

# PEOPLE STRATEGY 2024 – 2028

## HINCKLEY AND BOSWORTH: A PLACE OF OPPORTUNITY



# INTRODUCTION

Hinckley and Bosworth Borough Council needs a suitably skilled, motivated and engaged workforce that meets the changing needs of our residents as we continue to work through challenging times.

Recruiting and retaining our staff has never been more of a priority given the significant movement in the jobs market because of the pandemic and Brexit. With the introduction of hybrid working, our staff have adapted to new ways of working while responding to ongoing and increasing customer demand.

Managing our diverse age profiles for both our workforce and customers is challenging given different needs and expectations. This is against a backdrop of an ongoing and unstable financial landscape, which will have an impact on service delivery.

While there are clearly challenges it's important to reflect on our achievements since our last People Strategy.

## OUR ACHIEVEMENTS

Hybrid Working Policy - to support our new ways of working

Innovation – partnering with the private sector to deal with employment

Working with us' – showcasing careers in LG in schools

Developed an apprenticeship case study career video, showcasing council progression at HBBC

Increasing the number of apprenticeships across all areas of the council

Modernisation of the recruitment portal simplifying the applicant's journey

Hosted joint job fairs

Implemented health and wellbeing initiatives

Embedded our Statutory Safety Committee

'Be-Inspired' Coaching programme for managers

Management Development Programme

Periodic wellbeing and council wide staff surveys

Achieved Disability Confident 'Leader' status

Supported care leavers

Refreshed Benefits/rewards portal

Refreshed Disciplinary, Grievance and Capability policy

Refreshed the Employee Code of Conduct

New EAP provider

# CORPORATE PLAN

Our corporate plan for 2024 to 2028 sets out our vision in creating great places to live, work and enjoy and has three strategic aims:



## PEOPLE:

Helping people to stay safe, healthy, active, and in employment



## PLACES:

Creating clean, sustainable and attractive places to live, visit and work in



## PROSPERITY:

Encouraging sustainable commercial economic and housing growth, as well as attracting businesses, improving skills and supporting regeneration

This People Strategy aligns to the council's corporate plan supporting all three aims, and directly supporting the aim 'People'.





# OUR VISION

We want our employees to feel valued, inspired and motivated to provide the best services to our residents.

To do this we will:

- Attract and retain a skilled and motivated workforce
- Encourage a positive working environment so that wellbeing is supported, and staff feel 'psychologically safe'
- Have a workforce that is adaptable and resilient to change

# OUR STAFF VALUES

Our values and behaviours were developed with a staff working group and are still as relevant now as they were then. The values are underpinned by flexibility and respect. We believe that, while performance and results are important in how we deliver our services, it's our employees and how we work with each other that makes the difference.

Good working relationships and positivity have a huge impact on customer service, productivity and job satisfaction, as well as our health and wellbeing.

## BEING YOUR BEST

- Look for a positive outcome in every situation
- Develop a 'can do' attitude
- Take pride in what you do
- Be open, honest and positive in your interaction with others
- Be open to others' ideas and ways of working
- Be considerate and see issues from the other person's point of view
- Keep-up-to-date and know your subject
- Admit mistakes and importantly, learn from them
- Be flexible in your job role and be willing to develop your skills, knowledge and ability
- Take responsibility and be accountable for your own actions

## CUSTOMER FOCUS

- Make the customer the 'first' priority
- Treat others as you would expect to be treated yourself
- Treat all customers fairly and in a respectful and professional manner
- Listen to your customers to deliver a service that the customer wants
- Be passionate about service delivery and remove obstacles and barriers to delivering service effectively
- Ensure flexible service delivery
- Go the extra mile
- Get it right first time and at the first point of contact
- Don't make promises which you can't deliver
- Ensure you carry through your promises and keep customers updated

## TEAM WORKING

- Play to your own and others' strengths
- Be clear about what is expected of you and other team members
- Recognise team members' contributions
- Show respect for colleagues on a personal and professional level
- Look to help others to develop and support them
- Share knowledge and information with other team members
- Be flexible and open to change in how the team performs its work
- Be open to others' ideas
- Celebrate success as a team
- Work with other teams and organisations to deliver service effectively

# CHALLENGES AND INFLUENCES

The challenges arising from struggling to recruit and retain staff is a key strategic issue particularly affecting 'pockets' of our workforce including roles such as planners, solicitors and environmental health officers.

However, in recent years national influences – such as our departure of the European Union, the Covid-19 pandemic, and the private sector paying more competitively than local government has had a broader impact across the UK as some workers left the market prematurely.

This has directly affected upon our wider service delivery such as Housing and Streetscene Services. and the council developed an innovative partnership with a local employer to deliver HGV drivers to assist with refuse service delivery.

