

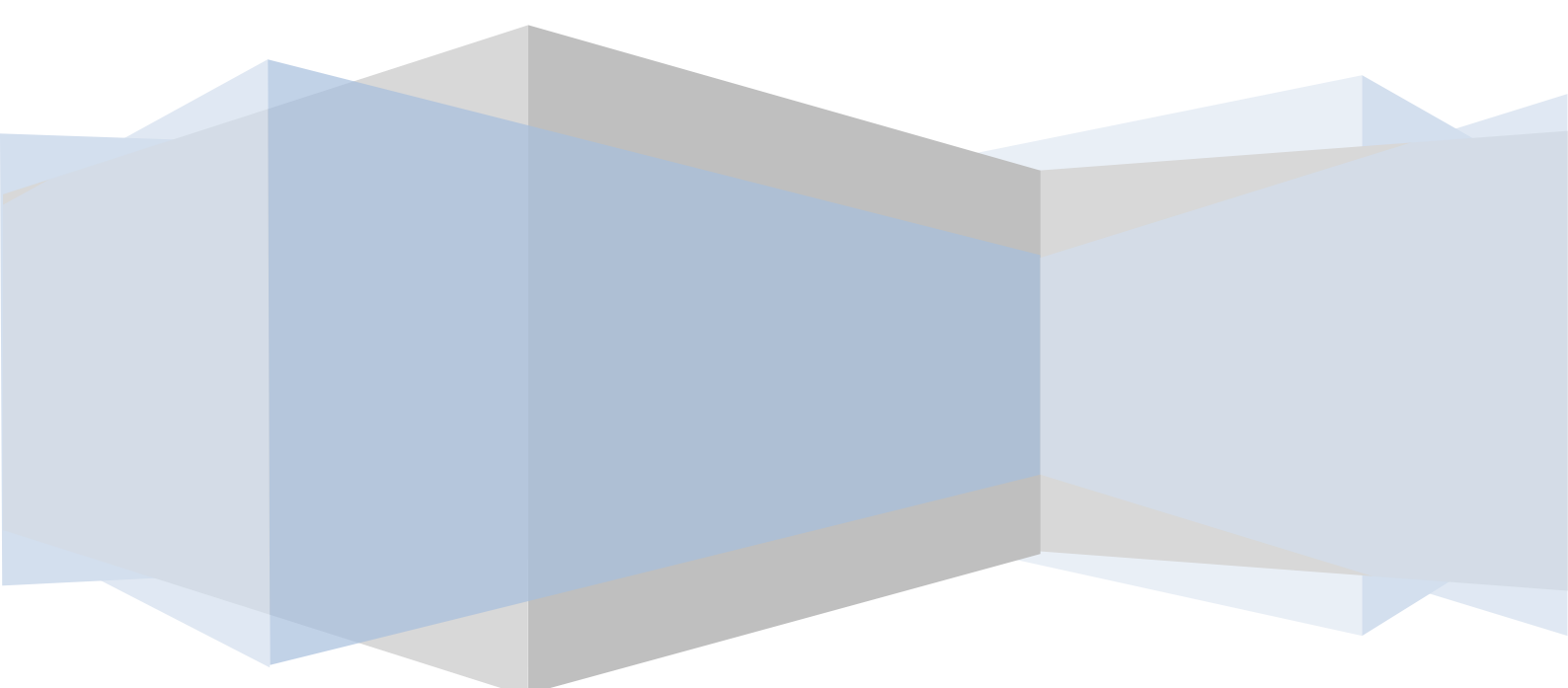
# Carmarthenshire County Council



## Our People

Valuing Our People (2014 – 2019)

Final Version: November 2014



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## What is Our People Strategy Vision?

*“To recruit, retain, recognise and develop the right people, with the right skills, at the right time to help deliver the vision<sup>1</sup> for Carmarthenshire”.*

The current economic climate is placing increasing pressures on public sector finances whilst at the same time the demand for public services is increasing. The challenge facing Carmarthenshire and other public sector bodies is how to satisfy the increasing demand for services with diminishing resources.

We recognise that people are at the heart of everything we do and this People Strategy sets out how we plan to make the most of the contribution of all staff to ensure we are successful in delivering the Council’s priorities. It has been shaped by our vision and values<sup>2</sup>, and reflects our commitment to continuous improvement by effectively engaging, leading and supporting our staff.

As an Investor in People (IiP) organisation, we are committed to ensuring that the workforce is well led and managed at all times and supported to provide services of a high standard to the people of Carmarthenshire.

