

People strategy

...a lean, resourceful, talented and productive workforce delivering positive outcomes for Cornwall and its communities.

What is it?

It will enable the workforce to deliver the council strategy.

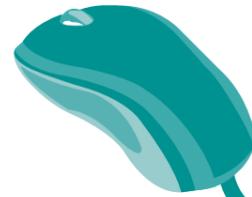


Context

We are one of the largest employers in Cornwall and receive in excess of

20,000

job applications every year

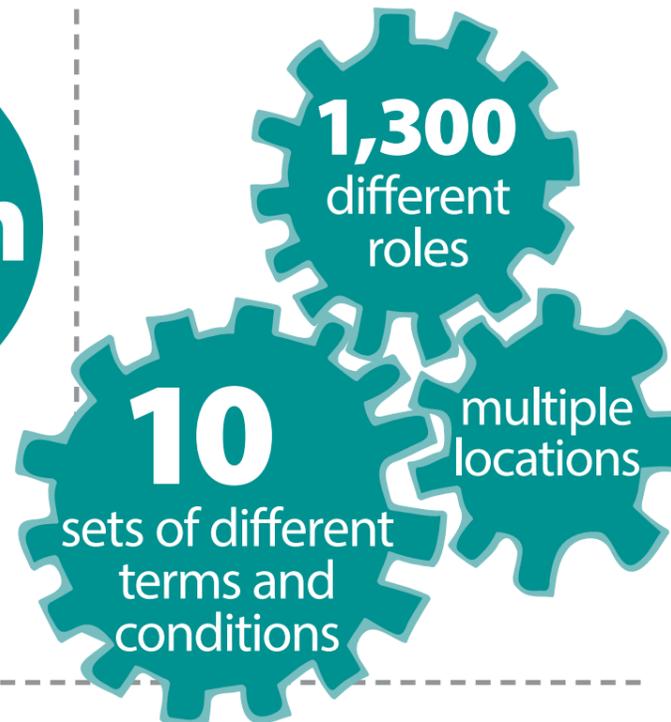


We employ



Cornwall Council's annual paybill (April 2015)

A diverse workforce



What are the priorities?

To attract, develop, reward and retain a workforce with the skills to lead and respond positively to change

To improve the health, safety and wellbeing of the workforce

To build a culture where positive values and behaviours are embedded in everything we do

To improve employee morale and engagement and individual and organisational performance



Our People Strategy 2016

*A lean, resourceful, talented and productive
workforce delivering positive outcomes for
Cornwall and its communities*

*Part of Cornwall Council's Organisational
Development Framework*

**Approved by Full Council
– 16 February 2016**

Foreword – Cath Robinson, Interim Director of Communities and Organisational Development

Our People Strategy is about our workforce. It explains what we will do to make sure that we have the skills to deliver the outcomes for Cornwall set out in the Council Strategy. To attract and retain those skills, when our workforce is getting smaller, we aim to ensure the Council is a place where:

- a) people aspire to work,
- b) there is an opportunity to learn and grow,
- c) workforce achievements are acknowledged and recognised.
- d) the work environment is safe, healthy, diverse and engaging.

Cornwall's public services environment has changed significantly in the six years since the unitary Cornwall Council was established. This has had a major impact on the size and shape of our workforce. The Council Strategy and Corporate Business Plan set the context for further change over the next four years. Our People Strategy will ensure our workforce is well placed to grasp the opportunities and respond to the challenges of sustaining and enriching the lives of people who live and work in or visit Cornwall.

Links with other strategies and initiatives

In addition to supporting the delivery of the Council's Strategy and Business Plan, the People Strategy is central to the delivery of the Council's overarching Organisational Development (OD) Framework, which itself contains a strategic aim focussing on our people. In enabling the workforce to deliver the Council's ambitions for Cornwall, the People Strategy will also help our staff and members to respond positively to the changes arising from the Cornwall Deal and the new partnership working arrangements which arise from it.

