

# Malvern Hills the place to be, the place to work

# delivering through people: Our people strategy for 2009 to 2011

## Introduction

The Council's purpose is to provide leadership to local communities and to improve the social, economic and environmental well being of the District. It does this by working in partnership with a range of public, private and voluntary organizations to deliver the Malvern Hills Community Strategy and contribute to the Local Area Agreement and the Worcestershire Community Strategy.

Our contribution to the Malvern Hills Community Strategy is delivered through the Council's vision, objectives and priorities but we realize that we need an organisation that is "fit for purpose" driven by the full commitment and dedication of a skilled, motivated, safe and healthy workforce.

This strategy, (our third which updates the 2006-2009) People and Pay strategy aims to ensure that the Council has the visionary leadership, organisational flexibility and people capacity to deliver its vision, objectives and priorities, by supporting the Council's core principles, (particularly of equity, fairness and mutual respect) and linking directly to our key organisational priorities.

Our organisational objective "to have effective and empowered members and employees" aims to ensure the organisation leads, manages, develops and releases the knowledge and full potential of its people at an individual, team and organisation-wide level to ensure that we meet our overall vision. Key actions to support the People priority are contained within and reinforce this strategy.

## Key achievements of 2006-2009 strategy

- Delivered accurate and timely workforce statistics and performance indicators to both Councillors and Managers.
- Supported organizational development initiatives including senior management review and the reorganizations of Community & Economic Development and Office Services.
- Established a new streamlined recruitment service which has resulted in 75% of all job applications being received on line.
- Delivered new on line internal starter and leaver processes, which has been widely welcomed by managers.
- Reduced sickness absence by 20% since April 2006.
- Delivered the successful TUPE transfer of Revenues & Benefits and Telecare staff and kept other shared service initiatives such as the HUB and Building Control on track.
- Clearly defined roles and responsibilities of both Councillors and Managers in the new Health and Safety Plan
- Successfully concluded a HSE inspection of the depot which resulted in a series of actions that have been successfully acted upon.
- Improved staff communication by re- establishment of Councils Joint Consultative and Health & Safety Committees.
- Supported the Council's Diversity Working Group and Meeting Your Needs Forum
- Delivered a downward trend of reported Health and Safety incidents.

- Identified and developed leaders of tomorrow by working in partnership to develop the Countywide Leadership Development Programme.
- Significantly improved the timeliness of the Performance Review and Development process.
- Embedded a “coaching” culture into the Council through “Improve your Impact sessions”.
- Delivered improved management skills through the Management Development Programme.

### **Key influences and challenges currently facing Malvern Hills District Council**

- Local Government white papers
- LGA’s “Framework for Excellence”
- 2007 Comprehensive Spending Review
- Public service agreement priority outcomes and the Local Area Agreement
- CLG value for money framework
- Structural and cultural change to improve two tier and collaborative working
- Place shaping and community leadership
- Rising customer expectations and the focus on customer need and meeting the needs of all our customers
- The introduction of Comprehensive Area Assessments
- Delivering our priority outcomes and focusing on what matters most
- An increasingly difficult global economy
- Growing elderly population and workforce
- Continuing high levels of sickness absence
- Completion and implementation of a Local Pay & Grading Review

## Key Workforce Characteristics

Local government is the largest employment sector in England, employing over 2.2 million people. According to latest statistics the current directly employed workforce has a number of key characteristics

Area	Council Workforce (September 2008)	National Local Government Working Population (2005)
Employee Numbers	229	2.2 million
% Disabled	0.87%	Not Available
Male / Female	42.4% / 57.6%	30% / 70%
Ethnic Profile		
▪ White British	97.3%	92.3%
▪ White Other	2.1%	)
▪ Black British	0.3%	) 7.7%
▪ Asian	0.3%	)
Age		
▪ 19 - 24	3.9%	)
▪ 25 - 39	35.5%	) 66%
▪ 40 - 49	21.7%	)
▪ 50+	38.9%	34%
Full / Part Time	74% / 26%	61% / 39%
Turnover	11.79%	13.6%
Average Sickness	11.62 days per person	8.4 days per person (District Councils)

### Latest local key performance indicators – March 2008 (previous year in brackets)

BV 11a – Percentage of top 5% earners that are women = 11.10% ( 11.10%)	BV 11b – Percentage of top 5% earners that are from ethnic minorities = 0% (0%)
BV 11c – Percentage of top 5% earners with a disability = 0% (0%)	BV 12- Average No. of working days/shifts lost to sickness absence = 11.09 per person (12.57 )
BVPI 16 – Percentage of staff with a disability compared to the local population = 16.17% (8.98%)	BVPI 17 - % of staff from ethnic minorities compared to local population = 142.85% (147.90%)
PELP1- Employee Turnover = 10.98%	

### What our employees told us....

Feedback on the key people issues have been tested in a variety of ways through: employee surveys, consultation exercises, focus groups, drop-in sessions, and for the first time this year The Times Best Council to work for survey where this council finished in the top 20 of all Councils.