We have also been recognised in Wales as a Platinum organisation for work place health “The Corporate Health Standard” and appreciate the value of investing in supporting our staff through our health and well being activities.

## What is the Vision for Our People?

*“A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public”.*

To achieve this we will:

- ✓ Ensure people are effectively led and managed
- ✓ Provide a safe, healthy and engaging work environment, which encourages innovation and ideas for improvement so that everyone can make a difference
- ✓ Successfully recruit, retain and develop our employees to realise their full potential
- ✓ Recognise appropriate behaviours and performance
- ✓ Appreciate and respect the contribution of all employees at every level and location throughout the organisation
- ✓ Celebrate success at an individual, departmental and organisational level

To deliver our people vision, our People Strategy is focused on three linked themes:

- ✓ Employee Engagement & Well Being – **Engage People**
- ✓ Leadership & Management – **Lead People**
- ✓ Supporting Transformation & Change – **Support People**

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<sup>1</sup> See Appendix 1

<sup>2</sup> See Appendix 1

## Theme 1: Engage People

We recognise that people are central to our success in delivering quality services during challenging and changing times. Therefore, it is critical that people feel engaged and are motivated to continuously improve performance and share good ideas. It is equally important that all our people feel they are part of an organisation that values diversity; they have a safe working environment and they are well supported. This section will focus on the commitments we will make to the workforce to ensure people:

- ✓ **Understand and support the vision of the Council**
- ✓ **Are recognised for performing well & success is celebrated**
- ✓ **Feel part of an organisation that promotes the use of the Welsh Language**
- ✓ **Expect & receive regular feedback on their performance**
- ✓ **Feel valued, motivated & engaged**
- ✓ **Are able to share good practice & learn from each other**
- ✓ **Feel part of an organisation that ensures equality and values diversity**
- ✓ **Feel part of an organisation that effectively listens & communicates**
- ✓ **Work in a healthy & safe environment**

## What needs to happen?

What do we want to achieve?	To achieve this our leaders and managers will:	The following support will be provided:
<p>1. People understand and support the vision of the Council</p>	<ul style="list-style-type: none"> <li>✓ Provide clear purpose and vision for the Council that staff are aware of and understand</li> <li>✓ Ensure there is a clear set of core values that support the vision, which staff are aware of and understand</li> <li>✓ Emulate the vision and core values ensuring they are at the heart of the way the organisation operates</li> <li>✓ Involve people in the development of the organisation's business plans making sure the discussions are aligned with the Council's vision</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Integrated Community Strategy</a></li> <li>• <a href="#">Annual Report &amp; Improvement Plan (ARIP)</a></li> <li>• <a href="#">Corporate &amp; Local Induction</a></li> <li>• <a href="#">Performance Management Framework</a></li> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> <li>• Supervision framework (in Social Care services)</li> </ul>
<p>2. People feel part of an organisation that listens &amp; communicates</p>	<ul style="list-style-type: none"> <li>✓ Provide effective opportunities for staff to have a say on things that matter to them in the work place</li> <li>✓ Listen and act on feedback from all levels of the organisation</li> <li>✓ Continue to engage constructively with the recognised Trades Union</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted Staff Surveys</li> <li>• liP Internal Review</li> <li>• Diversity Improvement Group</li> <li>• <a href="#">Openzone / Brian</a></li> <li>• eGair</li> <li>• 3rd tier manager forum</li> <li>• Departmental mechanisms e.g. newsletters; team meetings</li> <li>• Employee Relations Group (ERG)</li> <li>• Employee Consultative Group (ECG)</li> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> <li>• Supervision framework (in Social Care services)</li> </ul>