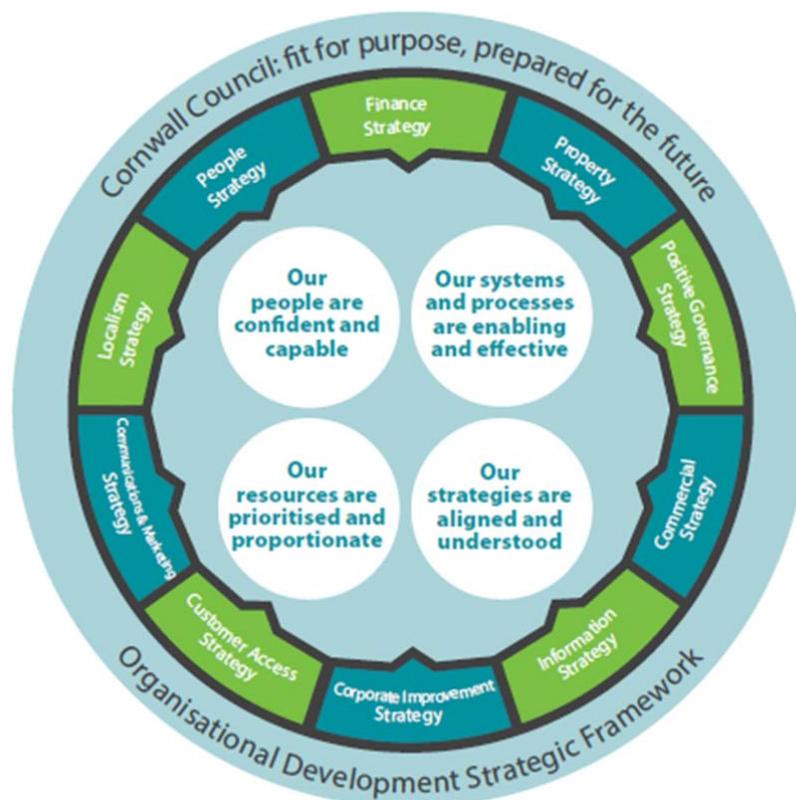
Cornwall Council's Organisational Development Framework

The People Strategy is one of ten strategies which sit beneath Cornwall Council's Organisational Development (OD) Strategic Framework.

Each strategy focusses on a different aspect of the organisation and will contribute to the overall ambition of the OD Strategic Framework:

Cornwall Council; fit for purpose and prepared for the future

The People Strategy will also contribute to the achievement of the four strategic aims of the OD framework:



The actions identified in the ten strategies will be incorporated into the Council's annual business and service plans for delivery. These are subject to the Council's standard risk and performance management processes.

The Organisational Development Steering Group will monitor delivery of the overall framework and progress towards the four strategic aims.

Context

Cornwall Council continues to be the largest employer in Cornwall but our workforce has reduced from approximately 22,000 in April 2009 to around 11,200 in 2015. We have 5,500 directly employed staff. A further 5,700 are employed in local authority maintained schools where school governors are responsible for key employment decisions. The paybill for our direct workforce was £178m in April 2015.

Our workforce reduction is due in part to the changing shape of service delivery. Since 2009 thousands of employees have transferred from the Council's employment to alternative service delivery organisations and Academy and Foundation Trust status schools. The Council has also made substantial reductions in the workforce in response to changing service requirements, budget cuts and restructuring.

Attracting and retaining people with the skills we need now and in the future is becoming more challenging as budget pressures and changing service delivery continue to impact on job and career development opportunities. Cornwall's geography and the effects of economic recovery on the labour market add to these challenges. If we are to deliver the Council's ambitions for Cornwall, we need to provide compelling reasons for prospective and existing employees to choose to work for Cornwall Council.

We anticipate more changes taking place in the delivery of public services in the future as the Council and its partners seek to make the most of the Cornwall Deal. To prepare for these changes we need engage with and develop the capability and potential of Cornwall's wider public service workforce, including partners, contractors, volunteers and town, parish and unitary councillors

This will mean removing the barriers to effective collaboration across service, directorate and organisational boundaries. It will also mean providing opportunities for everyone to learn and to increase their understanding of how they can enhance their contribution to the delivery of public services as employees, volunteers and as members and representatives of their communities.

How will we deliver the strategy?

Implementation of the People Strategy will be led primarily by the People, Management, Development and Wellbeing (PMDW) Team, part of the Communities and Organisational Development Directorate, who work closely with the management teams of all council services through a network of business partner relationships. The PMDW team also provide professional leadership for the organisation on the full range of people services including reward, talent and development, equality and diversity, employee relations, health, safety and wellbeing.

