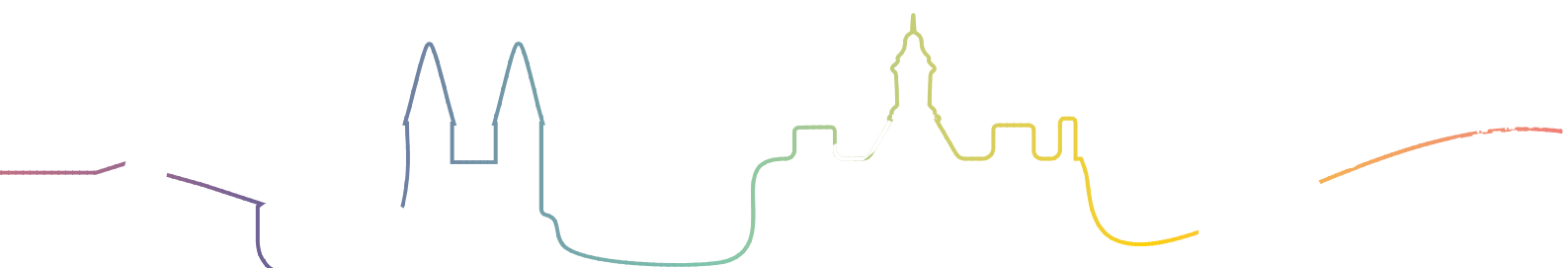


People Strategy 2019 – 2021

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Introduction

The Council Plan “Your Nottinghamshire Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire in which the County is at the forefront of modern Britain. We want Nottinghamshire to stand out as a county that is a great place to bring up a family, to fulfil ambition, to enjoy later life and to start and grow business. This is underpinned by Departmental Strategies and Plans which set out how we intend to achieve these ambitions and ensure the provision of the best possible services for local people; protect and shape the environment and place in which we live, study, work and do business and create the right conditions for a strong local economy.

Our people are critical to our ability to achieve our ambitions. People we employ directly; people employed by our partners and those from whom we commission services; people who undertake work on our behalf and are employed by themselves or others such as agency workers and consultants.

This high-level strategy sets out our priorities for the next two years to ensure that we have the right people, with the right knowledge, skills and experience, working in the most efficient and effective ways to ensure value for money and access to high quality services for local people; support their communities and encourage business and visitors into the County. To achieve this, we will need to identify the key skills and plan our workforce in a more sustainable way.

How we value and treat our people and create the right environment to support and engage employees in an organisational change will have a significant impact on our success. Equity and fairness need to run through our approach to our people and to residents, communities and people who access our services. Enabling and encouraging people to be creative and innovative in a cycle of continuous improvement will motivate our employees and play a significant part in our achievements and how we are viewed by residents, businesses and visitors to our County.

In this fast and ever-changing world high quality, adaptive, inclusive leadership which empowers, enables and supports people in their personal and professional development is essential.

We aim to be an Employer of Choice to ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer. We recognise that this is a complex, multi-faceted process that needs to ensure that whilst presenting an attractive proposition to future candidates, the needs of our current workforce must continue to be met and as an organisation we need to plan and be able to articulate our future resourcing needs.

Section 1 – Strategic Context

The Council is operating in and adapting to a constantly changing world. The pace and degree of change is increasing. The Council needs to continue to explore ways to do things differently, both internally and in collaboration with partners, to make public money go further. We need to find innovative ways of doing business, generating sound returns for all residents and making Nottinghamshire an even better place to live, work and visit.

To meet the changing needs and ambitions of our residents, visitors and businesses, we need to think differently about how we can achieve the outcomes that are most important.

We need to ensure that we have the right people with the right attributes and support and enable them to work differently and more flexibly in this new world.

The People Strategy has been developed in the context of the key drivers which will support the County Council in delivering its commitments as set out in the Council Plan.

Strategic Drivers

The Council is a large, complex and diverse organisation which commissions and is responsible for the delivery of a wide range of services and activities directly and by working in partnership with others. Therefore, it requires access to a range of different people with different skill sets working in different ways. There are however some common attributes which are intrinsic to the nature of our work and relationships with local people and their communities. The Council aspires to be an Employer of Choice modelling good employment practice and able to attract and retain people with the skills and

attributes we need to develop a sustainable workforce.

