# PEOPLE MANAGEMENT STRATEGY

## (DRAFT)

SEPTEMBER 2004

# CONTENTS

# PEOPLE MANAGEMENT STRATEGY

## PART 1 - SETTING THE SCENE
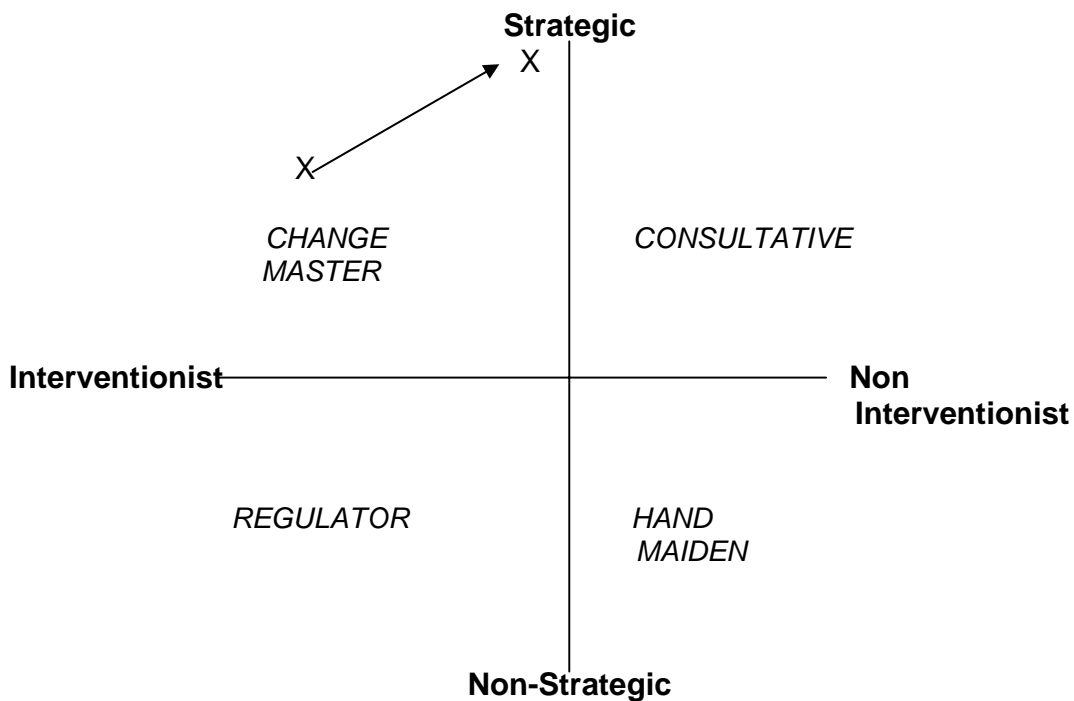
### Introduction

1.      The Council realises that it is a people business and that it will only achieve its ambitions through the efforts and dedication of its workforce. It follows that one of the key drivers for improvement is the recruitment, motivation and development of its staff. Our People Management Strategy has, in the past, concentrated upon the task of recruiting the right people on flexible terms and conditions and trained them according to the requirements of their current job. Consideration of motivational issues were given less consideration and difficulty was experienced in making appropriate links between the People Management Strategy and the Council's then corporate objectives. This document aims to establish links to both recognise the Council's new corporate planning arrangements and the National Local Government Pay and Workforce Strategy. It also gives recognition to the importance of creating and maintaining a motivated workforce.

2.      The purpose of this document is to articulate in broad terms, what is done, what needs to be done and why. The integration with the aforementioned components is achieved through linking actions described in the main body of this document to one of the following corporate publications or corporate bodies which have identified HR issues.

➢      Change Management Action Plan
➢      Council's Priorities and Corporate Planning Arrangements
➢      Corporate Risk Register
➢      Best Value Performance Plan - BVPIs
➢      Staff Survey Outcome
➢      Peer Challenge
➢      CPA Outcome
➢      Pay and Workforce Strategy for Local Government