How will we measure our success?

We will evaluate our success using measures set out within the People Quadrant of the Balanced Scorecard. This will include a combination of organisational performance measures, management information, external benchmarking, Investors in People feedback and employee survey results, including the employee engagement index. We will conduct an Employee Survey annually to assess our improvement in areas that really matter to our workforce and to inform the actions we will take.

Our People Strategy if made up of four strategic aims;



Over the next few pages, each of these will be presented as follows: -

- The **strategic aim** describes what we are going to do to support the overall Council Strategy
- The **rationale** explains why this is important and describes the current context
- The activities explain **what we will need to do** or put in place to achieve our strategic aim
- The measures describe **how we will evaluate our success**

Strategic Aim:

Attract, develop and retain a skilled and diverse public service workforce

The rationale...

The Council Strategy and Corporate Business Plan sets out an ambitious agenda which envisages further significant structural and cultural change. The Council will be a leaner organisation and more commercially focussed and changes will take place in the shape and scope of service delivery. Working collaboratively across organisational boundaries in networks and partnerships will become even more important and we will need to build on what we know and learn from the experiences of others to create sustainable public services in Cornwall.

This changing nature of the Council will require changes in the workforce. It will affect the number and types of people we employ, our working practices, the skills and competencies we need to be successful and the systems and tools to enable us to be both efficient and effective. These changes will have implications for elected Members working on behalf of the Council and their communities

Our People Strategy will therefore focus on initiatives that enable the Council to continue to attract, develop and retain a workforce with the right skills and potential to lead and respond positively to change. It must also enable elected Members to fulfil their role in this changing environment.

We will achieve our aim by...

- Building leadership capability and skills at all levels within the workforce and seeking ways to promoting a positive behavioural culture
- Developing a whole council approach to workforce planning
- Developing and implementing initiatives that enable us to build the skills we need for the future and create a more diverse workforce
- Delivering more apprenticeships and graduate opportunities
- Developing succession plans to increase career development opportunities and minimise the loss of critical knowledge and skills
- Investing in workforce development and evaluating the return on that investment
- Developing our understanding of the capability and capacity of the wider public sector workforce in Cornwall, sharing best practice with our partners and learning from each other

How will we know we've been successful...

- More employees feel their job makes good use of their skills and experience (73% Employee Survey 2015)
- Frameworks and tools are in place to enable our managers to lead and develop their teams
- We have good intelligence about the scope and shape of the workforce and use this to acquire, deploy and develop resources effectively
- Our recruitment fill rates are at or above 80%
- We monitor turnover and take action to address retention issues in context
- We have workforce plans in place at service, directorate, council and whole system level and are agile in our approach to workforce development, demonstrating direct impact on business efficiency and effectiveness.
- Leaders can articulate the changes in the external environment and the impact this has on their workforce

Strategic Aim:

Align workforce behaviours with the principles and values of the Council

The rationale...

The public is entitled to expect the highest standards of conduct from our workforce and to be treated with dignity and respect. The Council has defined the values and principles that should guide the behaviour of all employees and elected Members and which should apply in our relationships with colleagues, partners, customers, clients and the community at large. Strong leadership will be of critical importance in ensuring a positive organisational culture, with behaviours role modelled throughout the organisation and leaders engaging effectively with the workforce.

Setting clear expectations about behaviours, calling each other to account and constructively challenging inappropriate conduct is at the heart of ensuring a positive culture. This will improve employee engagement, deliver high performance and promote the Council's reputation in the community.

We will achieve our aim by...

- Developing leaders that role model the values and principles and have the skills and confidence to engage with the workforce effectively
- Ensuring a framework and culture within which there is coordinated and quality employee communication, engagement and feedback
- Aligning our behavioural framework with the values and principles and embedding this throughout the organisation
- Incorporating equality and diversity into our work and improving practice
- Reviewing our policies, structures systems and processes to ensure that they facilitate the desired behaviours
- Developing a culture of personal accountability for outcomes and behaviours and tackling issues through effective performance management
- Improving awareness and practice in the safeguarding of children, young people and vulnerable adults in everything we do

How will we know we've been successful...