While we are still experiencing gaps in some areas, the general market has now settled, with broader recruitment shortages having now recovered.

However, we still need to develop and retain our new staff and support the staff who have worked through difficult times during high demand and staffing gaps.

		<b>Reliance on temporary posts due to short term funding</b>	<b>Age diverse workforce and expectations of 'Gen Z'</b>
<b>Innovation in employee resourcing</b>	<b>National and local impact of the pandemic</b>	<b>Influence of leaving the EU</b>	<b>Competing with private sector pay</b>
<b>Growing our own workforce</b>	<b>Absence levels</b>	<b>Different ways of working</b>	<b>Ageing population and workforce</b>
<b>Digital strategy</b>	<b>Cost of living crisis</b>	<b>Improving the customer service experience</b>	<b>Rising customer demand levels</b>
<b>Skills shortage within some teams</b>	<b>Competing with neighbouring councils and organisations for talent</b>	<b>Increase on the national living wage</b>	<b>Reduced pool of applicants</b>
<b>Continued transformation and improvements</b>	<b>Reduced central government funding</b>	<b>High interest rates</b>	<b>Good data and intelligence to inform what we do</b>



## OUR PEOPLE

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Given the challenging employment environment, we value a workforce that not only reflects the community we serve, but is rich in diversity, experience and talent. This means we are best equipped to the challenges we face and enables and nurtures our younger staff members. We value and respect each other's opinions and recognise that all staff members have a contribution to make.

