT) consists of the Chief Executive, the three Strategic Directors and ten Heads of Service and meets on a monthly basis

Some of the key services of the Council have been contracted out to external providers including the Waste Contract, Revenues & Benefits and Leisure Centres. Many key services are delivered alongside partners from the Statutory and Voluntary sectors.

A summary table of the **workforce profile from 2012 to 2016** can be found in **Appendix B**. There has been a small reduction in overall number of staff working at the Council in that time from 538 to 518.

From 2012 to 2016 there has been an increase in the percentage of females working in the organisation from 56% to 59%. However, the biggest change has been a significant increase in the percentage of females who are top 5% earners from 33% to 50% over the same period.

The overall percentage of declared black and minority ethnic (BME) employees has increased slightly since 2012 and the 2016 figure is roughly in line with the profile of the local community in Charnwood. However, there may be variances within specific ethnic groups.

The age profile has also remained fairly consistent from 2012 to 2016 although there has been a 2% decrease in the 20-29 bracket with an opposite increase in the 40-49 age bracket. The number of employees who are aged 19 and under is almost non-existent.

Charnwood Values

In 2010 Charnwood Borough Council undertook an extensive consultation exercise with staff and members to develop an agreed set of values for the organisation. From the consultation, it was clear that staff believed strongly that the values needed to focus on putting our customers first, team and partnership working and in improving services. These priorities were summarised as the new Charnwood values as follows;

- 1) **Customer First:**
 - We put the customer at the heart of everything we do
- 2) **Working Together:**
 - We work together as one council and in partnership with openness and integrity
- 3) **Pride in Charnwood:**
 - We take pride in our work and borough, always striving for improvement

These values have become well established in the organisation and feature strongly in the Corporate Plan 2016-20. The values have influenced staff development priorities and provide a focus for assessment at employee Personal Reviews

Culture Project

In 2014, the Council established the Culture Project to look at understanding and developing the culture of the organisation. This project formed part of the Customer Service Programme and used the Organisational Culture Inventory (OCI) to identify and compare the current and aspirational culture of the organisation. Approximately, 130 staff and managers were involved in completing the OCI survey.

The OCI results provided valuable insight on where the organisation needed to develop and the following **culture themes** were identified as the focus for the project:

To deliver excellent services and ensure Charnwood is a great place to work, we all need to;

Support our colleagues, communicate often and listen

Take responsibility, be bold and open to constructive challenge

Always aim to **be the best we can** and recognise good work in others

Once these priority areas were established another period of consultation with staff began through various workshops and online feedback to establish the work the Council needed to complete to improve the culture against those priorities. Approximately 50% of all employees contributed to this consultation.

From this consultation a total of fifteen work streams were identified for the project. These focussed on a range of issues including; staff & manager training, staff awards, and developing staff empowerment & initiative. The project has made significant progress in a number of this work-streams and it is anticipated that this work will continue and will be co-ordinated through this People Strategy.

Customer Service Excellence (CSE) Award

From 2015, it was agreed that a project would be established as part of the Customer Service Programme to measure the whole organisation against the rigorous national CSE award. Previously, only a single department and ad hoc teams had previously achieved the award.

There were two main reasons why the Council took the decision to go for the award;

1. As a driver and tool for continuous improvement in customer service
2. As a practical opportunity to promote the new cultural priorities identified in the culture project

Initially, the Council used a step by step approach to gain the award as each Service was at a different starting point. The Council as a whole first achieved the award in December 2015 and there were a number of criteria that the Council were awarded compliance plus status for outstanding performance.