➢      Cabinet
➢      CMT
➢      SMG

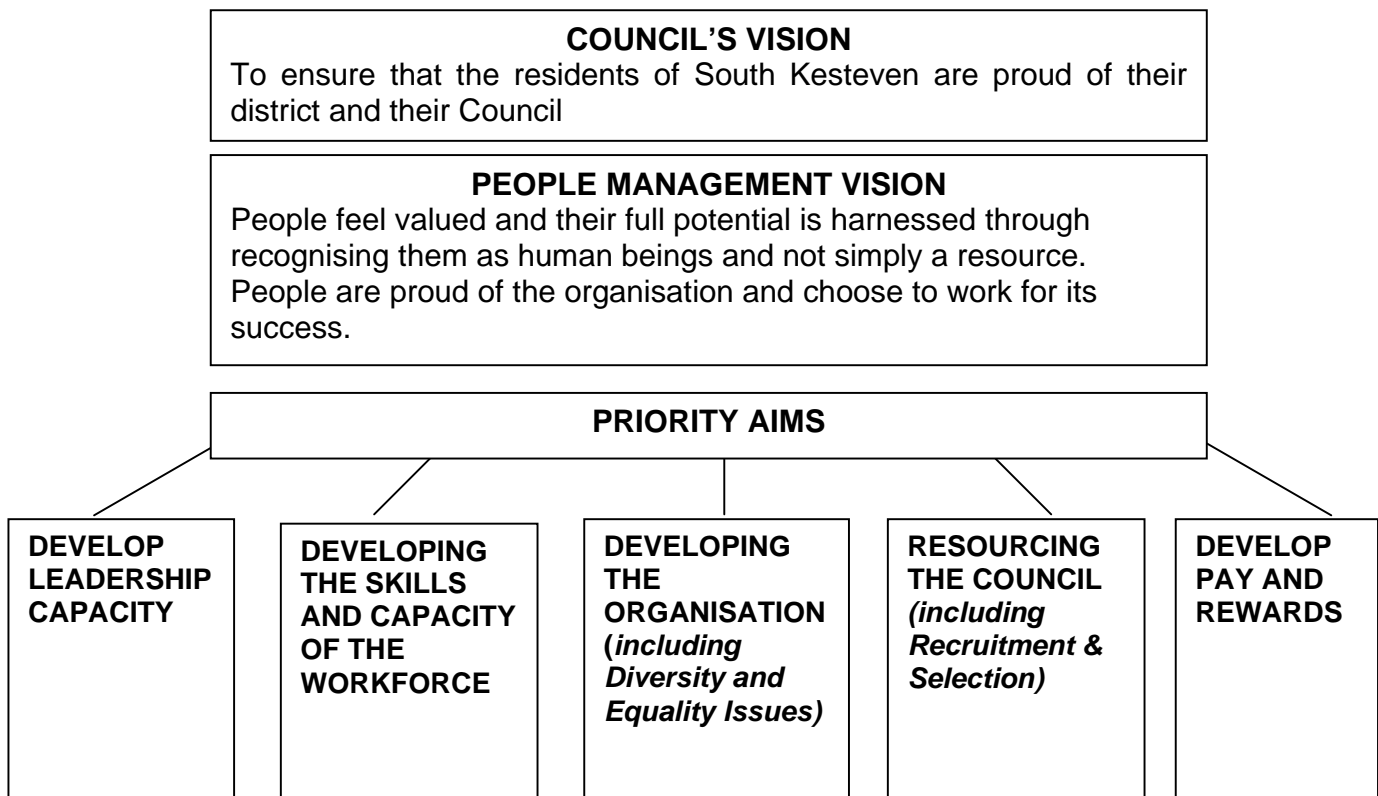Last update, Version 2, September 2004

**Management of Strategy**

3.   The Strategy is in the Forward Plan and will be ultimately approved by Cabinet.  Whilst there will be actions which most managers will undertake the CMT will expect much of the Strategy to be driven through the Council's HR unit.  The CMT have recently sought to reposition HR within the organisation.  This is most important and it is vital that the organisation (particularly the HR Practitioners themselves) have an agreed view as to the role of HR.  Utilising John Storey's model of HR within organisations I suggest it's repositioning can be illustrated as shown below.

**Strategic**

X

X

*CHANGE
MASTER*                    *CONSULTATIVE*

**Interventionist**————————————————**Non
                                                              Interventionist**

*REGULATOR*              *HAND
                                      MAIDEN*

**Non-Strategic**

3

## The Strategy in Action

4      The following diagram illustrates the overall structure of the strategy and how it integrates with the Council's agreed vision. I commend the proposed people management vision which reflects both the Council's vision and its core values.

5.     The Strategy itself builds upon 5 key priority areas which have been identified as factors critical to successful people management. These priority areas closely match those recently identified by the audit commission following early CPA inspections and the second version of the ODPM publication Pay and Workforce Strategy for Local Government.

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**COUNCIL'S VISION**
To ensure that the residents of South Kesteven are proud of their district and their Council

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**PEOPLE MANAGEMENT VISION**
People feel valued and their full potential is harnessed through recognising them as human beings and not simply a resource. People are proud of the organisation and choose to work for its success.

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**PRIORITY AIMS**

| DEVELOP LEADERSHIP CAPACITY | DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE | DEVELOPING THE ORGANISATION (*including Diversity and Equality Issues)* | RESOURCING THE COUNCIL (*including Recruitment & Selection)* | DEVELOP PAY AND REWARDS |
|---|---|---|---|---|

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## KEY OBJECTIVES AND ACTIONS

### The Five Critical Factors

6.    The Local Government Pay and Workforce Strategy have identified five priority areas that are critical to development the local government workforce to secure delivering of better and more efficient services.  It seems sensible to utilise this thinking on which to build the Council's People strategy.  The templates attached to this document therefore utilise these factors.

**PRIORITY AIM:   A.  DEVELOP LEADERSHIP CAPACITY**

**OVERVIEW:**  Improving the quality of political and managerial leadership.  This concentrates upon the four broad groups of Cabinet, other Members (particularly in scrutiny role), Corporate Management Team and Senior Management Group.  We aim to make this leadership accessible, to reinforce important messages and beliefs, to engage our staff and to provide a two-way relationship between those who lead and others.