# WORKFORCE PROFILE



**456**  
**Staff members**  
(including staff on  
FTC)

## Gender



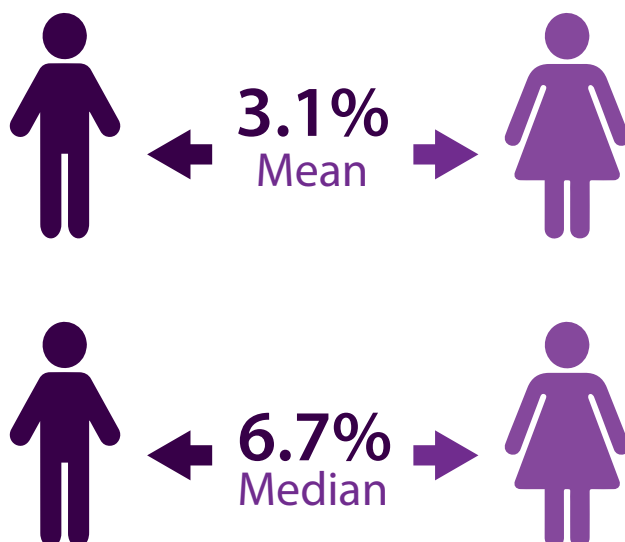
## Gender by senior roles



## Part time employment



## Gender Pay gap





## Workforce

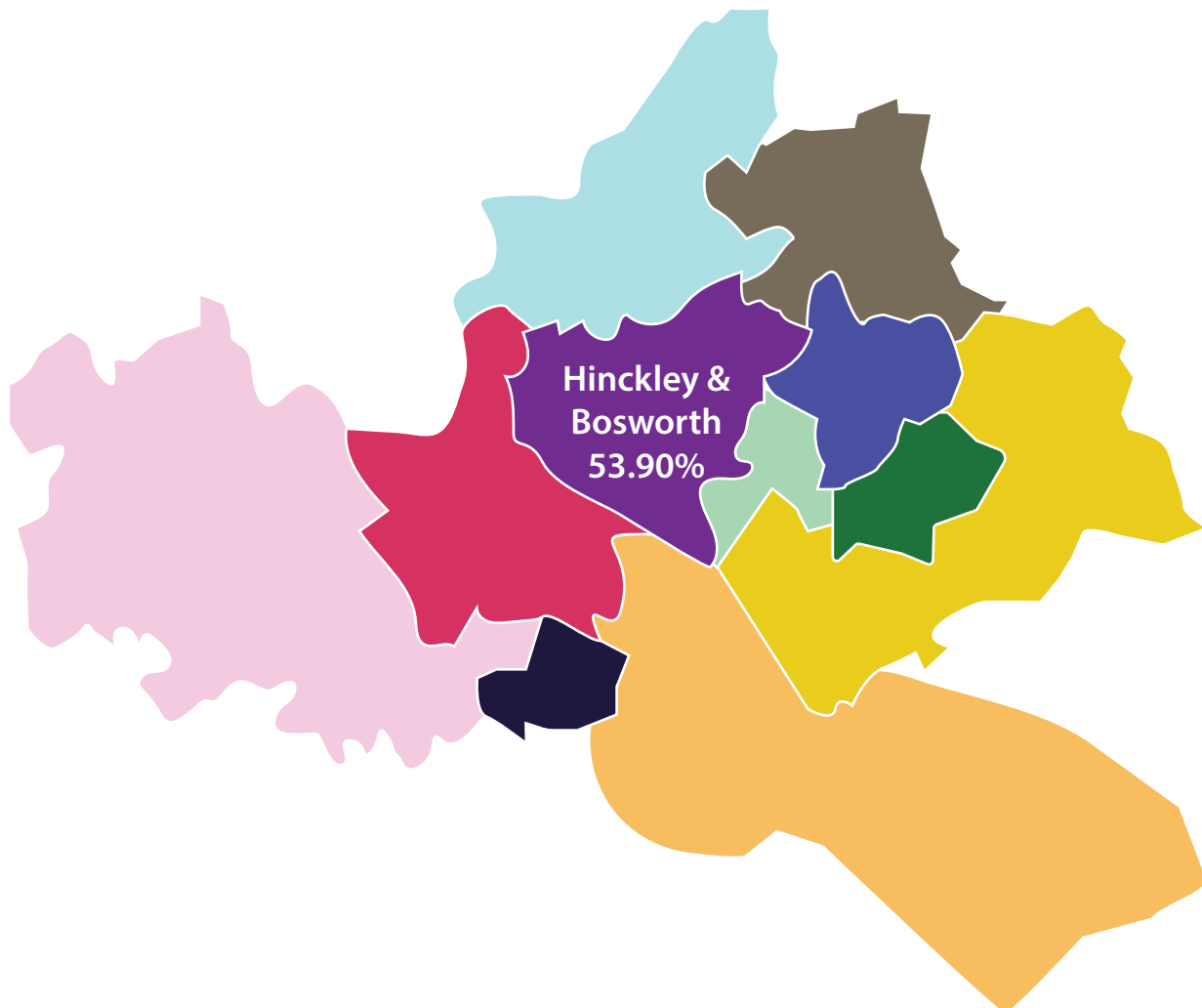


**53.9%**

of our workforce live in the borough - over half are in the Hinckley area.

## Where do our workforce live?

Hinckley & Bosworth	53.90%
Nuneaton and North Warks	9.56%
Blaby	6.25%
Leicester	6.05%
North West Leicestershire	4.68%
Harborough	4.68%
West Midlands	2.92%
Coventry	2.34%
Rugby and Northants	2.15%
Charnwood	1.95%
Oadby and Wigston	0.98%
Other areas in the UK	4.54%



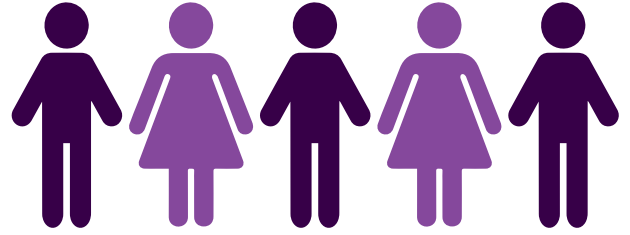
## Ethnicity



**88%**  
White

**4.6%**  
BME

## Disability



**5.295**

of staff have declared a disability. We feel that this is under-reported.

## Age



**6%**  
Under 26  
years

**16%**  
26-35  
years

**23%**  
36-45  
years

**25%**  
46-55  
years

**27%**  
56-65  
years

**3%**  
Over 66  
years

Data collection is key to monitoring our workforce. The Corporate Equality Steering Group (CESG) oversees this to ensure that staff in minority strands do not suffer any detriment. We are committed to deliver equality training for all sectors of our workforce and recently updated our grievance procedure. We also do drama-based training to bring examples to life

In the last 20 years the age profile was disproportionately higher at 45 years and above. However, recent data shows that the workforce profile has shifted positively and is more proportionate across the middle three age ranges. This has been influenced by the national employment landscape.

# WHAT'S NEXT?



**Recruitment is a competitive business.** We need to ensure that we are an **Employer of Choice** if we are to do our best for our communities. We also understand how important it is to continue to invest in our staff as the cost of recruitment 'churn' is high.

Last year we invested in a **new recruitment system** which has allowed us to speed up and modernise how we recruit and onboard candidates, which has improved the overall experience as we do not want to deter top talent.

We are also keen to build on the positive work we have done so far in **developing our trainee workforce** and raising our profile in schools. While local government offers generous employment packages such as hybrid working and pensions, we do need to collectively, as a sector, raise our national brand profile in line with other public sector employers. We want to build on this by developing a broader employment brand by adopting the LGA's national recruitment campaign "make a difference work for your local council" to attract prospective candidates.

Since we introduced **hybrid working**, the pace of technical transformation required has been significant. We need to ensure that IT systems match the requirements of both customers and staff and develop our intelligence to assess our staff technical skills.