Charnwood Borough Council was again reviewed in Sept 2016 and the Assessor identified a record ten compliance plus ratings, which was the highest rating he has given to a Local Authority over hundreds of assessments. The areas identified for outstanding performance were very encouraging and included recognition for success for;

- a) clear leadership on values built on excellent customer service
- b) empowerment of staff to improve services
- c) the effective use of customer insight
- d) partnership working to improve services

Strategic HR Development

In addition to amending or drafting policies, procedures and guidance to ensure that the Council complies with evolving employment legislation and good practice, the following key policies and procedures have been updated over the last 2 years:

- Probation Policy and Procedure – to guide managers in ensuring that new starters have the appropriate training, that their ability is properly measured and there is a fair and timely process for terminating employment for the small number of people who do not have the ability to do their job effectively:

- Attendance Management Policy and Procedure – introduced a number of measures to support employees to maximise their attendance and reduce the level of sickness absence within the Council:
- Dignity and Behaviour at Work Policy and Procedure – following feedback from the staff forum, introduced ‘objective’ investigators and the principle that it is everyone’s responsibility to challenge bullying behaviour:
- Grievance Policy and Procedure - to provide clearer guidance on managing a formal grievance complaint:
- Disciplinary Policy and Procedure – provided a shorter, more succinct policy and clearer guidance relating to investigations:
- Appeal Policy and Procedure – following a review of cases which had led to appeal, hearing panels were increased from 2 to 3 people, learning points from all cases are properly managed and addressed and a pool of objective investigators have received training:
- The Organisational Change and Redeployment Policies and Procedures -. have been updated to shorten the consultation period for minor changes and clarify the process of redeployment. While these changes have been agreed by SMT, they have not been consulted with the Trade Unions, to date, neither have they been agreed by Personnel Committee.

Following the implementation of the new Attendance Management Policy and Procedure, short mandatory HR briefings were conducted for all managers, to ensure that the policy was implemented effectively and consistently. These briefings were well received and sickness absence was reduced from 9.5 to 8.5 days absence per full –time employee at the 12 month review stage of the policy.

5. Strategic Approach

National & local landscape 2017 - 2020

The political and economic landscape from 2017 – 2020 is likely to be dominated by the negotiation process for the UK's withdrawal from the European Union following the Referendum in 2016. It is difficult to predict the full implications due to the uncertainties and complications surrounding the negotiation process, but most forecasts predict at least a short term negative impact on public finances. Whatever the long term future of the UK, it is widely anticipated that this uncertainty is likely to have an impact on the national economy over the next few years.

The UK Government has over recent years introduced a number of substantial budget cuts to Local Government as part of the process in reducing national debt and there is little indication that the Government will change direction on continued budget cuts over the next few years. What we are starting to see is a redistribution of Local Authority funds towards the Social Care sector which is viewed as underfunded at this present time.

At a local level, our customers are likely to demand more flexibility to access services online on a self-serve basis. This will reflect continued technological advances across both the private and public sectors that is likely to raise expectations of how Council services are delivered. At the same time we are likely to continue to need to support a number of customers who for a variety of reasons are not confident in accessing our services online. Alongside any move towards providing more and more services online, our customers are likely to expect more flexibility in when and how customer support is available.

Finally, it is likely that there will be continued debates about how Government should be best organised and structured on a local level. This could be in terms of calls to establish regional organisations to take on devolved powers from Central Government or pressure to restructure Local Authorities in order to combine services and achieve economies of scale where practical.

People Strategy Themes

This strategy will focus on four key themes that reflect the priorities of the council over the next four years.

Those themes are;

- 1) A customer focussed culture
- 2) Modern and flexible working practices
- 3) Leadership, empowerment and innovation
- 4) Workforce development

In addition to these four themes this strategy has a close relationship with two other Charnwood Borough Council strategies;

1. The Equalities Strategy 2016-20 sets out the Council's strategic plans for Equality & Diversity and includes a number of actions that contribute to ensuring that Charnwood Borough Council is a fair and diverse employer
2. ICT Strategy 2016-21 sets out the Council's strategic plans for IT development and includes a number of actions to develop the Council's technology to enable staff to work more effectively and efficiently

Both of these documents have influenced the development of this strategy and are complimentary.

Health and Safety strategic development is set out in the Council's policies, procedures and practices to ensure a safe working environment for our staff and customers. These policies, procedures and practices are measured against BS OHSAS 18001 – 2007 Occupational Health & Safety Systems to ensure we are complying with best practice.