**WHAT WE DO AT PRESENT**
**Established Corporate Management Team.**  The Council realises that this team must corporately manage and not simply be mouthpieces of individual services.  Including the Chief Executive, the team has 7 members which we consider to be large  enough to include diverse strengths and be of sufficient capacity, but not too large as to be cumbersome and overly costly.    In terms of the People Strategy it is vital that HR is directly represented in this group.

**Leadership Development**.  Recent development of political leaders have been through their attendance at the I&DEA leadership academy & cabinet development workshops.  CMT development days have also been introduced and have been led by the Chief Executive.  Approximately 6 SMG (Senior Management Group) development days take place each year.

**Member Induction**.  Following elections new members and returned existing members have the option of an intensive programme of induction events.  They are also supplied with a comprehensive induction handbook.

| | PRIORITY AIM A: DEVELOP LEADERSHIP CAPACITY<br>NEEDS & ACTION PLAN DEVELOPMENT<br>(Linkage to corporate objectives)<br>In order of current priority | | | | | |
|---|---|---|---|---|---|---|
| | **Identified Needs** | **Identified By** | **Action By** | | **Action Required** | **Time-frame** |
| A.1 | **Leadership Development**. Give priority to the development of senior members and managers. | Peer challenge CMT CPA CMAP | HR | A.1.1 | Use competency assessment tools to inform appropriate development programmes. Outcomes of assessments to be incorporated into political leaders and senior manager development plans. | Jan 05 |
| | | | HR/CMT | A.1.2 | Management development plan produced and executed for each political leader and manager. | Jan 05 |
| | | | HR/CMT | A.1.3 | Develop a standard of what it means to be a South Kesteven District Council manager and reflect in personal development plans. Standard to reflect preferred leadership styles. Use to develop appropriate training. *(Preferred style reflected in Chief Executive's report June 2004).* | Nov 04 |
| A.2 | **Management Development**. Management responsibilities have been kept away from managers particularly at section head level. (Management of salary budgets and people management issues generally). Skill levels are low and need to be developed. | CMT CMAP CPA | HR | A.2.1 | Incorporate into senior manager competency assessment and consequent development plans. | Jan 05 |
| | | | HR | A.2.2. | Recreate a relevant programme of training events/development opportunities based on identified needs. | Dec 04 |
| | | | HR/CMT | A.2.3 | Post competency assessment, assess scope for accelerated development programmes. | Jun 05 |
| | | | HR | A.2.4 | Review employment information needs of service managers in relation to their people management responsibilities. *(The development of U Access module of HR administration software is key)* | Mar 05 |
| | | | CMT | A.2.5 | Review budget responsibilities of senior managers. | Mar 05 |

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PRIORITY AIM A:  DEVELOP LEADERSHIP CAPACITY
NEEDS & ACTION PLAN DEVELOPMENT
(Linkage to corporate objectives)
In order of current priority

| | Identified Needs | Identified By | Action By | | Action Required | Time-frame |
|---|---|---|---|---|---|---|
| A.3 | **Attracting a wider range of potential candidates for election**.   There is a need to maintain and develop the quality elected members. | LGPWS | CMT/ Leaders | A.3.1 | Review work already done at last election in providing an information service to prospective candidates. | Mar 06 |
| | | | CMT/ Leaders | A.3.2 | Review, with members, how more members of the public can be drawn to consider themselves for elections. *(Possibly through the local area assembly)*. | Mar 06 |
| A.4 | **Identification of High Flyers**.  Some of the future leadership of the Council may be found internally and encouraged through early development. | LGPWS | CMT | A.4.1 | CMT to consider how this might be achieved through the current appraisal process. | Oct 05 |
| A.5 | **Graduate Recruitment**.  The Council does not currently involve itself with the National Graduate Development Scheme.  The Council may consider its own graduate recruitment scheme. | LGPWS | CMT | A.5.1 | Review the merits of a graduate entry scheme. | Oct 05 |
| A.6 | **Develop Competencies for Non Exec Members** | CPA CMAP | HR/Group Leaders | A.6.1 | Agree matrix of competencies. | Jan 05 |
| | | | HR | A.6.2 | Review 4 year member training programme in line with key competencies.  4 year plan to include pre election awareness programme for prospective members, and member induction programme. | Jan 05 |
| | | | HR | A.6.3 | Ensure annual reviews of learning needs to inform personal development plans for all elected members in line with revised quadrennium plan. | Annually |
| | | | HR | A.6.4 | Support a range of learning programmes accessible to elected members as per member development plans and the quadrennium plan. | Ongoing |

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**PRIORITY AIM:  B.  DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE**

**OVERVIEW:**  The Council recognises the benefits of investing in its staff and members.  It understands that its staff represent not only its single most valuable asset but also that most likely to lever most return from investment. Such investment should be directed towards developing its members and staff in a variety of ways – through qualification training, secondments, skills training, coaching etc.  Individual employees can be developed on two planes.  Firstly through regular personal development plans where training is planned according to business need and secondly through formal career progression planning (skills pathways).  As prioritisation impacts on both what staff do and how they do it we can anticipate increasing demand for learning and development and greater diversity of learning approaches.