What do we want to achieve?	To achieve this our leaders and managers will:	The following support will be provided:
3. People feel valued, motivated & engaged	<ul style="list-style-type: none"> <li>✓ Provide opportunities for staff to constructively challenge the way the organisation works</li> <li>✓ Create a culture where staff are encouraged and empowered to participate in decision making</li> <li>✓ Provide clarity of roles and responsibilities</li> <li>✓ Ensure mechanisms that strip out unnecessary bureaucracy and allow people to do better things</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Transform Innovate Change (TIC) Work Programme &amp; Business Plan</a></li> <li>• liP Internal Review</li> <li>• Accurate Structures &amp; Job Profiles</li> <li>• Third tier managers forum</li> <li>• Departmental mechanisms e.g. newsletters; team meetings</li> </ul>
4. People expect & receive regular feedback on their performance	<ul style="list-style-type: none"> <li>✓ Create an environment where giving and receiving constructive feedback is valued and part of the organisational culture</li> <li>✓ Provide appropriate and regular opportunities for staff to receive constructive feedback on their performance</li> <li>✓ Identify and provide appropriate development opportunities to help improve performance of staff and the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> <li>• Supervision framework (in Social Care services)</li> <li>• Learning &amp; Development Programme</li> <li>• 360 degree feedback</li> </ul>
5. People are recognised for performing well & success is celebrated	<ul style="list-style-type: none"> <li>✓ Understand what motivates staff and ensure there are clear and fair recognition mechanisms in place</li> <li>✓ Create an environment where everyone's contributions to the organisation are recognised and valued</li> <li>✓ Recognise and celebrate individual and team successes and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Human Resource Policies and Guidance</a></li> <li>• <a href="#">Benefit Schemes e.g. Child Care Vouchers</a></li> <li>• <a href="#">Learning &amp; Development programme</a></li> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> <li>• Supervision framework (in Social Care services)</li> <li>• Social Care Workforce Development Programme (<a href="http://www.workforcedevelopmentcarmarthenshire.c">http://www.workforcedevelopmentcarmarthenshire.c</a>)</li> </ul>

What do we want to achieve?	To achieve this our leaders and managers will:	The following support will be provided:
	<ul style="list-style-type: none"> <li>✓ Promote the staff benefits, which are in place that demonstrate the value we place on our staff</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">o.uk/</a>))</li> </ul>
<p>6. People are able to share good practice &amp; learn from each other</p>	<ul style="list-style-type: none"> <li>✓ Provide a framework for sharing good practice</li> <li>✓ Encourage people to work together and share knowledge within and across departments</li> </ul>	<ul style="list-style-type: none"> <li>• Heads of Service Forum</li> <li>• <a href="#">TIC learning exchange</a></li> <li>• 3rd tier manager events</li> </ul>
<p>7. People work in a healthy and safe environment</p>	<ul style="list-style-type: none"> <li>✓ Actively promote appropriate work / life balance</li> <li>✓ Create an open and supportive environment for staff</li> <li>✓ Ensure people have access to occupational health and wellbeing education</li> <li>✓ Ensure people have access to support networks and advice where needed</li> <li>✓ Continually seek to maximise everyone's attendance at work</li> <li>✓ Ensure staff are supported to manage their workload</li> <li>✓ Take responsibility for Health &amp; Safety issues</li> <li>✓ Ensure high standards of health &amp; safety practice throughout the Council</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Human Resource Policies and Guidance</a></li> <li>• Health &amp; Safety and Wellbeing framework (under development)</li> <li>• <a href="#">Attendance Management Policy</a></li> <li>• <a href="#">Fitness For Work Team</a></li> <li>• Corporate Health &amp; Safety Steering Group</li> <li>• Department Health &amp; Safety Steering Groups</li> <li>• Learning &amp; Development Programme</li> <li>• Health &amp; Safety Audits, Reviews and Inspections</li> </ul>
<p>8. People feel part of an organisation that ensures equality and values diversity</p>	<ul style="list-style-type: none"> <li>✓ Actively respect and encourage diverse opinions and approaches</li> <li>✓ Lead by example and challenge inappropriate and discriminatory behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• All Wales LGBT Network</li> <li>• <a href="#">Human Resource Policies and Guidance</a></li> <li>• <a href="#">Equalities Working Group</a></li> <li>• Diversity Improvement Group</li> </ul>

What do we want to achieve?	To achieve this our leaders and managers will:	The following support will be provided:
	<ul style="list-style-type: none"> <li>✓ Encourage and support staff to take part in relevant working groups</li> <li>✓ Develop and promote diversity champions within departments to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>• Learning &amp; Development Programme</li> </ul>
<p>9. People feel part of an organisation that promotes the use of the Welsh language</p>	<ul style="list-style-type: none"> <li>✓ Ensure all staff understand the status and position of the Welsh language in the county</li> <li>✓ Consider posts where the Welsh language is an essential skill</li> <li>✓ Support staff to learn Welsh or further develop their skills</li> <li>✓ Encourage Welsh speaking staff to use their skills in the workplace</li> <li>✓ Develop and promote Welsh Language Champions</li> </ul>	<ul style="list-style-type: none"> <li>• Welsh Language Scheme Working Group</li> </ul>