1) A customer focussed culture

By 2020 Charnwood Borough wants to see high quality customer services delivered consistently across the organisation that are highly valued by our customers. Our staff will always be looking for opportunities to improve services through collecting and acting on feedback from customers.

We want to ensure that the delivery of excellent services is recognised and appreciated through continued assessment of the Council's services externally through Customer Service Excellence Award and also internal recognition of the delivery of quality services through the Charny Awards.

We want to further develop and expand cross organisational and partnership working with our delivery partners, representative groups and neighbouring Local Authorities so that we can share and learn about good practice.

Delivering excellent services and putting the customer at the heart of everything we do are key aims of the Corporate Plan and established as the first value of Charnwood Borough Council. Our customers are not just the residents of Charnwood but also businesses and visitors to the local area.

It is important that we continue to develop a strong customer focussed culture at the council and the People Strategy identifies that staff are the key to making that happen.

The People Strategy aims to build on the work of the 2014/16 Culture Projects and the continuous improvement work started under Customer Services Excellence.

Core staff learning & development will continue to develop with a strong focus on delivering excellent customer service, teamwork and personal responsibility. It is proposed that we establish a small Learning & Development Reference Group to ensure this happens

We will look to improve opportunities for sharing and learning from best practice both within and outside the organisation.

The council will continue to promote and develop the Charny staff awards so that they focus on customer service excellence, creating a positive 'can-do' working environment and partnership teamwork.

Proposed actions;

- a) Reorganise the CSE Working Group for the 2017 review onwards. The focus of ongoing development work will be on improving cross organisational partnership work and empowering staff to use their own initiative to improve customer service.
- b) Establish a small Learning & Development Reference Group to ensure a learning focus on delivering excellent customer service, teamwork and personal responsibility. This group will consist of the Learning & Development Co-ordinator, the Learning & Development Officer, a member of staff from each of the three Directorates and include a Head of Service nominated by CMT
- c) Review the Charny Awards for 2018, including looking at the categories, prize support, venue, timing etc. Consultation with the Staff Forum and SMT.
- d) Promote and develop opportunities to share and learn best practice for service delivery including the establishment of a job shadowing initiative with other Local Authorities.

2) Modern & flexible working practices

By 2020 we want to have created a modern and flexible working environment for our staff and customers, providing positive yet functional workspace that supports staff to deliver high quality excellent services and meet the future changing needs of our customers.

The Council will make the best use of office space available and utilise technology to ensure that staff can work effectively and efficiently. We will develop new flexible working policies and practices that will support staff to deliver the best services they can

We will also free up office space that could be used for alternative purposes and / or rented out to provide further income streams

In order to meet the challenges of delivering excellent services as pressure continues to mount on budgets and staffing resources, it is essential that Charnwood Borough Council promotes and develops modern flexible working practices to meet changing customer demands and expectations for more flexibility in service delivery.

We will review Council policies and practices for flexible working including; flexitime, out of hours working, mobile working and home working, taking into account ongoing and future demand for more flexibility in service delivery from our customers. It is proposed that each service area will engage with staff and customers to regularly review service demand and flexible working opportunities alongside each other.

This work would need to take into account outcomes from the existing Online Customer Experience Project and consider alternative access channels like online self-help portals and potentially developing new support provision, for example through web chat

The council will ensure that our office accommodation is modern, clean and adaptable. We need to ensure that we can most effectively use our space to maximise opportunities for hot desking, mobile working and informal & flexible meeting spaces.

We need to ensure we are making the most of flexible working practices and it is essential that our IT infrastructure continues to be updated to maximise the potential for improved communication, mobile working and staff empowerment.

The Southfields Accommodation Project has already started to look at these issues when identified as part of the consultation. The People Strategy will pick up some of those themes and any relevant actions outstanding from that project

Proposed actions;

- a) Review the Performance Management process so that it fits seamlessly with the Capability Policy and Procedure and amend that policy appropriately.
- b) Review the current flexible, home & mobile working and hot-desking policies to ensure they are robust enough to balance the need to deliver flexible and high quality services with employees work and home life commitments.
- c) Introduce a system to regularly review customer demand for services, to explore the potential for providing services outside of current core hours.
- d) Pick up any relevant actions from the Southfields Accommodation Project relevant to creating a modern flexible working environment

3) Leadership, empowerment and innovation

By 2020 we want to ensure that all our staff are highly motivated and supported so that they can be highly effective in their role. We want to our staff to be empowered to deliver real improvements to our services to the benefit of our customers.

