

# REPORT TO CABINET

REPORT OF:    The Portfolio Holder for Organisation,  
Development and Housing

REPORT NO.:   SD27

DATE:            9<sup>th</sup> March 2009

<b>TITLE:</b>	<b>People and Workforce Strategy</b>
<b>FORWARD PLAN ITEM:</b>	Yes
<b>DATE WHEN FIRST APPEARED IN FORWARD PLAN:</b>	1st December 2006

<b>KEY DECISION OR POLICY FRAMEWORK PROPOSAL:</b>	Key decision	
<b>COUNCIL AIMS/ PORTFOLIO HOLDER NAME AND DESIGNATION:</b>	Building Skills and Capacity Councillor Paul Carpenter	
<b>CORPORATE PRIORITY:</b>	Quality Organisation	
<b>INITIAL IMPACT ASSESSMENT:</b>	<b>Carried out and appended to the report:</b>	<b>Full impact assessment required:</b>
Equality and Diversity	Yes	
Crime and Disorder	N/A	
Risk	N/A	
Climate Change	N/A	
Health and Safety	N/A	
Data Quality		
<b>FREEDOM OF INFORMATION ACT:</b>	This report is publicly available via the Local Democracy link on the Council's website: <a href="http://www.southkesteven.gov.uk">www.southkesteven.gov.uk</a>	
<b>BACKGROUND PAPERS:</b>		

## **1. INTRODUCTION**

- 1.1 The attached People and Workforce Strategy outlines how we will seek to strengthen our approaches and practices regarding resourcing, recruitment, development, and reward to enable our people to reach their full potential and help ensure the Council realises its objectives.
- 1.2 One of the key elements to creating long-term prosperity in South Kesteven is to ensure that best value and continuous improvement are embedded in our culture. We need all our people to share the ambition and vision of what we can achieve in South Kesteven.
- 1.3 The Council needs to ensure that it can continue to improve by maximising the best use of its people. It is important that staff are clear about their role and objectives, that sound workforce planning is undertaken and that the right skills and capacity are in place to deliver key priorities.
- 1.4 In the current economic climate, and in the context of Comprehensive Spending review 2010 the challenges we may face as an organisation and the challenges faced by our residents means that our engagement with our communities must recognise these prevailing conditions and direct our resources to deliver what is important to our residents. What we therefore expect of the people who work for us and /or deliver our services is that they are empowered, are empowering and by necessity, innovative. We need to be flexible and responsive and able to readily adapt to change, working in innovative, new ways promoting a can – do culture to deliver the best possible outcomes within the resources available.
- 1.5 It is intended that this strategy is a living document aligned to the Council's Corporate Plan and the Sustainable Community Strategy and focuses on outputs for 2009 - 2012. It will continue to be reviewed and improved on an annual basis, and will be refreshed and updated to ensure it reflects and underpins the future organisational development and resourcing needs of the Council

## **2. RECOMMENDATION**

- 2.1 The Cabinet are requested to consider the draft People and Workforce Strategy and approve the strategy for implementation and delivery of an appropriate action plan.

### 3. DETAILS OF REPORT

- 3.1 The Council created a People & Workforce Strategy in response to the Local Government Workforce Strategy. It is important to recognize that learning and development to properly support the delivery of objectives and the development of an effective range of people management practices are inextricably linked. Therefore a cohesive approach has been adopted by the development of a comprehensive, integrated document.
- 3.2 The People and Workforce Strategy outlines how we will seek to improve our approaches and practices regarding resourcing, recruitment, development, and reward to enable our people to reach their full potential and help ensure the Council realises its objectives
- 3.3 This Strategy is linked to and supports many other strategies and documents and as part of the service planning process, all teams consider the contribution that they will make to achievement of the Councils key priorities and identify any development requirements they will have to ensure that they are equipped to help deliver high quality services in the four priority areas:
- **CUSTOMER FIRST** – Ensuring the customer is at the heart of everything we do and that as far as possible we get it right first time.
  - **QUALITY LIVING** - To create an attractive and sustainable environment for the community to enjoy, with a street scene that is green, clean, safe and well maintained.
  - **GOOD FOR BUSINESS** – To work in partnership to promote the growth of local businesses and develop the district's economy
  - **QUALITY ORGANISATION** – To provide effective access to services and to improve the skills and capacity of the organisation to meet local priorities and deliver brilliant services.

## **4.0 IMPLICATIONS**

### **4.1 Financial and Value for Money**

A comprehensive action plan will be developed which identifies the actions that the Council will put in place to support the implementation of the strategy. Once identified some of these actions may have resource implications, (in terms of time and expertise). It is intended that the delivery of this strategy will be owned by, and championed by managers throughout the organisation. There are many actions within it that our managers will be involved in delivering to ensure success in terms of service delivery for the people of South Kesteven. Where possible, any actions that have been identified will be delivered by existing internal resources.

All actions will have clearly identified outcomes for example improved service delivery, increased motivation and morale, improving our capacity to attract and retain staff or the dissemination of skills and knowledge in a cost effective way.

### **4.2 Equalities**

Promoting equality and celebrating diversity is key strand of the work that the Council does, and is therefore an integral element of this strategy.

### **4.3 Organisations with well trained well motivated knowledgeable staff will well developed people policies and practices achieve a competitive advantage, are high performing and are able to better respond to change.**

### **4.4 Adopting a planned and coordinated approach to management of our people as outlined in the People and Workforce Strategy will help to ensure that well trained, developed and engaged staff, contribute more effectively to the provision of improved , high quality services to the public and community.**

## **5. OTHER OPTIONS CONSIDERED AND ASSESSED**

The further development of an overarching approach to the development of the skills, knowledge and capacity of the workforce is fundamental to achievement of key business objectives.

## 6. COMMENTS OF SECTION 151 OFFICER

The staff of the organisation is the most important resource for the Council and it is of vital important a comprehensive strategy is adopted that identifies how the staffing resource is recruited, developed, and rewarded in order to enable them people to reach their full potential and help ensure the Council realises its objectives.

## 7. COMMENTS OF MONITORING OFFICER

It is proposed the People and Workforce Strategy be adopted by Cabinet as a matter of local choice. As such the relevant Policy Development Group has been consulted. The recommendations of that Group should be taken into account when considering the draft strategy for approval. I understand members of staff of the Council, have been consulted on the content of the draft strategy .

## 8. CONCLUSION/SUMMARY

This strategy document maps out where we are now and where we need to be if we are to be well placed to deliver priorities for local people and contribute to the achievement of objectives outlined within the Lincolnshire Sustainable Communities Strategy. Both staff and the relevant policy development group have been consulted and their views and feedback incorporated .

The People and Workforce Strategy has also been informed by external factors around service delivery both current and future and around the Council's capability to deliver those services in a timely and cost-efficient way.

## 9. CONTACT OFFICER

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