# WHAT WE DO AT PRESENT

- **Member Development**.  Far more attention has been directed toward member development in the recent past.  Some leadership development work has been undertaken with some cabinet members and member induction is now well established.  It is a requirement that members of quasi-judicial committees receive appropriate training before participating in the work of those committees.  A four-year member development plan is under development.

- **Service training and development plans** are reviewed annually to determine priorities and needs identified in individual appraisals are funded accordingly through a central training and development budget.  Training and development budgets have been maintained despite budgetary pressures.

- **Corporate Initiatives.**  We respond corporately to legislative changes and government guidance and initiatives through internal briefings using internal expertise.

- **Access to learning opportunities** begins at induction and throughout an employee's working life.  The Council has supported occupationally specific knowledge and skills development as well as the achievement of qualifications and professional development.  The Council is very supportive of staff who have returned to learning and addresses basic skills needs sensitively on an individual basis.

- **The Council facilitates access to learning opportunities within flexible working practices**.  The Council's collective agreement on flexible working gives support for those with care responsibilities to enable them to access training.

- **The Council has supported partnership training programmes** and innovative learning approaches.  It is part of the Learning Pool initiative to explore the scope of E-learning.

| | Identified Needs | Identified By | Action By | | Action Required | Time-frame |
|---|---|---|---|---|---|---|
| **PRIORITY AIM B. DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE**<br>**NEEDS & ACTION PLAN DEVELOPMENT**<br>**(Linkage to corporate objectives)**<br>**In order of current priority** | | | | | | |
| B.1 | **Leadership and Management Development**.<br>Managers are not currently expected to carry financial and people management responsibilities to a sufficient extent. Leadership development is crucial for both political leaders and officers in the achievement of sustainable improvement in the authority. | Peer Challenge CMT LGPWS | | B.1.1<br><br><br>B.1.2 | Incorporate into members and senior manager competency assessment and consequent development plans.<br>Recreate a relevant programme of training events/development opportunities based on identified needs. | Jan 05<br><br><br>Dec 04 |
| B.2 | **Member Development**. Post induction, Member development is not a well planned activity. | Peer challenge CMAP | | B.2.1<br><br>B.2.2<br><br>B.2.3 | Review outcomes of member competency self assessments to refine into the four year plan.<br>Incorporate into members and senior manager development plans.<br>Recreate an annual programme of training events to fit within a quadrennium programme. | <br><br>Jan 05<br><br>Dec 04 |
| B.3 | **Employee Development.** The impact of prioritisation will affect demand for knowledge and skills training and development. Both generic and occupationally specific learning will have to be planned to support any resource switching or reorganisation. | CMAP LGPWS National Skills Strategy 21st Century Skills | | B.3.1<br><br><br><br>B.3.2 | Supporting change through planned service training and development plans for both prioritised services and non priority services.<br>Carry out skills audit and develop career grades. | Ongoing<br><br><br><br>Mar 05 |
| B.4 | **Corporate Initiatives**. An increasing number of government initiatives/priorities impact across the council – e.g risk management procurement etc. requiring provision of training/guidance to staff**.** | CMAP | | B.4.1<br><br>B.4.2 | Develop internal capacity for corporate initiative briefings.<br>Develop intranet based learning capacity to enable staff to keep up to date. | As required<br>Ongoing |

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| | Identified Needs | Identified By | Action By | | Action Required | Time-Frame |
|---|---|---|---|---|---|---|
| | **PRIORITY AIM B. DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE**<br>**NEEDS & ACTION PLAN DEVELOPMENT**<br>**(Linkage to corporate objectives)**<br>**In order of current priority** | | | | | |
| B.5 | **Personal Development Plans** – not universally held. | CPA<br>CMAP | CMT<br><br><br><br><br>HR | B.5.1<br><br><br><br><br>B.5.2 | As part of management development activities, assist heads of section to establish the common use of PDP's through performance appraisal and business planning.<br>Launch a revised process and monitor. | Jan 05<br><br><br><br><br>Oct 04 |
| B.6 | **Equalities.** Achievement of level 2 of the standard will require specific training and development. | CMAP | HR | B.6.1 | Develop an appropriate awareness programme to support the achievement of the generic equalities standard and the achievement of customer contact initiatives. | Jan 05 |
| B.7 | **E Skills.** One of the consequences in the development of e enabled service provision and the use of IT is the chancing ICT skills require of all staff. | CMAP<br>LGPWS | HR<br>HR<br><br><br>HR/ICT<br>HR/ICT | B.7.1<br>B.7.2<br><br><br>B.7.3<br>B.7.4 | Audit existing skills base.<br>Develop internal coaching capacity for both generic skills and service specific systems applications.<br>Set E skills standards and support development e.g. to ECDL.<br>Development use of on line learning. | Jun 05<br>Mar 05<br><br>Sep 05<br><br>Ongoing |
| B.8 | **Basic Skills Strategy** – A skilled and flexible workforce is vital to the achievement of Council Priorities and effective learning basic literacy and numeracy skills. | LGA workforce planning guidance | HR | B.8.1 | Write a basic skills strategy and incorporate basic skills issues in the SKDC generic skills template. | Mar 06 |

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| **PRIORITY AIM C.  DEVELOPING THE ORGANISATION (including Diversity and Equality Issues)** |

**OVERVIEW**
Develop the corporate capacity and system to manage resources, service transformation, efficiency, partnership working and customer care.  Be conscious of the organisations culture and seek to develop values that support its goals.
Provide a diverse workforce at all levels and value difference.