In the Times Best Council Survey revealed that our staff feel they are well treated and their pay and benefits compare well to similar organizations. However it also revealed that staff do not value the Council and are not proud to work for the Council.

The 2008 employee survey also revealed what employees thought about the Council.

60% agree the Council is good to work for	22% believe that morale within the Council is good	23% feel supported by councillors
80% agree they generally enjoy their work	5% are not proud to work for the Council	44% agree that they are supported in achieving a healthy balance between home and work
57% believe their work is valued	32% agree that their workload is excessive	21% do not agree that opportunities for career development are good
73% feel fairly or very motivated in their present job (72%)	68% are satisfied with the terms and conditions of their employment	84 % agree they have a clear understanding of their role and its objectives

## **Key strategic objectives – the building blocks for success**

Building on the last strategy and from the information available to us the Council's strategic objectives and key areas for development for the next three years should be:

- **Managing and resourcing, recruitment and retention** – To attract and retain in a cost effective way, quality managers and staff that reflect the diverse nature of the community they serve to ensure the continuous improvement of services to our communities and effective community leadership.
- **Leadership development** – To provide sustainable and effective political and managerial leadership, developing future leaders and people with talent and commitment.
- **Workforce Health and well being**– To embed learning and skills development to enhance the general capability of all staff and to provide the specific skills, facilities and knowledge necessary to achieve a safe and healthy workforce and work environment.
- **Pay and Rewards** – To provide a modern and fair pay and rewards structure to support a high performance and highly skilled workforce.
- **Organisational Development** – To ensure significant improvements in organisational effectiveness and the corporate health of the Council.

## STRATEGY INTO ACTION

Key Strategic Objective	Action	By when	How will success be measured?
<p><b>Managing and resourcing, recruitment and retention</b> – To attract and retain in a cost effective way, quality managers and staff that reflect the diverse nature of the community they serve to ensure the continuous improvement of services to our communities and effective community leadership.</p>	<p><b>People planning</b></p> <ul style="list-style-type: none"> <li>▪ Embed workforce planning into performance management framework.</li> <li>▪ Identify critical skills gaps and develop strategies to address.</li> <li>▪ Redesign jobs around the people in order to focus in on their strengths and maximize their personal contribution.</li> <li>▪ Provide opportunities to support managers and aspiring managers to develop as individuals and competent managers</li> <li>▪ Undertake annual skills audit and use it to assist in designing the Council's corporate training programme.</li> </ul>	<p>06/09</p> <p>06/10</p> <p>09/10</p> <p>03/10</p> <p>06/10</p>	<ul style="list-style-type: none"> <li>▪ Detailed workforce plans in place for all service areas.</li> <li>▪ PRD and competency framework drives the principles great people management.</li> <li>▪ Realization of identified goals in work with external partners (RIEP - skill shortages/talent managers workstreams)</li> <li>▪ Timely and accurate workforce data accessible to all.</li> <li>▪ Job descriptions and person specifications reflect Council values.</li> <li>▪ Jobs designed around individual strengths and talents.</li> <li>▪ Staff fully trained to meet organizational needs.</li> <li>▪ Managers model the principles of great people management.</li> <li>▪ Delivery against action plan associated with annual skill audit.</li> </ul>
	<p><b>Recruitment</b></p> <ul style="list-style-type: none"> <li>▪ Review end to end recruitment process.</li> <li>▪ Remove any unjustified barriers i.e. qualifications and years experience.</li> <li>▪ Promote the Council as an employer of choice.</li> </ul>	<p>06/09</p> <p>09/09</p> <p>06/09</p>	<ul style="list-style-type: none"> <li>▪ Streamlined; effective; electronic and where possible self-service recruitment process.</li> <li>▪ Candidate information supports Council's values and policies and is clear about the 'contract' between employer and employee.</li> <li>▪ Job descriptions and person specifications reflect the Council values.</li> <li>▪ Jobs designed around individual strengths and talents.</li> <li>▪ The Councils reputation as an employer is enhanced.</li> </ul>