A sustained reduction in Central Government funding for Councils allied to increased demand and costs for children's and adults social care mean that current forecasts show a funding gap which we need to address and that ensuring value for money is increasingly important in all that we do. The long-term financial constraints and increased demand for services continually challenge the Council's existing models of service delivery to remain affordable, sustainable and relevant to the service users. Key to the success of any new operating models will be how we deliver services differently and more cost effectively.

Service Drivers

The Council needs its people to be able to manage the continuing increase in demand and changing expectations from a wide range of stakeholders including citizens, visitors, businesses and partners. Key to our success will be the ability to implement and make it easier to understand change; improve access to services; improve connectivity and links to local people and their communities. Engaging our people in service reviews and redesign will be important in ensuring the right changes are effectively identified, implemented and owned by those who deliver services.

Technology Drivers

Technology keeps improving, is ever changing and more readily available at lower cost. As a Council we want to stay ahead of the game by improving access channels and using the most effective tools to communicate; educate and inform local

people; make available self-service options; have a variety of tools available to enable people to remain more independent. Our people increasingly use a wider range of technology in their own lives and want to do so at work to make things easier, more efficient and increase their flexibility for improving outcomes for local people. Technology supports and enables our workforce to be more inclusive and creates new opportunities for people who may previously have been excluded or limited in what they could achieve at work. We will need to ensure we have a broader digital and technological skill base and have access to more specialist skills as required.

Workforce drivers

The concept of workforce and expectations of work and career have changed significantly and continue to evolve. The Council needs to reflect this in its approach to its people. Who they are; what activities they undertake; when and how they work; how they are sourced; how they are engaged and motivated to contribute collectively and individually to achieving organisational success by being an employer of choice.

This means considering the psychological contract the Council has with its people. It will require different approaches to pay and reward; recruitment and retention; job and organisational design and career pathways; new ways of working; more agile two-way communication and engagement, new tools, methods and approaches to personal and professional development. This will need to be reflected in strong and adaptive leadership supporting an

organisational culture which values, engages and develops our people.

People are more likely to change jobs more often and can be involved in public service whilst being employed in several different ways by a wider range of employers. This increases competition for scarce skills in key areas which makes it more important for the Council to identify and plan for the people it needs for the future.

If the Council wants to be able to attract and retain the knowledge, skills and experience it needs it will be necessary to consider different ways to buy, build and potentially share this people capacity with others across a range of different resourcing models in more collaborative ways of working.

The development of this high-level strategy has been influenced by feedback from employees and managers, trades unions colleagues and representatives of the self-managed groups to ensure that it reflects the things which are most important to our people.

Section 2 – Principles

Our Council Plan “Your Nottinghamshire, Your Future” sets out a clear and ambitious vision for the future of Nottinghamshire.

We want Nottinghamshire:

- To be a great place to bring up a family so that children get the best start in life
- To be a great place for those starting out or progressing their careers
- Our ambition is to make Nottinghamshire a place where as many people as possible are healthy and happy as they grow older
- To build on Nottinghamshire’s proud heritage of innovation and create a great place to start to grow a business.

We recognise that the Council operates in a highly complex space as outlined in the opening section of this People Strategy. Our people, the culture, leadership and environment are all critical. However, to deliver our commitments to the people of Nottinghamshire, there are a number of very simple principles we aim to adhere to and which are mirrored in the attributes we are looking for in our current and future workforce. These include:

- Being flexible
- Inclusive and accessible
- Agile and adaptable
- Offering value for money
- Continually improving
- Engaging
- Modern and innovative
- Maximising new technologies
- Fair and equitable
- Offering locally delivered services
- Welcoming scrutiny and challenge

- Being honest and open (transparent)
- Being receptive to the ideas of others and benchmarking our performance with different organisations.

The links between the people we need to deliver our commitments; how they are recruited and retained, led and developed, prepared and equipped for work; how and where they deliver services are all integral to meeting the future needs of the people of Nottinghamshire and ensuring we can maintain a workforce supported and enabled to successfully deliver.



Section 3 – Priorities

To be able to deliver the commitments set out in the Council Plan, we need to ensure that we have the right people in place, with the right skills and attributes, supported by effective leaders, and with access to the relevant tools to enable them to perform of their best and therefore contribute to the overall success of the organisation.