We want our managers to have the confidence, skills and ability to make sure they can effectively guide, lead and support staff to be highly effective in their roles. This will involve a change of emphasis towards managing staff based on their personal effectiveness and their personal outputs and subsequent outcomes as opposed to just their presence in the office.

In order to meet the priorities identified in the Corporate Plan 2016-20, it is important for Charnwood Borough Council to develop leadership capacity in the organisation to make the most of modern flexible working opportunities.

Leadership, empowerment and innovation are not just relevant to management development but needs to be continually promoted throughout the organisation. We need to look for opportunities to promote personal leadership, flexible working and innovation in our corporate projects and training programme.

We need to develop our capacity to manage personal effectiveness, outcomes and outputs rather than just attendance. We also need to promote and develop feedback opportunities and mechanisms for all staff in the organisation to promote continuous improvement.

Proposed actions;

- a) Review the Personal Review (PR) process to ensure it promotes personal leadership, empowerment and innovation. The review system needs to focus on managing personal effectiveness through outputs and outcomes rather than traditional supervision techniques and the process needs to be easy and efficient to use and work seamlessly with the Council's Capability Policy and Procedure
- b) Review and evaluate the core Leadership and Coaching Programme 2016/17 to identify outstanding development needs for Charnwood Managers. Develop a new learning and coaching support programme that will meet any identified needs and build upon and expand previous HR briefing sessions to support managers' confidence in tackling employee related issues.

- c) Develop a succession plan to ensure there are no interruptions to service delivery when senior managers leave the organisation or are absent long-term. This will involve identifying managers who can act-up temporarily until a position is filled permanently. This will also provide a development opportunity for our existing managers.
- d) Evaluate the core staff Brilliant Customer Service and The Customer Service Team courses 2016/17 on completion to identify outstanding development needs of staff
- e) We will explore how we can use Government initiative funding to develop future leaders in the organisation in partnership with other Local Authorities in the area

4) Workforce recruitment, development and retention

By 2020 we want to ensure that we are consistently recruiting, developing and retaining the right people who will help the Council to deliver high quality services.

We want to recruit and successfully develop more young people through the new Government Apprenticeship Scheme including higher and degree level apprenticeship opportunities.

We also want to ensure that as the ongoing trend is likely to be towards an aging workforce, we have the right policies in place to support older workers so that they can continue to support the organisation with their experience and knowledge.

Our staff will receive the right sort of learning and development that will not only enable them to carry out their jobs effectively but will equip, encourage and empower them to constantly look for opportunities to improve.

We want to ensure that we have forward looking policies that help build and support the emotional resilience of our employees, so that they are flexible and able to continue to deliver effective service against a background of constant changes in priorities and budget distribution.

The People Strategy will build on the work of existing HR Policy development and consider how effectively we recruit, develop and retain people in the organisation.

We need to look at ways to recruit new younger staff to the organisation through the new Government Apprenticeship scheme. We also need to look at ways in which we can retain the skills and capacity of the existing aging workforce as pension changes result in people working longer prior to retirement

Proposed actions;

- a) Establish an Apprenticeship co-ordinating group to maximise apprenticeship levy opportunities and manage our digital account from May 2017. The group will explore the potential for developing degree and higher level apprenticeships and also how we can use funding to develop existing staff.
- b) Review our recruitment policies and procedures to consider whether we are focussing effectively on the right criteria to employ the right staff. This will include reviewing whether we introduce standard criteria to measure customer focus, teamwork, motivation to improve and a flexible approach to work

- c) Develop workshops to promote staff wellbeing, emotional resilience and work life balance to develop a more productive and motivated workforce.
- d) Review our working policies to ensure that we provide the right support and flexibility to get the best out of an aging work force
- e) HR Workforce/Succession Planning – implement appropriate workforce planning tools if appropriate and contribute to reviewing the recruitment and retention process

6. Strategic Outcomes

The People Strategy is designed to support the delivery of the council's priorities identified in the Corporate Plan 2016/20. The aim of the People Strategy is to support and develop our employees so that we optimise the opportunities to improve the services we provide to the people of Charnwood.