Equally, good communication across the council for both staff and customers is paramount, and the communication infrastructure needs to be updated to reflect this change. This work will form part of the **Digital Strategy refresh** to understand how we can support our workforce and deliver toolkits and training to support their needs. We also need to ensure that our HR policies and procedures match the pace of change and support our new way of working.

We have done a lot of work at senior level to support employee wellbeing given the transition to hybrid working may have led to isolation for some staff members. This was identified following a **pulse hybrid working survey**.

Additionally, the last general staff survey carried out in 2022 showed that whilst there was a positive increase in staff perception that their work life balance had improved, they highlighted concerns about ongoing increased stress levels due the cost-of-living crisis which has increased customer demand.

In response, we mandate team days on site to encourage team links as we believe that staying connected is important as an organisation.

We also established a **Wellbeing Group**, led at senior level, surveying staff via a workplace health needs assessment. The outcomes of this survey have allowed us shape and deliver health initiatives to support staff with their physical and mental wellbeing. The group, working with our Cultural Services Team, has championed many initiatives including menopause staff group, health themed wellbeing bi-monthly updates to staff, Health MOT, Art Therapy Group and Pilates. We need to maintain the momentum to continue supporting our staff.

We have successfully delivered a **coaching programme, 'Be Inspired'**. In this, coaching skills were built into the way managers support and develop team members. We know that since the introduction of hybrid working, we need to re-visit our approach to coaching and reconsider how we will further embed coaching within the organisation. This will effectively support and motivate staff working in a challenging and demanding environment.

# ACTION PLAN



## 1. Attract and retain a skilled, motivated and diverse workforce

Our action plan to support the strategy is set out in the next section.

**We recognise and understand that it is important to promote what local government has to offer and once attracted, continue to invest in our staff so they stay.**

- Continue working with managers to develop solutions to hard-to-recruit posts using innovative ideas to re-model vacancies to further improve our apprenticeship/graduate offering
- Review fixed term posts where they are high in some teams, this can affect service delivery and morale
- Pay benchmark against service critical roles to inform our market supplement policy
- Implement the national local government brand “Make a difference work for your local council”
- Working with East Midlands Councils and neighbouring local authorities, develop and implement a coordinated approach with local universities and colleges to promote key council professional careers
- Working with regional councils continue to prepare for a new national pay spine
- Review the provision of support provided for employees applying for progression opportunities across the council and local government sector, specifically specialist career 1:1 coaching and workshop activities
- Implement an employee benefits scheme that supports financial wellbeing.

# ACTION PLAN



## 2. Support a positive working environment - wellbeing is supported and staff feel 'psychologically safe'

A psychological safe environment is one that encourages, recognises, and rewards individuals for their contributions and ideas. Positive and effective leadership based on trust creates a shared purpose and helps people to become engaged, perform their best and be happy in the job that they do.

- Review and refresh our coaching approach for senior and middle managers so that they continue to role model a positive working environment
- Review current staff values and behaviours – exploring the development of a joint workforce charter
- Develop and implement management training to build staff awareness of psychological safety within teams, encouraging team connections, belonging and trust
- Continue to measure employee engagement and wellbeing using our regular surveys
- Continue with our positive wellbeing initiatives whilst reviewing and improving our current approach to mental and physical health support
- Ensure that Disability Leader is retained
- Re-visit the use of staff consultative groups so that we seek instant staff feedback about council practices, changes and initiatives

# ACTION PLAN



## 3. A workforce that is adaptable and resilient to change

Change is inevitable . We need to ensure we keep pace with ongoing change by adapting and improving our corporate and HR processes, culture and policies to further embed our effective new way of working.

- Continue to transform and innovate our service delivery models in a challenging funding climate
- Review our flexi scheme and consider trust based time and attendance options
- Review our Travel Policy to support the climate change strategy and the promotion of active travel
- Review our Sickness Absence policy to ensure that managers are empowered to manage short term absence and appropriate interventions are in place to support long term sickness
- Complete the corporate review of customer service contact across the council and update our Customer Service Charter
- Review our corporate communications to staff to utilise Sharepoint
- Digital Strategy refresh - Implement ICT communication and training to support hybrid workers
- Implement our new online training system, which enables managers to manage and escalate outstanding training 'at a glance'
- Improve our self-service portal to adapt to remote working and reduce admin burden to employee and managers



## MEASURING SUCCESS

This is an evolving strategy that will be reviewed during the next four years to adapt to any strategic changes, including any challenges and opportunities. Updates on the action plan will be reported to SLT on a regular basis.

A general staff survey is planned for early 2025. This will allow us to track and monitor employee feedback in key areas such as management, wellbeing and the way we work.