	<p><b>Tackling Skills Shortages</b></p> <ul style="list-style-type: none"> <li>Work with partners to establish skills pathways into skill shortage areas</li> <li>Establish alternative career paths for functional specialists who do not want to or cannot currently move into management.</li> </ul>	<p>03/10</p> <p>03/10</p>	<ul style="list-style-type: none"> <li>Realisation of identified goals in work with external partners (RIEP - skill shortages)</li> <li>A secondment and/or development scheme exists to enable professionals to transfer between services.</li> <li>Skill shortage areas identified and action plans in place to address</li> </ul>
	<p><b>Equality and Diversity</b></p> <ul style="list-style-type: none"> <li>Implement the “Emerging” and “Achieving” requirements of the “Modern, Diverse and reflective workforce” of the Equalities Framework for Local Government</li> <li>Provide equalities and diversity training to all staff and elected members</li> <li>Recruitment practices actively encourage applications from under represented groups.</li> <li>Working environment and employment practices assist in retaining and realizing the full potential of staff from under represented groups.</li> </ul>	<p>03/10</p> <p>06/09</p> <p>06/09</p> <p>03/11</p>	<ul style="list-style-type: none"> <li>Meet “Emerging” and “Achieving” Equalities framework.</li> <li>Equality Impact Assessments undertaken of all recruitment practices and employment policy and procedures, with associated action plans implemented.</li> <li>All identified groups of staff understand statutory and moral responsibilities towards equality and diversity.</li> <li>Increased number of applications received, shortlisted and appointed from groups that enjoy legal protection from discrimination.</li> <li>Increase number of women; BME and disabled candidates to management posts.</li> <li>Council's flexible working policy implemented.</li> </ul>
	<p><b>Ageing Working</b></p> <ul style="list-style-type: none"> <li>Strategy developed to manage the benefits and challenges of an ageing workforce.</li> </ul>	<p>03/10</p>	<ul style="list-style-type: none"> <li>Council actively manages the challenges and benefits of an ageing workforce.</li> </ul>
<p><b>Leadership development – To provide sustainable and effective political and managerial leadership, developing future leaders and people with talent and</b></p>	<p><b>Community Leadership</b></p> <ul style="list-style-type: none"> <li>Achieve full charter status of the Member Development Charter</li> <li>Attract more candidates for election to the Council</li> </ul>	<p>03/11</p> <p>09/10</p>	<ul style="list-style-type: none"> <li>Members fully trained to meet organizational needs.</li> <li>Primary milestone status achieved.</li> <li>Number of contested elections maintained.</li> </ul>

commitment.			<ul style="list-style-type: none"> <li>▪ Number of candidates attracted to seek election to the Council increased.</li> </ul>
	<p><b>Managerial Leadership</b></p> <ul style="list-style-type: none"> <li>▪ Develop recruitment practices, pay and reward strategy and a working environment that attracts and retains leaders.</li> <li>▪ Use PRD and competency framework to identify the leaders of the future and embed leadership skills and behaviours throughout the Council.</li> <li>▪ Participation in regional leadership programmes to develop the leaders of the future.</li> <li>▪ Embed policies, cultures and practices that effectively increase the percentage of women, people from black and ethnic minority background and people with disabilities in leadership positions.</li> </ul>	<p>03/10</p> <p>06/10</p> <p>03/10</p> <p>03/11</p>	<ul style="list-style-type: none"> <li>▪ Implementation of Council's Local Pay &amp; Grading Review.</li> <li>▪ Jobs are evidenced to have been remunerated fairly (Equal Pay Audit)</li> <li>▪ Increased levels of flexible working across the Council.</li> <li>▪ Leaders are fully trained to meet organizational needs.</li> <li>▪ Realization of identified goals in work with external partners (RIEP - Future leaders)</li> <li>▪ Increase number of women; BME and disabled candidates to leadership posts</li> </ul>
<p><b>Workforce Health and well being</b>– To embed learning and skills development to enhance the general capability of all staff and to provide the specific skills, facilities and knowledge necessary to achieve a safe and healthy workforce and work environment.</p>	<p><b>Embed skills development</b></p> <ul style="list-style-type: none"> <li>▪ Embed competency framework into Council's PRD process.</li> <li>▪ Embed Council's values into PRD and competency framework.</li> <li>▪ Re-design Council's training programme to deliver customer focus; a 'can-do' approach and freedom to do great work within boundaries.</li> <li>▪ Enhance partnership approaches to training and development.</li> <li>▪ Equal access to learning and development opportunities.</li> </ul>	<p>09/09</p> <p>03/10</p> <p>06/09</p> <p>03/10</p> <p>09/09</p>	<ul style="list-style-type: none"> <li>▪ Competencies identified for all Council jobs.</li> <li>▪ Staff fully trained to meet organizational needs.</li> <li>▪ Streamlined; effective; electronic; accessible to all and where possible self-service corporate training program and processes.</li> <li>▪ Job descriptions and person specifications reflect Council values.</li> <li>▪ Realization of identified goals in work with external partners (RIEP)</li> </ul>