## Theme 2: Lead People

The Council is re-shaping and transforming for the future. We need leaders and managers who can lead these changes and see the opportunities that come from new and innovative ways of thinking and working. Effective leaders and managers inspire, motivate and engage the workforce. They create a culture where creativity, diversity and innovation flourish. Leadership will be displayed at **all levels** of the organisation and ownership & accountability will be evident throughout the organisation. This section will focus on our leadership and management practices and will aim to ensure the leadership:

- ✓ *Is visible, approachable & open to challenge*
- ✓ *Listens, reflects & acts*
- ✓ *Promotes a positive vision & direction*
- ✓ *Leads by example, sets standards and instils confidence within the workforce*
- ✓ *Values diversity & creates meaningful opportunities for people to challenge*
- ✓ *Values the Welsh language as a skill and promotes the use of the Welsh language in the workplace*
- ✓ *Celebrates achievement*

## What needs to happen?

What do we want to achieve?	To achieve this leaders and managers will:	The following support will be provided:
1. Leaders and managers promote a positive vision & direction	<ul style="list-style-type: none"> <li>✓ <i>Demonstrate leadership styles and behaviours that impact positively on workforce engagement and motivation</i></li> <li>✓ <i>Continually develop themselves</i></li> <li>✓ <i>Be provided with appropriate development opportunities</i></li> <li>✓ <i>Create an environment where everyone is encouraged to develop leadership capabilities</i></li> <li>✓ <i>Effectively manage performance</i></li> <li>✓ <i>Be prepared to consider new ways of working, and take on board ideas from others</i></li> <li>✓ <i>Celebrate innovation</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Learning &amp; Development Programme</i></li> <li>• <a href="#"><i>Carmarthenshire Manager Assessment Toolkit (CMAT)</i></a></li> <li>• <a href="#"><i>Human Resource Policies and Guidance</i></a></li> <li>• <i>liP<sup>3</sup> Internal Review</i></li> <li>• <i>Leadership &amp; Management Standard (under development)</i></li> <li>• <i>Resourcelink</i></li> <li>• <i>People Management Information</i></li> <li>• <a href="#"><i>Performance Management Framework</i></a></li> </ul>
2. Leaders and managers are visible approachable & open to challenge		
3. Leaders and managers value diversity & create meaningful opportunities for people to challenge		
4. Leaders and managers value the Welsh language as a skill and promote the use of the Welsh language in the workplace		
5. Leaders and managers listen, reflect & act		
6. Leaders and managers lead by example, set standards & instil confidence within the workforce		
7. Leaders and managers celebrate achievement		

## Theme 3: Support People

We are operating in an ever changing environment and are facing unprecedented challenges over the next 5 years and beyond, which will result in considerable change for the organisation. It is essential that we recruit, retain and deploy the right number of people in the right place to deliver the Council's priorities. We will also need to fundamentally challenge why and how we currently provide services which will involve significant changes to service delivery methods and organisational structures. This section will focus on how people are supported to ensure we have a workforce that:

- ✓ *Is flexible & creative and meets the needs of the organisation going forward*
- ✓ *Is appropriately & skilled developed*
- ✓ *Is well informed and able to initiate and respond to change positively*
- ✓ *Is given the opportunity to challenge and feels confident & empowered to try new things*
- ✓ *Feels diversity is valued and is able to contribute positively in the workplace*

## What needs to happen?

What do we want to achieve?	To achieve this Leaders and Managers will:	The following support will be provided:
<p>1. A flexible and creative workforce that meets the needs of the organisation</p>	<ul style="list-style-type: none"> <li>✓ Create an environment where creativity and innovation is encouraged and supported</li> <li>✓ Encourage and embrace new ways of working that demonstrate improvement to service delivery</li> <li>✓ Explore different ways of working including maximising the opportunities of collaborative working</li> <li>✓ Promote the range of choices available to staff who may wish to work more flexibly, take career breaks or retire early</li> <li>✓ Ensure workforce planning processes are in place to support our succession planning activities</li> <li>✓ Explore ways of delivering services that helps us reduce our workforce through voluntary means</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Teams</li> <li>• <a href="#">Human Resources Policies and Guidance</a></li> <li>• Change Review Panel</li> <li>• Learning &amp; Development Programme</li> <li>• <a href="#">Fitness For Work Team</a></li> </ul>
<p>2. A well informed workforce that is able to initiate and respond to change positively</p>	<ul style="list-style-type: none"> <li>✓ Create an open and honest environment where staff are central to all change initiatives</li> <li>✓ Be supported to deliver an effective organisational change programme that achieves our key efficiency and collaboration objectives</li> <li>✓ Be equipped to effectively manage people through major change programmes</li> <li>✓ Support staff affected by all aspects of organisational change</li> </ul>	<ul style="list-style-type: none"> <li>• Learning &amp; Development Programme</li> <li>• Human Resources Teams</li> <li>• <a href="#">Fitness For Work Team</a></li> <li>• Consultancy Team</li> <li>• <a href="#">Transform Innovate Change (TIC) Work Programme &amp; Business Plan</a></li> <li>• <a href="#">Organisational Change Policy</a></li> </ul>
<p>3. A workforce that is appropriately skilled &amp; developed</p>	<ul style="list-style-type: none"> <li>✓ Be provided with robust recruitment processes and advice</li> <li>✓ Ensure we have a talented and diverse workforce able to achieve the Council's vision</li> <li>✓ Encourage staff to develop and use their Welsh language skills in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Learning &amp; Development Strategy</li> <li>• Learning &amp; Development Team</li> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> </ul>

