

# **People and Workforce Strategy**

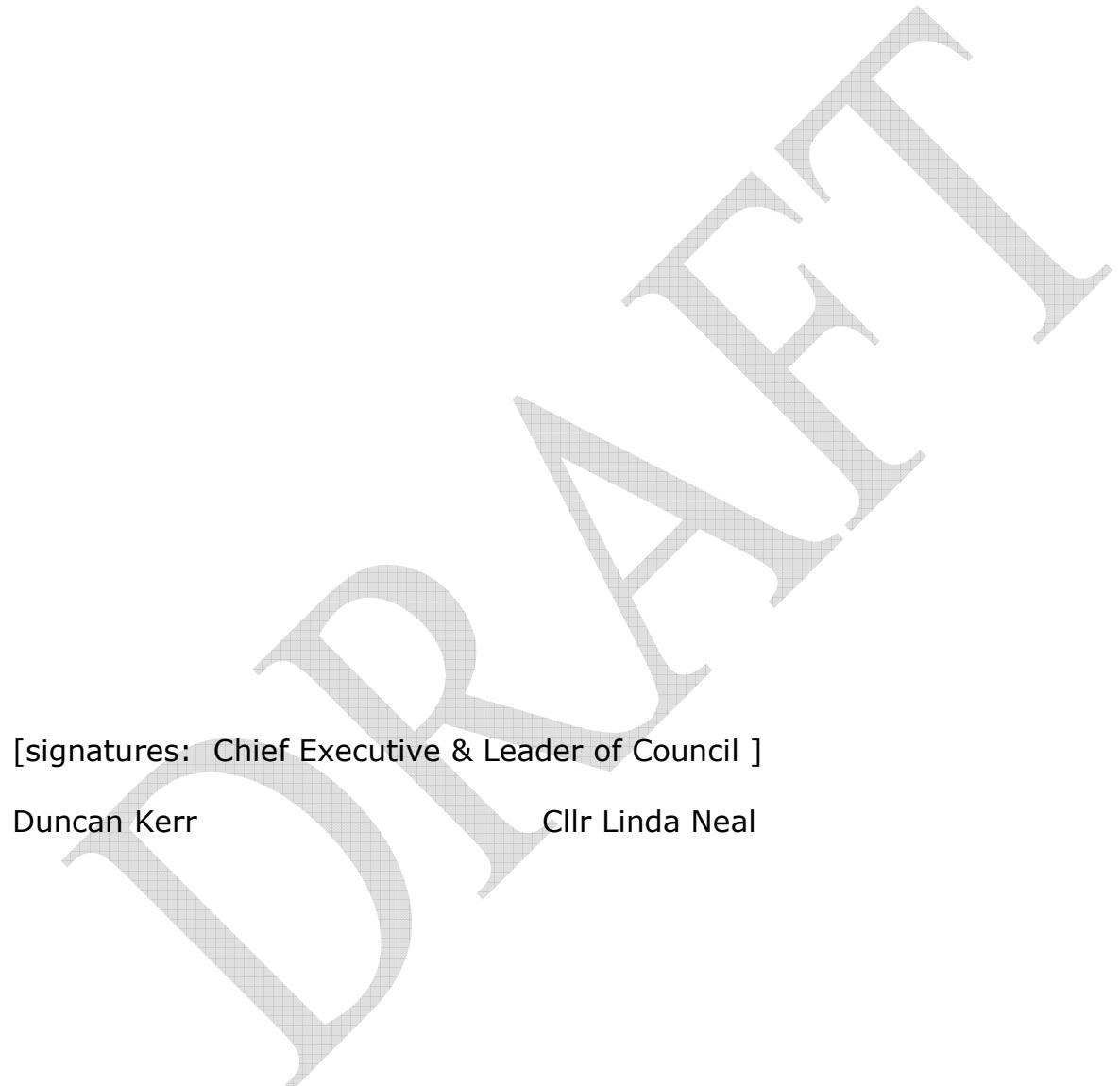
## **South Kesteven District Council**

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## **Foreword**

[to be completed]



[signatures: Chief Executive & Leader of Council ]

Duncan Kerr

Cllr Linda Neal

## **Introduction**

Welcome to South Kesteven District Council's People and Workforce Strategy which sets out our approach, vision and values to all people development activities. At South Kesteven District Council (SKDC) we want to adopt a proactive approach to developing our people. We believe that if we are really positive about developing our people, they in turn will be really positive when delivering the best service possible to the people of South Kesteven.

The People and Workforce Strategy is aligned to the corporate plan and the emerging sustainable community strategy. It focuses on outputs for 2008 – 2012 and has in part been developed in recognition of the need for our people to continue to work effectively with a range of partners. It will continue to be reviewed and improved on an annual basis. It is a live document that will be refreshed and updated as the council evolves and faces new and emerging challenges.

This strategy will incorporate a three year development plan created in conjunction with our service managers to support the delivery of the corporate plan and sustainable community strategy objectives. The workforce development plan also aligns to the workforce strategy 2007 "The place to be, the place to work", a joint publication from LGA, I&DeA & LGE.

## **Links to other plans and strategies**

The People and Workforce Strategy is linked to, and supports, many other documents created at South Kesteven District Council. You may want to refer to any number of documents listed below to gain a fuller picture of working life at our Council.