People

Our people are our most important asset and are essential to delivering, commissioning and supporting services to the people of Nottinghamshire in a way that will improve outcomes and determine the overall success of our Council.

Whilst we share common values and behaviors, our workforce possesses a range of attributes which will prepare them to face the challenges of delivering efficient and effective public services to the people of Nottinghamshire. The key attributes are listed below, and whilst the list is not exhaustive, it provides a helpful reminder to enable our people to meet current and emerging priorities.

Attributes:

- The desire for continuous learning and willingness to learn.
- Willing to take personal responsibility.
- Ability to develop and maintain an attitude which welcomes change.
- Respect and valuing other people.
- A sense of fairness and equity.
- Kindness.
- A mindset which accepts and embraces technology as an opportunity.
- Agile and adaptable.
- Enthusiastic with a drive for collective success.
- Collaborative.

- Understands the importance of, builds and maintains effective relationships.
- Good communication skills.
- Resilient.
- High performing.
- Ability to work to local and national standards and frameworks to achieve the best possible outcomes.
- Willingness to be engaged/involved.
- Inclusive.
- Creative and innovative.

To support and enable every employee to give of their best, there are a range of activities which need to be developed further to achieve this. This includes generic activities applicable across the wider council, service specific, professional and technical and organisational development.

The Council today has a very different look and feel, and we expect the degree and pace of change to continue, if not increase. We need to constantly review our offer to our employees and how we manage, engage and support them to maintain relevance and currency.

Our overarching learning and development offer, qualifications training, career portal and generic skills training aim to provide a range of learning opportunities and blended solutions to fit people's preferred learning styles. The encouragement of self-directed learning and the gradual shift from face to face interventions to more digital learning platforms is more reflective of a modern workplace and provides greater choice in terms of how, when and where learning is undertaken.

We continue to build our partnerships with local universities and colleges to enable us to secure the talent we require for future

success and to make the Council a clear choice for students seeking to start and build their careers in Nottinghamshire.

Increasingly the use of workforce data and analytics will inform our future people related strategies and workforce plans. Detailed knowledge of our current workforce informs the future recruitment and development activity. Early identification of new skills required will enable us to plan more effectively for the future and ensure we are at the forefront of the race for talent and have a continually developing talent pipeline.

Once we have recruited new people to the workforce and continually assessed the skills of our existing workforce, it is essential that there are clear and accessible career pathways which underpin succession planning to build resilience and future proofing into our resourcing model.

Our people strategy aims to develop a range of such resourcing models, recognising that there is not a “one size fits all” approach to workforce planning. To ensure we have the right skills going forward, we need to identify what these will be and have plans in place to effectively enable us to develop a “build, buy, borrow or share” approach which will include partner organisations as well as a complementary contingent workforce. The latter will be delivered through a renewed agency managed service but also recognise the value of consultants to complete appropriately defined targeted pieces of specialist work. The principles of vacancy control and value for money will underpin all the activity in this area.

Effective employee engagement will be essential to the delivery of the People Strategy. Building on the success of the employee workshops held over the summer months in 2018 and led by the Chief Executive and members of the Corporate Leadership Team, these provided a valuable insight into what our workforce felt it was like to work for the Council; what they valued about working here; and what they would like to change.

As well as direct engagement with our workforce, the ongoing positive employment relations climate with the recognised Trades Unions will be maintained and our approach to joint working will continue to be developed. This will enable us to maintain a range of modern employment processes and systems which reflect best practice, and which facilitate and enable organisational change, is executed fairly and which fosters creativity and innovation.

We will consider how our roles are defined and how jobs are designed to maximise flexibility and creativity to enable our workforce to maintain a healthy work/life balance. Our future structures will inevitably be flatter but will need to be sufficiently agile to flex with changing needs and within the continuing financial challenging environment. A review of our organisational design principles is required to ensure they are fit for purpose going forward and reflective of a modern, public service organisation.

We will keep our pay and reward package under review, having recently negotiated a revised set of terms and conditions which continue to be better than many in both the

private and public sector. Our current agreement is for no further changes until May 2021, but we need to explore more creative ways of rewarding people in the race for talent to ensure we can recruit and retain people with the skills and attributes we need in the future. Fairness and equity will continue to be at the heart of everything we do and, building on the feedback from the employee workshops, finding new ways to demonstrate how valued our workforce is and will be central to future organisational success.