**WHAT WE DO AT PRESENT**

- **Corporate Management Responsibility.**  The significance of a corporate performance management system has been recognised through the specific appointment of a corporate director to champion performance management (Corporate Director, Performance Management).

- **Single Status Agreement .** The council was one of the first Councils in the country to implement single status, with local terms and conditions, with an approach that can be summed up as "flexible and simple

- **Performance Management Groups**.  In its organisational development the Council has developed performance management groups to manage cross cutting issues.  PMGs introduce the concept of decision support partnering where decisions that affect more than one service activity or Council objective can only be taken when supported by other managers whose services or customers are affected**.**   A re-launch is required.

- **Performance Management Framework**.  The Council has agreed a framework based upon the RACI model.  It still requires full implementation.

- **Investors in People.**  The Council has a commitment to Investors in People and has achieved accreditation in a number of sections.  This has not been undertaken as a "paper" exercise and accreditation is only sought when essential components are already in place.

- **Performance reviews in appraisals.**  The Council has an established performance appraisal process which has been reviewed recently.

- **Staff Suggestion Scheme**.  This scheme is in its infancy but is being developed in a way that will assist in engaging staff in a meaningful and productive way.  The scheme encourages ownership and engagement through the staff panel that considers and makes recommendations in response to genuine suggestions for improvement and innovation.

- **Induction.  The Council has an induction process that requires review.**

- **Workforce Diversity – Pension and Retirement Policy.**  The Council has not attempted to encourage employees to leave the service on attaining the age of 65.  As a result 2.3% of our employees are above 65 years old.  Equally the Council quite freely allows early retirement for those who wish to leave the service before the age of 65.  The Council's pension scheme automatically allows for Rule of 85 retirees.

- **Workforce Diversity – The Council encourages the retention and empowerment of people with disabilities** by readily making workplace adjustments in accordance with the DDA.  The Council has made over 20 such adjustments in the last year.

- **Workforce Diversity – The Council facilitates part time work** whenever it is requested as part of its flexible working agreement.  This allows people with diverse responsibilities to continue meaningful employment. 37% of our employees work part time.  In particular the Council has an excellent record in allowing women returners from maternity leave to adopt working patterns that fit to their parental responsibilities

- **Sickness management.** The Council has a comprehensive sickness management policy & procedure.  An attendance policy is also in place.

- **Partnership working.** The council has supported a variety of partnership arrangements, which have employment law considerations

- **Flexible Working Policy.**  The Council has a significantly useful flexible working arrangement which is incorporated into term and conditions of all employees excepting those in craft and cleansing.

**PRIORITY AIM C.  DEVELOPING THE ORGANISATION (including Diversity and Equality Issues)**

- **Employee Consultative Mechanism**.  The Council has two established joint consultative groups through which formal debate and decision making is undertaken between the Council's senior management and its recognised trade unions.  The Council overtly encourages trade union membership and sees the mechanism of the JCG as a means of both engaging with its workforce and also establishing collective agreements on significant issues.
- **Staff briefings**.  These briefings have been undertaken to communicate important messages.  We acknowledge that their format and organisation require development.
- **Annual Staff Survey**.  A staff survey is carried out annually from which action plans are developed corporately and by directorate.  The last survey attracted only a 53% completion rate.
- **Staff Suggestion Scheme**.  A scheme is in the early stages of development.  A staff monitoring panel has met on a number of occasions and over 50 suggestions are being processed.

| | Identified Needs | Identified By | Action By | | Action Required | Time-frame |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |

| PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues) NEEDS & ACTION PLAN DEVELOPMENT (Linkage to corporate objectives) In order of current priority | | | | | | |
|---|---|---|---|---|---|---|
| | **Identified Needs** | **Identified By** | **Action By** | | **Action Required** | **Time-frame** |
| C.1 | **People Strategy** The Council has not hitherto fully recognised HR as a strategic tool and too much as a regulator | CMT | HR/CMT | C.1.1<br><br>C.1.2 | A people strategy needs to be developed and incorporated into the corporate management of the organisation.<br>The process of repositioning HR needs to continue. | Oct 04<br><br>Ongoing |
| C.2 | **Corporate priorities**, derived from objectives need to be articulated such that people strategies may flow from them. | CMT | CMT | C.2.1 | Development of priorities and their embodiment in service plans to inform strategy reviews | Ongoing |
| C.3 | **Performance Appraisal**. Performance appraisal is not universal. | CPA | CMT | C.3.1 | Corporate directors/managers need to ensure performance appraisal is universal. | Dec 04 |
| C.4 | **Performance Management Framework.** Though agreed it is yet to be fully implemented. | CMT Peer challenge | CMT | C.4.1 | Implement. Actions required are clearly identified in the Performance Management Framework. | Dec 04 |
| C.5 | **Capability Procedure**. The Council includes capability and conduct issues within one unified disciplinary procedure. There is a view that this restricts the use of effective processes for addressing capability issues. | Self Assessment CMT | HR | C.5.1 | Complete implementation of the recent approved capability procedure. | Oct 04 |
| C.6 | **Commitment to Equality and Diversity** Equalities and diversity issues are not fully embraced by the whole organisation. | Peer Challenge | HR<br><br>HR<br><br>Equalities PMG | C.6.1<br><br><br>C.6.2<br><br>C.6.3 | Significant and ongoing training both in terms of awareness and in terms of actions is required as part of member, management and workforce development.<br>The Council needs to further review its recruitment and development activities in terms of positive action.<br>Reach Level 2 Local Government Equality Standard. | Jan 05<br><br><br>Dec 04<br><br>Dec 05 |
| C.7 | **Representation** Women are not sufficiently represented at a senior level in the organisation. | BVPI | HR | C.7.1 | The Council needs to further review its recruitment and development activities in terms of positive action | Dec 04 |

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| | | PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues) NEEDS & ACTION PLAN DEVELOPMENT (Linkage to corporate objectives) In order of current priority | | | | | |
|---|---|---|---|---|---|---|---|
| | **Identified Needs** | **Identified By** | **Action By** | | **Action Required** | | **Time-frame** |
| C.8 | **Diversity** - Ethnic minorities are not sufficiently represented at a senior level in the organisation. | BVPI | HR | C.8.1 | The Council needs to further review its recruitment and development activities in terms of positive action. | | Dec 04 |
| C.9 | Age Diversity.  A significant change to equality provisions through the introduction of age discrimination legislation will take place in 2006. | BVPI Legislation | HR | C.9.1 | Although reasonably advanced the Council will need to review its HR policies to avoid potential illegal discrimination and enhance utilisation of people of all ages. | | Dec 05 |
| C.10 | Investors in People**.**  The Council has a long term commitment to IIP but has not yet achieved  accreditation throughout the Council. | CPA Peer Challenge | HR | C.10.1 | Move to accreditation in all areas.  This will in fact be symptomatic of achieving universal performance appraisal and effective business planning that links to training plans and actual development. | | Dec 06 |
| C.11 | **Sickness management.**   Levels of sickness absence in some areas of the Council remain obstinately high. | BVPI | HR<br><br>HR<br><br>HR/CMT<br><br>HR | C.11.1<br><br>C.11.2<br><br>C.11.3<br><br>C.11.4 | Monitor both policy, procedures and new initiatives on an ongoing basis.<br>Incorporate sickness management into management development programmes.<br>Develop clearer understanding of the causes of sickness absence.<br>Implement attendance policy. | | Ongoing<br><br>Jan 05<br><br>Ongoing<br><br>Oct 04 |
| C.12 | **Partnership arrangements** With greater consideration of partnership arrangements the employment law considerations (and hence risk management)  will become increasingly significant | CMT | HR | C.12.1 | Maintain up to date knowledge of employment legislation & case law for innovative service delivery arrangements and the management of change. | | Ongoing |
| C.13 | **E-government, flexible working – workforce remodelling.** | | | | | | |
| C.14 | **Consultation.** Relationships with employee representatives should ideally be partnership based. | | HR<br><br>HR | C.14.1<br><br>C.14,2 | Continue to support the JCGs and move toward the establishment of one.<br>Consult on change at the earliest possibility being prepared to incorporate suggestions that arise. | | Mar 05<br><br>Ongoing |

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| PRIORITY AIM C. DEVELOPING THE ORGANISATION (including diversity and equality issues) NEEDS & ACTION PLAN DEVELOPMENT (Linkage to corporate objectives) In order of current priority | | | | | | |
|---|---|---|---|---|---|---|
| C.15 | **Staff Surveys.** Insufficient attention paid to following up outcomes. | CMT Peer Challenge | CMT | C.15..1 | Develop an action plan following annual staff survey outcomes. | Annually |
| C.16 | **Internal Communication** does not currently facilitate a culture of involvement and engagement. | CMT CPA | HR HR HR HR | C.16.1 C.16.2 C.16.3 C.16.4 | Develop staff suggestion scheme. Develop link up groups. Develop focus boards. Develop team briefing. | Ongoing Oct 04 Oct 04 Oct 04 |
| C.17 | **Staff Briefings** | CMT | HR | C.17.1 | Develop annual staff briefings to be undertaken at the same time as annual staff survey. | Jan 05 |

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**PRIORITY AIM D : RESOURCING THE COUNCIL (including recruitment and selection)**

**OVERVIEW:**  The Council currently exists in a full employment environment in which there is competition for skills.  The Council recognises that it needs to keep under review its position in this market place.  Additionally it needs to keep aware of its internal position such as level of turnover and information gleaned from exit interviews.  As a result of likely difficulties the Council must respond with appropriate strategies including market reviews of pay, trainee schemes or any other innovation that retains a skilled workforce.