	<p><b>Health &amp; Well Being</b></p> <ul style="list-style-type: none"> <li>▪ Promote the importance of addressing poor attendance and/or performance.</li> <li>▪ Integrate Health &amp; Safety into all management practices.</li> <li>▪ Publicise health and well being initiatives to all current and perspective staff.</li> <li>▪ Encourage staff to take personal ownership for their own health and well being.</li> <li>▪ Review Occupational Health and Counselling service contracts to ensure value for money and effectiveness.</li> </ul>	<p>Ongoing</p> <p>03/10</p> <p>Ongoing</p> <p>Ongoing</p> <p>06/09</p>	<ul style="list-style-type: none"> <li>▪ Timely and accurate workforce data accessible to all.</li> <li>▪ Streamlined; effective; electronic and where possible self-service HR policies and processes.</li> <li>▪ Staff fully informed of health and well being agenda.</li> <li>▪ HR Customer Survey developed to monitor satisfaction levels.</li> <li>▪ Increased levels of flexible working across the Council.</li> <li>▪ Reduced levels of sickness absence.</li> <li>▪ Performance management actively used to address performance issues.</li> </ul>
<p><b>Pay and Rewards:</b> To provide a modern and fair pay and rewards structure to support a high performance and highly skilled workforce.</p>	<p><b>Total Reward systems</b></p> <ul style="list-style-type: none"> <li>▪ Harmonise of Councils pay and terms and conditions.</li> <li>▪ Develop a strategy that recognizes non-pay rewards and encourages flexibility in reward packages and working practices.</li> </ul>	<p>09/09</p> <p>03/10</p>	<ul style="list-style-type: none"> <li>▪ Implementation of Council's Local Pay &amp; Grading Review.</li> <li>▪ Jobs are evidenced to have been remunerated fairly (Equal Pay Audit)</li> <li>▪ Increased levels of flexible working across the Council.</li> </ul>
	<p><b>Work/life Balance</b></p> <ul style="list-style-type: none"> <li>▪ Promote the options and benefits associated with flexible working.</li> </ul>	<p>03/10</p>	<ul style="list-style-type: none"> <li>▪ Increased levels of flexible working across the Council.</li> <li>▪ Reduction in number of days lost due to stress related conditions.</li> </ul>
	<p><b>Pensions</b></p> <ul style="list-style-type: none"> <li>▪ Increase awareness of pension rights and developments.</li> </ul>	<p>03/11</p>	<ul style="list-style-type: none"> <li>▪ Streamlined; effective; electronic and where possible self-service pension processes and communication.</li> </ul>

<p><b>Organisational Development:</b> To ensure significant improvements in organizational effectiveness and the corporate health of the Council.</p>	<p><b>Business Process Review</b></p> <ul style="list-style-type: none"> <li>▪ Review end to end HR processes.</li> </ul>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>▪ Streamlined; effective; electronic and where possible self-service HR processes.</li> </ul>
	<p><b>Workforce Re-modeling</b></p> <ul style="list-style-type: none"> <li>▪ Identify workforce risks / opportunities and deliver strategies to address.</li> <li>▪ Organisational climate developed that encourages innovation, including engaging with staff positively in service transformation, new roles and ways of working</li> <li>▪ Staff supported through organisational changes</li> </ul>	<p>09/09  03/11  Ongoing</p>	<ul style="list-style-type: none"> <li>▪ Realisation of identified workforce opportunities and risks minimized.</li> <li>▪ Realisation of identified goals in work with external partners (RIEP)</li> <li>▪ 'Improve your impact' principles embedded throughout the Council.</li> <li>▪ Effective communication and consultation embedded into all organisational change.</li> </ul>
	<p><b>High Performance Management</b></p> <ul style="list-style-type: none"> <li>▪ Deliver an annual management development programme.</li> </ul>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>▪ Managers fully trained to meet organisational needs.</li> <li>▪ PRD and competency framework drives the principles of great people management.</li> </ul>

## What will Overall success look like?

Indicator	Measure	Direction
<b>Sickness absence levels</b>	Average days Lost Per Person	↓
	Average number of episodes per person	↓
<b>Turnover</b>	Number of voluntary resignations	↓
<b>Agency Usage</b>	Total agency spend	↓
<b>Recruitment</b>	Average time taken to recruit to a post	↓
<b>Safety</b>	Number of reported accidents	↓
<b>HR effectiveness</b>	Positive feedback from customers	↑
<b>Improved staff morale</b>	Employee's job satisfaction	↑
	Employee's satisfaction with management performance	↑
<b>Training effectiveness</b>	Positive feedback from participants	↑
<b>Workforce diversity</b>	% of BME staff in the workforce	↑
	% of BME staff in the top 5% salary band	↑
	% of registered disabled staff in the workforce	↑
	% of registered disabled staff in the top 5% salary band	↑
	% of females in the top 5% salary band	↑