We aim to continue to be an “Employer of choice” and an exemplar employer to our wider communities. We recognise that as a modern, progressive employer our workforce has expectations about how we behave and the contribution we make to society and the environment. Our commitments to a range of initiatives including becoming a Disability Confident Leader, an early adopter of the Dying to Work Charter, our position on the Stonewall Index and our commitment to the Armed Forces Covenant are all indications of what is important to us, our employees and our citizens.

Culture

Organisational culture encompasses the values and behaviors that contribute to the unique social and psychological environment of a business or organisation. The culture influences the way people interact, the context within which knowledge is created, the resistance people will have towards certain changes, and ultimately the way we share knowledge. Organisational culture represents the collective values, beliefs

and principles of organisational members and is a product of factors such as history, operating environment, technology, strategy, type of employees, leadership and management style and national context and culture. It can include the organisation's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs and habits.

We recognise the importance of the contributions of individuals, teams and departments make towards developing and maintaining our organisational culture and the influence geography, professional norms and service dynamics play in this. Ultimately, Culture is the “glue” which binds us together in the pursuit of shared goals and our collective commitment to public service.

The Council has changed significantly in terms of size, how we operate and how we engage with local communities to understand the importance they place on the services we commission and provide. We have become more resilient, a positive by-product arising from the need to do more and do it differently with reduced resources. The challenge for us is to continue to review how we do things and to develop our culture of continuous improvement. This requires us to be courageous, honest and fair; trying new things, learning what works well and what less effective and ultimately celebrating success is across the organisation.

Increasingly we need to develop multiple channels and platforms in which to engage with our citizens and our employees and the improving levels of digital skills, both

general and specialist, will be critical to our future success.

Leadership

To deliver on our commitments, it is essential to have effective leadership both politically and managerially. This involves taking a lead and setting an example by persuading, encouraging, empowering and enabling others to share in the successful attainment of common goals and objectives.

We have maintained and developed our learning offer across the whole organisation but have prioritised leadership development as being key to future organisational success. We will ensure people are prepared for leadership through a comprehensive development programme which recognises different learning styles and which allows significant choice in how, where and when this activity is undertaken.

We have refreshed our leadership and development offer to complement the existing provision and to build on the progress made since its inception in 2014.

We have been creative in how we use the apprenticeship levy to maximise our financial capacity to deliver on our commitment to aspirant, new and existing leaders. Effective leadership of both Place and People will be underpinned by good governance and public accountability. We encourage external scrutiny of how the council operates and have engaged with the LGA peer review programme as an important way to learn and continually improve how we do things.

In addition to the workforce attributes listed earlier in this strategy our leaders will also be:

- Change enablers.
- Adept at using coaching skills and approaches.
- Supportive and empowering.
- Adaptive.
- Inspirational.
- Encouraging.
- Advocates of and model our values.
- Positive and forward looking.
- Confident.
- Collaborative and collegiate

Environment

This includes the physical, financial, virtual and psychological environment in which we work. Our employees tell us how much they welcome the opportunity to work flexibly and with others and the importance of having the right tools to enable them to do this effectively.

We have a shared responsibility to work together to create and maintain positive environments to enable people to be the best that they can be, recognising the importance of team work and valuing the contribution of all.



We do not underestimate the importance of creating a “safe” environment in its widest sense which includes being mindful of employees’ physical and mental well-being, providing safe and healthy work spaces and protecting people who work remotely often on their own.

Our approach includes developing corporate and organisational resilience alongside supporting our people to develop and maintain their personal wellbeing and resilience both inside and outside of work and in their communities. This is delivered through effective leadership and management and learning and development tools and channels. It is further supported through our networks including trades union colleagues, self- managed support groups, wellbeing champions, workplace buddies, proud allies and our new mental health first aiders.

We will continue to work with Public Health colleagues to understand the importance of being a community leader in terms of promoting significant health programmes around reducing obesity, alcohol and drug misuse and smoking cessation for example.