- Employees can provide feedback on role modelling of the values and behaviours as evidenced through our IIP assessments and employee survey
- Sustained improvement in practice when measured against the Equalities Framework for Local Government
- More employees feel they are treated with fairness and respect in their job (72% Employee Survey 2015)
- An employee engagement framework is in place with an improvement in the % of employees who feel we act on feedback
- Employees can articulate the Council's vision and values as evidenced through our IIP assessments
- Sustained improvement in completion of essential training

Strategic Aim:

Improve individual and workforce effectiveness

The rationale...

The Council Strategy and Corporate Business Plan's ambitious agenda coupled with a reduction in our directly employed workforce will demand much of our staff.

It will be even more important that all employees are given the opportunities, tools, support and rewards to encourage them to achieve our business plan outcomes. We will also need to ensure we have the right structures, systems and performance management processes in place to enable and monitor effective delivery.

We will achieve our aim by...

- Developing our understanding of the profile of the workforce by improving access to and the analysis of workforce information and using this to shape workforce planning and development decisions
- Improving workforce performance management by simplifying individual performance management policies and practice and improving the PDS system
- Working with partners to develop a whole system strategic workforce plan
- Developing the Council's employee recognition and reward policies and framework and acknowledge discretionary effort
- Developing and implementing organisational redesign that supports the Council's strategy and corporate business plan
- Structuring work and building flexibility and resilience into our workforce systems, structures, processes, policies, contracts and roles
- Developing our change management capability to improve how we prepare for, implement and successfully embed changes affecting people, systems, processes and structures

How will we know we've been successful...

- Improved PDS completion rates and contribution ratings
- We have a simpler PDS approach with IIP assessments demonstrating improved employee feedback on the PDS Process
- Employee Engagement index maintained or increased (65% Employee Survey 2015)
- Improved employee morale index (30% Employee Survey 2015)
- Workforce profiles published quarterly
- Year to date workforce expenditure (paybill costs) controlled within budget
- Investors in People accreditation maintained annually
- IIP feedback and employee survey feedback demonstrates positive employee experiences of change management

Strategic Aim:

Improve the health, safety and wellbeing of the workforce

The rationale...

A positive health safety and wellbeing culture helps to ensure that risks are identified and managed, incidents and injuries are minimised and that the Council complies with its legal obligations.

It also contributes to employees feeling engaged and valued, spending more time at work and being more productive at work.

Investing in employee wellbeing can have a positive impact on the Council's reputation which helps in recruitment and retention. As the Council is a large employer in Cornwall it can have an indirect positive impact on community wellbeing. It is also important to support the health and wellbeing of our elected Members both as individuals and as health and wellbeing advocates in their communities.

We will achieve our aim by...

- Putting effective health safety and wellbeing governance in place, with visible, active leadership from senior managers
- Ensuring all staff understand their health and safety responsibilities and have the training, competence and equipment to carry out their role safely
- Identifying and quantifying risks and having plans in place to manage and mitigate these
- Adopting a preventative approach to reducing sickness absence and proactively managing cases of ill health to keep individuals at work or facilitate a more timely return
- Embedding health and safety in business decisions when commissioning, procuring or devolving services and entering into partnerships
- Developing our workplace health programme to promote and improve individual wellbeing and to encourage personal responsibility and a mutually supportive environment for achieving this.

How will we know we've been successful...

- Health and safety risk profiles and associated improvement plans are in place at service, directorate and council level
- Sickness absence rates improve below 4% (9 days per FTE)
- More employees say that they feel they work in a safe and healthy environment (67% Employee Survey 2015)
- More employees feel that the organisation is actively working to ensure their wellbeing (37% Employee Survey 2015)
- There is a higher take-up of training and health prevention initiatives

Summary...

- Our People Strategy aims to create a lean, resourceful, talented and productive workforce delivering positive outcomes for Cornwall and its communities.
- The People Strategy focuses on attracting and retaining skilled staff, promoting behaviours based on our values and principles, and improving our workforce's health, safety, wellbeing and effectiveness.

We anticipate more changes to public service delivery in Cornwall in the next four years. The aims of the People Strategy are broad enough to provide the flexibility to cope with these changes while still delivering the Council Strategy and Corporate Business Plan

If you would like this information in another format please contact:

**Cornwall Council
County Hall
Treyew Road
Truro TR1 3AY**

Telephone: **0300 1234 100**

Email: **enquiries@cornwall.gov.uk**

www.cornwall.gov.uk