The Council recognises that it needs to be aware of its employee relation standing and the relationships between manager and staff.  The Council recognises that it must engender a supportive and flexible environment that can be a powerful retention tool in addition to the 'harder' issues of pay and terms and conditions.

**WHAT WE DO AT PRESENT**

- **Trainee Programmes**.  In potentially difficult to fill professions (e.g. building control, environmental health, planning, accountancy) the Council has embarked upon various trainee schemes in order that it both supplies its own skills base and also that of local government in general.  Through this means the Council has supplied its own professional staff in many of these areas.

- **The Council has developed the role of "Technician"** in order to supplement its professional skills base and also as a route for employees to gain full professional qualifications.  In Environmental Health for instance a unified designation of Environmental Health Practitioner has been adopted with very active skills training programmes available to enable non EHO qualified staff to specialise in particular functions and gain appropriate recognition including monetary reward.

- **The Council has adopted progressive selection tools** to improve validation of the process and thereby make good selection decisions.  Tools used include job specific questionnaires, testing and assessment centres.  Early days turnover of staff is low and feedback from unsuccessful candidates regarding the quality of the recruitment process is excellent.

- **Flexible working arrangements** through a well-developed annual hours agreement.  This agreement has empowered staff to undertake meaningful roles whilst at the same time balancing their other roles as carers or parents etc.  It is likely to have been a major retention factor.

- **Internal Temporary Staff Service.**  The Council retains its own temporary staff service which is effectively an internal bureau for the supply of staff, at short notice, to any service.  This has provided a useful response to temporary staff shortages.

- **The Council has arranged a number of secondments** that have both provided opportunity for development but also immediately offered the opportunity to extend existing capacity.

| | | Identified Needs | Identified By | Action By | | Action Required | Time-frame |
|---|---|---|---|---|---|---|---|
| | | **PRIORITY AIM D.  RESOURCING THE COUNCIL (including recruitment and retention)**<br>**NEEDS & ACTION PLAN DEVELOPMENT**<br>**(Linkage to corporate objectives)**<br>**In order of current priority** | | | | | |
| D.1 | | **Recruitment Skills.**  Heads of Service and other managers need to develop their skills in recruitment (including job design) – too much reliance is placed on HR. | Peer Challenge | HR | D.1.1 | Incorporate recruitment activities in management development. | Jan 05 |
| D.2 | | **Service Planning.**  As prioritisation impacts on services workforce demand and supply analysis will be crucial if achievements are to be within budget | CMAP | HR | D.2.1 | Support the development of service planning to incorporate HR considerations | Ongoing |
| D.3 | | **Flexible Working Arrangements**. Worklife balance considerations are an important lever in recruitment and retention decisions. | BVPI | HR | D.3.1 | Exit monitoring and staff survey outcomes – keep under review. | Ongoing |
| D.4 | | **Utilisation of Market Rates**. The job evaluation collective agreement allows for the provision of market rates. | CMT | HR/CMT | D.4.1 | Provide for the provision of market rates where there is a proven recruitment problem.  Ensure consideration of alternative service delivery strategies is undertaken. | Ongoing |
| D.5 | | **Market Analysis.** The CMT should be provided with an overview of the labour market in as much as it relates to SKDC. | LGPWS | HR | D.5.1 | Six monthly review of labour market needs to undertaken. | Ongoing |
| D.6 | | **Medium Term Workforce Plan.**  The Council needs to develop a means by which it attempts to anticipate future skill requirements.  The Employers Organisation has recently published guidance. | LGPWS | HR<br>CMT<br>CMT | D.6.1<br>D.6.2<br>D.6.3 | Develop a workforce plan.<br>Review the merits of a graduate entry scheme.<br>Within the workforce plan promote the concept of "growing your own". | Dec 04<br>Oct 05<br>Ongoing |

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**PRIORITY AIM E : DEVELOP PAY AND REWARDS**

**OVERVIEW:**  The Council recognises the need to have pay/reward structures that attract and retain a skilled and flexible workforce whilst achieving value for money in service delivery.  The strategy takes account of this aspect of the Local Government Pay Commission 2003 i.e. to make the reward system simple, understandable, efficient and transparent.  The Council sees job evaluation as a fundamental response to ensuring equal pay and demonstrating equity and fairness.  Moving forward the Council must explore how it addresses incentivisation and market issues, recognising pay in itself is not a motivator, more a hygiene factor.

**WHAT WE DO AT PRESENT**

- **Corporate management of salaries and wages budget.**  This approach has facilitated easy redirection of resources and the receipt of budget constraints without resorting to compulsory redundancies.  We acknowledge the process requires review.

- **Local Terms and Conditions .**  In establishing single status the Council introduced simplified terms and conditions where for instances there is one business travel claim rate (with pool car option), all working time at base rate, single point salaries etc.  This approach has enabled flexible working and the provision annual hours arrangements.  This places the Council ahead of most others who have not yet renegotiated Part 3 of the National Agreement.  Our current approach is supported by the findings of the Local Government Pay Commission.