The aim is to continue to develop a workforce that is customer focussed, motivated and empowered to improve and is flexible and responsive. Charnwood Borough Council has made huge strides already on this journey.

In summary the strategy outcomes represented in the four themes are to develop;

- 1) A culture that encourages and empowers staff to deliver customer service excellence
- 2) Modern and flexible working practices that enable us to deliver efficient & effective services
- 3) Excellent leadership, empowerment and innovation at all levels of the council
- 4) An open positive working environment that is productive and welcoming to everyone

These outcomes support our values identified in the Corporate Plan and also the culture themes that have provided the focus for the Culture Project within the Customer Services programme.

Outcome Benefits

There are a number of benefits that will be delivered through the People Strategy

Benefits for the customer

C1: Customer experience is enhanced by employees who are empowered and have the knowledge, confidence and discretion to deal appropriately with their requests.

C2: Customers have access to high quality, customer focused services provided by skilled, motivated and informed employees.

C3: Customers receive services from highly professional employees who are responsive, flexible and empathetic when dealing with their requests.

C4: Customer access to services is improved through the deployment of a more mobile and flexible workforce and good management of the available resources.

C5: Customer views and preferences are reflected in service planning, design and delivery through regular two-way engagement with the Council.

Benefits for employees

E1: Employee confidence and job satisfaction is enhanced through the provision of a flexible, supportive and positive working environment.

E2: Employees have access to appropriate learning and development opportunities that will improve their personal effectiveness and continuous professional development.

E3: Employees understand how they contribute to the wider council priorities through regular opportunities for two-way engagement with managers and team leaders.

E4: Employees are supported in their work by effective leadership and management.

E5: Employees have a positive opportunity to engage and contribute to service improvement, change management and service delivery

E6: Employees are aware that they work for an inclusive council and that there is fair and equal treatment in all aspects of employment.

E7: Employees have a safe working environment, with risks being proactively managed and good health promoted and encouraged.

Benefits for the Organisation

O1: The council's performance is improved by more effective employee engagement and communication.

O2: The council's management and leadership development is consistent across the council and has a renewed focus on employee engagement and development leading to the achievement of better outcomes.

O3: The council's approach to managing employee performance is effective, focussed and consistent.

O4: The council's commitment to diversity and equality is promoted to ensure all employees are able to participate fully in all aspects of work.

O5: The council is able to reinforce clear lines of responsibility and accountability to help provide a healthy and safe working environment.

7. Implementation of the Strategy

This People Strategy identifies a number of ongoing and significant changes to the organisation. These changes will be implemented through a supporting action plan. Some of these changes are cultural and such change can be amongst the most difficult to implement in a large organisation. In order to support this process it is proposed that the Council also introduces a staff agreement or employee deal to promote staff engagement in this process and make sure everyone is clear what is expected of them and understand the potential and restrictions of flexible working relevant to their job role.

Action Plan

The People Strategy Action Plan 2017-20 sets out the actions that will be undertaken to ensure that this strategy is implemented effectively in the organisation. It identifies what actions are to be taken, dates for completion, who is responsible for each action and the steps for implementation so that progress can be evaluated.

The action plan is divided into the four key themes of this strategy. Additional actions that will help to evaluate the successful implementation of this strategy are included in section 5.

A copy of the action plan is located in Appendix A

Charnwood Staff Agreement

This People Strategy sets out ambitious plans for Charnwood to develop a modern and flexible working environment that is optimised to deliver an efficient and effective service to all our customers. In order to communicate expectations and engage with staff it is proposed that we develop a Charnwood Staff Agreement.