What do we want to achieve?	To achieve this Leaders and Managers will:	The following support will be provided:
	<ul style="list-style-type: none"> <li>✓ Encourage and stimulate others to make the best use of their abilities</li> <li>✓ Assist staff in identifying learning and development needs and explore flexible ways of supporting the development</li> <li>✓ Provide constructive feedback to improve future performance</li> <li>✓ Aim to develop improved career pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Welsh Language Working Group</li> <li>• Supervision framework (in Social Care services)</li> <li>• Coaching and Mentoring support (to be further developed)</li> </ul>
<p>4. A workforce that is given the opportunity to challenge and feels confident &amp; empowered to try new things</p>	<ul style="list-style-type: none"> <li>✓ Ensure there are mechanisms in place to create an environment where everyone is encouraged to contribute improvement ideas</li> <li>✓ Provide opportunities for all staff to be engaged in, and to influence, service improvement</li> <li>✓ Identify and minimise barriers to excellence</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Helping People To Perform (HPP) framework</a></li> <li>• Supervision framework (in Social Care services)</li> <li>• <a href="#">TIC Work Programme</a></li> </ul>
<p>5. A workforce that feels diversity is valued and is able to contribute positively in the workplace</p>	<ul style="list-style-type: none"> <li>✓ Recognise the different needs of people and make sure everyone has appropriate and fair access to the support they need</li> <li>✓ Ensure there is equality of opportunity for people to learn and develop</li> <li>✓ Aim to develop and sustain a diverse workforce which is representative of local communities</li> <li>✓ Encourage all employees to recognise and challenge discrimination and prejudice</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity Improvement Group</li> <li>• Equalities Working Group</li> <li>• Stonewall</li> <li>• WLGA Peer Assessment</li> <li>• Departmental Equality Champions</li> <li>• Learning &amp; Development Programme</li> <li>• Management Information (Resourcelink)</li> <li>• Consultancy</li> </ul>



**What is the Council's Vision?** - *A Carmarthenshire that enables people to live healthy and fulfilled lives by working together to build strong, bilingual and sustainable communities.* (Source: Integrated Community Strategy – 2011/16)

What are the Council's Core Values?

1. **Openness, Trust, Honesty, Integrity** - We believe in openness and honesty in all our dealings with the public; we will provide comprehensive information to the public about our services so that they can judge how well we are performing
2. **Putting Customers First** - We will ensure that the needs of our customers are at the heart of everything we do. We will treat people with respect at all times
3. **Listening and Delivering on Promises** - We are a listening organisation which consults before reaching major decisions and, having reached a decision, deliver on our promises. We believe in clear leadership, informed decision making, robust scrutiny and honouring commitments
4. **Working in Partnership** - We believe in partnership - thinking together and acting together. We will strive to avoid duplication and waste of effort through working closely with our partner organisations, the voluntary sector, trade unions & the local community
5. **Valuing our People** - We can deliver nothing without the efforts of our staff - they are the reason we succeed. We will support, praise and invest in our workforce to achieve higher standards of service delivery
6. **Ensuring Equality of Opportunity** - We value diversity and recognise the unique contribution of all members of our community. We will serve all of our customers and the community equally, and strive to ensure that everyone has the same rights of access to all of our services
7. **Treating People and the Environment with Respect** - We aim to be a leader in the field of sustainability - improving the quality of life for local people while conserving the earth's resources and protecting the environment
8. **Improving our Services** - We will strive to continuously improve our services; we are an innovative organisation which constantly seeks new and better ways to deliver our services