- **Job Evaluation.**  The national local government job evaluation process is ongoing, in the latter stages of implementation.

- **Pensions**.  We have a local early retirement policy.  The Council is aware that forthcoming changes in local government pension arrangements will impact significantly.

| | | PRIORITY AIM E DEVELOP PAY AND REWARDS<br>NEEDS & ACTION PLAN DEVELOPMENT<br>(Linkage to corporate objectives)<br>In order of current priority | | | | |
|---|---|---|---|---|---|---|
| | **Identified Needs** | **Identified By** | **Action By** | | **Action Required** | **Time-frame** |
| E.1 | **Job Evaluation** is unsettling and impacts on staff morale. | CMT | HR<br>HR | E.1.1<br>E.1.2 | Resolve appeals as fast as is practicable.<br>Extend scheme to cleansing and craft workers. | <br>Oct 05 |
| E.2 | The Council does not monitor the labour market on a planned basis. | LGWPS | HR | E.2.1 | A periodic (6 monthly) review of our place in the market needs to be undertaken. | Ongoing |
| E.3 | Corporate Management of Salaries and Wages budget reflects the limitations in management responsibilities and empowerment. | CMT | CMT | E.3.1 | The management and responsibility of salaries and wages budgets requires review by the CMT. | Mar 06 |
| E.4 | **Staff Incentivisation Scheme**. Given that job evaluation has set a foundation upon which to build the Council's reward strategy it is now appropriate to seek ways of recognising and encouraging high performance. | CMAP | CMT<br><br>CMT<br>HR<br><br>HR | E.4.1<br><br>E.4.2<br>E.4.3<br><br>E.4.4 | Agree the Council's position with respect to provision of incentives and rewards.<br>Devise a scheme and agree through CMT<br>Consult through recognised trade unions at an early stage of consideration.<br>Implement scheme. | Oct 04<br><br>Oct 04 |
| E.5 | **Equal Pay Audit**. The Council should undertake an annual equal pay audit identified by the local government pay and workforce strategy. | | HR<br>HR<br>HR | E.5.1<br>E.5.2<br>E.5.3 | Carry out local pay audit jointly with trade unions.<br>Develop action plan arising<br>Implement actions. | Feb 05<br>Feb 05<br>05/06 |
| E.6 | **Pension Policy.** The Council is required to have a pension policy to guide how it will act in relation to particular aspects of the scheme. Forthcoming changes to the Local Government Pension Scheme. | CMT | HR/<br>Finance<br><br>HR | E.6.1<br><br>E.6.2 | Monitor developments to scheme and review policies and procedures accordingly.<br>Utilise scheme to increase flexibility of workforce and help address age discrimination issues. | Ongoing |
| E.7 | **Career Progression.** Under the job evaluation collective agreement there is a commitment to introduce career grades jointly with UNISON. | CMT | CMT<br>HR/Senior Managers<br><br>HR/Senior Managers | E.7.1<br>E.7.2<br><br><br>E.7.3 | Devise and agree a corporate approach.<br>Design progressions and jointly agree (line managers and UNISON) (*Assume managers have responsibility for salary budget*)<br>Implement career grades. | Dec 04<br>Ongoing<br><br><br><br>Ongoing |

Last update:  Version 2, September 2004

## Workforce Profile (September 2004)

South Kesteven District Council employs 704 people and the make up of its workforce consists of:

|  | Part-Time | Full-Time | Total | Top 5% of earners |
|---|---|---|---|---|
| **Women** | 195 | 188 | 383 | 5 |
| **Men** | 65 | 256 | 321 | 27 |
| **Total** | 260 | 444 | 704 | 32 |

|  | Part-Time | Full-Time | Total | Top 5% of earners |
|---|---|---|---|---|
| **Ethnic Minorities** | 1 | 6 | 7 | 0 |
| **With Disability** | 6 | 25 | 38 | 0 |

## Recruitment Monitoring (1 April 2003 to 31 March 2004)

|  | MALE | FEMALE | BRITISH | ETHNIC MINORITY | DISABILITY | ABLE-BODIED |
|---|---|---|---|---|---|---|
| **APPLICANTS** | 61% | 39% | 96% | 4% | 2% | 98% |
| **APPOINTEES** | 37% | 63% | 98% | 2% | 1% | 99% |

## Best Value Performance Indicators (Figures as at end of August 2004)

| BVPI | DEFINITION | FIGURE |
|---|---|---|
| 11a | The percentage of top 5% of earners that are women | **15.63%** |
| 11b | The percentage of top 5% of earners that are from ethnic minorities | **0** |
| 12 | The number of working days/shifts lost due to sickness absence | **9.27 days** |
| 13 | Voluntary leavers as a percentage of staff in post | **4.94%** |
| 14 | Early retirements (excluding ill health retirements) as a percentage of the total workforce | **0.99%** |
| 15 | Ill health retirements as a percentage of the total workforce | **1.98%** |
| 16 | The number of staff declaring that they meet the Disability Discrimination Act disability definition as percentage of the total workforce | **6.05%** |
| 17 | Minority ethnic community staff as percentage of total workforce. | **1.11%** |

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