Aligned to the Corporate Plan, as we move forward, the Council will look at the nature of the employment relationship and with clarity on expectations between staff and the Council. That charter is based on the Council's values which are outlined under section 4 - The current position at Charnwood Borough Council

A description of what the staff can currently expect from the Council and in the future plus a description of what the Council expects in return is summarised on the next page:

What staff currently expect from the Council:

- The chance to work for a reputable employer and to help the people of Charnwood in line with the values above;
- fair pay and reward;
- a good working environment;
- supportive management;
- learning, development and career development opportunities;
- clear and supportive HR policies;
- flexible working opportunities;

What the council currently expects staff in return:

- commitment to do the best that they can at all times in line with the values above;
- individuals and teams striving for excellence;
- a positive attitude to the organisation;
- supportive of their managers and colleagues;
- a proactive, pragmatic, creative and flexible approach to their work;
- a willingness to learn and adapt and work differently to be more effective;

What staff can expect the Council to be striving towards:

- greater focus on flexible working arrangements aligned to more flexible delivery of service to meet customer expectations and needs
- greater focus on people management and creating a culture where staff are more confident in their decision making and taking managed risks;
- greater focus on output and achievement performance management;
- a corporate approach to managing change, succession planning and talent management.

What the council will expect in return going forward:

- a greater focus on how their individual role contributes to delivering excellent customer service;
- a willingness to adapt and change to the needs of the service;
- a commitment to continuously develop and positively engage in improving the service
- be brave and have the confidence to try new things and take managed risks.

In addition, this strategy is supported by a number of actions contained in the HR Strategic Work Plan

HR Forward Planning

The HR Strategic work plan includes the following projects and policy updates to contribute to the People Strategy going forward:

- Performance Management - HR plan to work with the Development Section to review how the Performance Management process can fit seamlessly with the Capability Policy and Procedure and amend that policy appropriately. HR briefings would then be provided to managers to ensure that the revised policy is also implemented effectively and consistently;
- Workforce/Succession Planning – HR will work with Senior Managers to identify and implement appropriate workforce planning tools if appropriate and contribute to reviewing the recruitment and retention process;
- Flexible Working Policy – HR will update the current policies in response to service requirements if appropriate

In addition to these planned contributions to the People Strategy, HR will respond to and support service changes. The Council currently has in place a Collective Agreement which sets out the level of enhancements that staff are paid for working evenings, Saturdays, Sundays or Bank Holidays. HR will work with the services to assess how this agreement may impact upon their plans to expand service provision 'out of hours' and support consultation with the Trade Unions which may be necessary to implement changes to working patterns.

Appendix A - Proposed Action plan

1) A customer focussed culture

Strategic Outcome: A culture that encourages and empowers staff to deliver customer service excellence

Actions	Who is responsible	Implementation	Completed by	Benefits p20	
1a	Re-organise the CSE Working Group for the 2017 assessment review onwards. Focus of ongoing development work will be on improving cross organisational partnership work and empowering staff to use their own initiative to improve customer service.	Strategic Director Lead L&OD Co-ordinator All Heads of Service All CSE Reps	New group re-established Successful re-assessment of CSE including positive feedback from Assessor	30/01/17 30/09/17	C: 1,2,3,4 & 5 E: 5 O: 1
1b	Establish a small Learning & Development Reference Group to ensure a learning focus on delivering excellent customer service, teamwork and personal responsibility. This group will consist of the Learning & Development Co-ordinator, the Learning & Development Officer, a member of staff from each of the three Directorates and include a Head of Service nominated by CMT	L&OD Co-ordinator and appropriate managers & staff	Establish group; - Reps nominated by each Directorate plus CMT Rep First meeting	31/03/17 30/06/17	C: 1 & 2 E: 1,2, 5 & 6 O: 2
1c	Review the Charny Awards for 2017, including looking at the categories, prize support, venue, timing etc.	L&OD Co-ordinator and appropriate managers & staff	Consultation with; a) Staff Forum b) SMT c) Staff through survey Any improvements implemented by	30/05/18 30/06/18 12/12/18	C: 1,2,3 & 5 E: 1,3,4,5 & 6 O: 1, 4
1d	Promote and develop opportunities to share and learn best practice for service delivery including the establishment of a job shadowing initiative with other Local Authorities.	HoS to promote & report any success through CSE Working Group L&OD Co-ordinator to work with Leicestershire Authorities	Develop with Leicestershire Councils initially Review scheme effectiveness	31/08/17 31/08/18	C: 1,4 & 5 E: 2,4,5& 6 O: 1 & 4