Phase 2 of the Smarter Working programme aims to consolidate the positive benefits of the physical working environment delivered by phase 1. This will be further developed in the next phase beyond the provision of new equipment and refreshed workspaces to provide more local, purpose built working environments fit for a modern, high performing public service organisation. This will include:

- Consideration of the Council's physical assets, hygiene factors, ergonomics.
- Ensuring continued value for money.
- Maximising the benefits of technology.
- Keeping people healthy and safe.
- Reviewing processes and systems.

- Maximising the opportunities presented by flexible working.
- Refreshing our approach to team working.
- Ensuring our plans are fully inclusive and accessible to all.
- Applying our approach to both physical and virtual environments.

Section 4 – Approach

Ultimately the continuing success of the Council is dependent on our current and future workforce. We need to recruit, retain and develop people with the right attributes, skills and knowledge to deliver our commitments to the people of Nottinghamshire.

The outcomes of the People Strategy will be delivered initially through existing action plans and programmes of work where possible. These will be reviewed and realigned to ensure a cohesive, collective approach to ensure delivery of the priorities set out in this strategy.

These include:

- Health and Wellbeing Action Plan
- Health and Safety Action Plan
- Investing in Nottinghamshire (Smarter Working Phase 2)
- Digital Strategy and “Improving Customer Experience through Digital development” programme
- Leadership Development Programme – existing, aspirant, qualification/on job/ apprenticeships
- Apprenticeship strategy
- Corporate and Departmental Equalities Action plans.
- Disability Confident – Self Assessment
- Gender Pay Gap – Action Plan
- Workforce Plan including departmental and service specific resourcing action plans
- Workforce Profile Data

Specific targeted plans and work will be developed and commissioned to deliver on actions not already underway working

under the auspices of the high-level People Strategy. This will involve departmental leadership teams being fully engaged in the development of more detailed action plans to reflect specific service needs.

Sitting alongside this overarching strategy, our contingent workforce will be provided in the main part through our recommissioned Managed Service. This provides the opportunity to align the culture and vision for the Council with that of our provider and for them to provide a talent pipeline to close any skills gaps and assist in areas where we lack the capacity to deliver.

Tools to deliver

We have streamlined the major employment procedures to enable managers to use them with greater flexibility and with the opportunity to exercise their judgement and discretion. These are now more in keeping with a forward thinking modern public service organisation.

To ensure effective performance management throughout the Council's workforce we aim to build a range of organisation development tools to aid the recruitment, retention, development and management of our workforce.

The Employee Performance and Development Review (EPDR) is the primary facility to set individual objectives within the context of team and organisational performance. It enables the employee and manager to have an open dialogue about well-being issues as well as identifying current and future development needs. This year (2019) is the first year in the EPDR cycle where the form will be completed online, providing

improved facility to report levels of completion as well as the opportunity for more robust arrangements to audit the quality of what is being produced.

To further complement this process, most managers have undertaken the Manager as Coach training to prepare them to have these constructive, though sometimes challenging, conversations. Our coaching provision, the work of the Teaching Partnership, our comprehensive offer of learning and development with the added facility to be flexible in terms of where, when and how learning takes place, are fundamental building blocks to creating organisational success.

Next Steps

The People Strategy requires the approval of Personnel Committee and is scheduled for consideration at the meeting on 24th July 2019.

Prior to that feedback will be gathered from the Corporate and Departmental Leadership Teams to ensure the strategy meets the collective, diverse priorities of the component parts of the Council in addition to the overarching direction of travel.

Consultation on the high-level strategy and supporting action plans will also take place with trades unions colleagues through the Central Joint Consultative and Negotiating Panel (CJCNP) as a body representative of employees. Self-managed groups will also be consulted through Corporate Equalities Group to further gather the views of employees. This will supplement the views of individual employees already provided directly to the Chief Executive and Corporate Leadership Team and used to shape the development of the strategy to date.

The timetable for this activity is as follows:

Early June – Corporate Leadership Team.

28 May to 21 June – Discussions with departmental leadership teams.

27 June – Discussion with Trade Union colleagues at CJCNP.

July meeting – Corporate Equalities Group

24 July – Personnel Committee

Subsequent actions around a wider communications plan will be developed around the outcomes of the various consultations and the approval process. This will involve consideration of a wider employee engagement exercise to support the implementation of the people strategy.