2) Modern & flexible working practices

Strategic Outcome: Modern and flexible working practices that enable us to deliver efficient & effective services

Actions		Who is responsible	Implementation	Completed by	Benefits p20
2a	Performance Management - HR plan to work with the O&D team to review how the Performance Management process can fit seamlessly with the Capability Policy and Procedure and amend that policy appropriately. HR briefings would then be provided to managers to ensure that the revised policy is also implemented effectively and consistently	HR Team and appropriate managers & staff L&OD Co-ordinator	Consult with staff and SMT. Review policies & propose any changes Negotiate policy with staff representatives Publish new policies	30/04/17 30/09/17 20/12/17	C: 2,3 & 4 E: 1,2,4,5,6 O: 1,2,3,4 & 5
2b	Review the current flexi-scheme, home-working, mobile working and hot-desking policies to ensure they are robust enough to balance the need to deliver flexible and high quality services with employees work and home life commitments.	Potential development through a new Corporate Project	Consult with staff, CMT & SMT. Review & propose new policies Negotiate any policy changes with staff representatives Publish new policies	30/09/18 31/10/18 20/12/18	C:3 & 4 E:1,2,3,4,6&7 O:1,2,3,4 & 6
2c	Develop a system to regularly review customer demand for services in order to explore the potential for providing services outside of current core hours	Potential development through a new Corporate Project	Consultation with staff & managers New process published	31/03/18 30/06/18	C: 2, 3, 4 & 5 E: 3, 5 & 6 O: 1, 2, 4 & 5
2d	Pick up any relevant actions from the Southfields Accommodation Project relevant to creating a modern flexible working environment	Potential development through a new Corporate Project	Unknown at this time as project is still active	TBA	C: 4 & 5 (?) E: 5,6 & 7 (?) O: 5 (?)

3d	Evaluate the core staff Brilliant Customer Service and The Customer Service Team courses 2016/17 on completion to identify outstanding development needs of staff	L&OD Co-ordinator and appropriate managers & staff	Complete evaluation report	24/12/17	C: 1,2,3,4 & 5 E: 2,3,5 & 6 O: 1 & 4
3e	Explore opportunities to use Government initiative funding to develop a future leaders programme in partnership with other Local Authorities in the area	L&OD Co-ordinator and other Local Authorities	Develop proposals through consultation with the Leicestershire L&D Network and potentially East Midlands Councils	24/12/17	C: 2,3 & 4 E: 1,2,3,4,5 & 6 O: 1, 2, 3 & 4

4) Workforce recruitment, development and retention

Strategic Outcome: *An open positive working environment that is productive and welcoming to everyone*

Actions		Who is responsible	Implementation	Completed by	Benefits p20
4a	Establish an Apprenticeship co-ordinating group to maximise apprenticeship levy opportunities and manage our digital account from May 2017. The group will explore the potential for degree and higher level apprenticeships and also look at the potential for using funding to develop existing staff.	One rep each from accounting & Payroll L&OD Co-ordinator HR Senior Advisor plus management involvement	Establish co-ordinating group Promote & provide support to managers considering recruiting apprentices Report on implementation of apprenticeships to CMT on 6 monthly basis	28/02/17 Ongoing First report 30/11/17	C: 2 & 4 E: 1, 2, 4 & 6 O: 4
4b	Review our recruitment policies and procedures to consider whether we are focussing effectively on the right criteria to employ the right staff. This will include reviewing whether we introduce standard criteria or competencies to measure customer focus, teamwork, motivation and management leadership capability	HR Team, L&OD Co-ordinator, OD & I Manager plus appropriate managers	Consultation with CMT, managers and Staff Forum Propose amendments to recruitment policies	28/02/18 30/05/18	C: 1, 2, 3 & 4 E: 3, 4, 5 & 6 O: 1, 2, 3, 4 & 5
4c	Develop workshops to promote staff wellbeing, emotional resilience and work life balance to develop a more productive and motivated workforce.	L&D Officer and appropriate staff including Sports & Active Rep	Continual Development of appropriate programmes Explore option to set up a staff lunchtime wellbeing club	30/11/20 30/11/17	C: 2, 3 & 4 E: 1, 2, 3, 6 & 7 O: 1, 4 & 5

4d	Review our working policies to ensure that we provide the right support and flexibility to get the best out of an aging work force	HR Team, L&OD Co-ordinator and appropriate managers & staff	Survey and consult with staff over 55 in the organisation to review current policies Develop proposals based on consultation	31/03/19 30/05/19	C: 2, 3 & 4 E: 1, 3, 4, 6 & 7 O: 1, 3, 4 & 5
4e	Workforce/Succession Planning – implement appropriate workforce planning tools if appropriate and contribute to reviewing the recruitment and retention process including the potential development of career grades and succession planning	HR Team and appropriate managers	Review current provision in consultation with Senior Managers Develop tools, new policies and support as required	30/09/17 Ongoing	C: 1, 2, 3 & 4 E: 1, 4, 5, 6 & 7 O: 1, 2, 3, 4 & 5

5) Implementation of Staff Agreement			
Actions	Who is responsible	Implementation	Completed by
5a	Develop a new Staff Agreement that sets out Charnwood's employee offer and expectations	HR Team, L&OD Co-ordinator and appropriate managers & staff	31/03/17
			30/08/18
			20/12/18
6) People Strategy Evaluation			
Actions	Who is responsible	Implementation	Completed by
6a	Complete the Organisational Culture Inventory (OCI) to see how the organisation has developed since this was last completed at the start of the Culture Project in 2014	Complete the survey	30/02/17
		Report results to SMT / CMT	31/03/17
6b	Complete a staff survey to provide base line information to evaluate progress against this strategy	Complete the survey	30/04/17
		Report results to SMT / CMT	30/06/17
6c	Repeat the staff survey to evaluate progress against this strategy	Complete the survey	30/04/19
		Report results to SMT / CMT	30/06/19
6d	Review continuous and ongoing progress in providing excellent customer service through the CSE framework	Annual CSE assessment with external assessor	30/09/17
			30/09/18
			30/09/20
6e	Monitor workforce profile stats and provide update to SMT / CMT on any significant changes	HR Team, Systems & Information Officer	Ongoing

Appendix B Charnwood Workforce Profile 2012 - 16	2012/13	2013/14	2014/15	2015/16
Number of FTE Employees	477	478	444	442
Number of Male Employees	235	234	210	211
Number of Female Employees	303	303	316	307
Number of Staff employed	538	538	526	518
Number of workforce who have declared their ethnicity	458	521	479	471
Number of workforce BME	54	62	65	61
Number of top 5%	27	29	26	26
Number of top 5% or above BME	3	3	3	3
Number of workers declared disability status	377	392	351	361
Number of disabled workers	16	20	19	20
Number of top 5% or above disabled	1	1	1	1
Number of women top 5% or above	9	10	10	13
Number of employees NOT declaring sexual orientation	277	305	298	256
Number of employees declaring sexual orientation	195	233	228	262
Number of employees declaring as LGB	5	5	4	4
Number of employees NOT declaring a religion	255	329	322	365
Number of employees declaring a religion	177	227	204	253
Number of employees declaring a religion other than Christian	106	69	93	114
Number of employees aged under 19	0	1	2	1
Number of employees aged 20 - 29	53	60	60	44
Number of employees aged 30 - 39	104	101	95	96
Number of employees aged 40 - 49	159	161	170	168
Number of employees aged 50 - 59	166	160	144	158
Number of employees aged 60 - 64	44	45	43	40
Number of employees aged 65+	12	11	11	11