- Value for money strategy
- Community strategy
- Corporate plan
- Annual service plans
- Medium term financial strategy
- Flexible working and home working policies
- Equality plan
- Annual report
- Communications strategy
- Procurement strategy
- Risk management strategy
- Organisational learning plan
- Sustainable community strategy

## **Our vision and mission**

The LSP and wider partners across the County are developing a sustainable community strategy based on the following themes:

- People are connected
- A strong and diverse economy
- Best use of our environment
- Opportunities for good health
- Strong communities
- Under-pinning these themes will be innovative, dynamic organisations working together

Our vision for South Kesteven District Council is to:

### **Provide brilliant services to our customers**

#### **Annual priority plans, service plans, staff work plans and development needs**

These plans are internal management documents which link operational service delivery to the objectives, targets and projects set out in the Corporate Plan

The Priority and Service Plans outline resources available to deliver service actions. They are linked to the Council's annual budget.

Individual staff objectives and work plans link to Service Plans to ensure coordination and consistency of work. They are developed through the annual process of Performance and Development Review (PDR) in February to April of each year. The PDR process is also the key mechanism in ensuring that development needs of the individual (team and service) are captured. Throughout the year, regular 1:1's ensure that individuals continue to deliver to the Service Plan objectives.

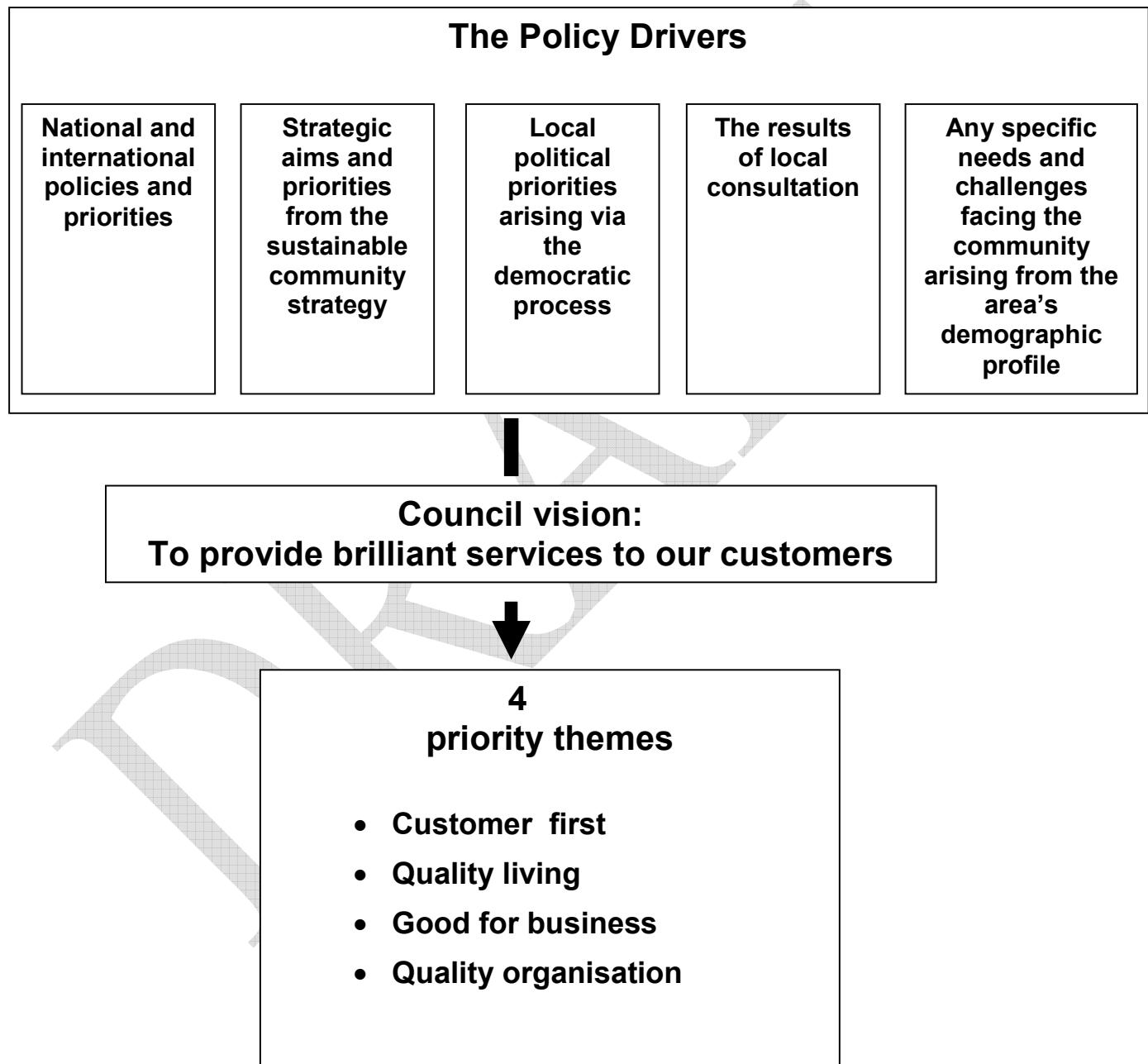


The diagram above shows the 'golden thread' that links the work an individual performs, as discussed at 1-2-1s, to the bigger picture, namely the Corporate Plan and Community Strategy.

## **The development of corporate objectives**

The following diagram sets out the relationship between key policy drivers and the Council's corporate objectives:

### **Strategic planning structure**



Our vision is broken down into 4 priority themes and the focus for 2008-11 will be to focus on developing brilliant services in these four priority areas.

#### **Customer first**

- having a culture where the customer is at the heart of everything we do by understanding them and their needs, by getting it "right first time", and making it easy and convenient for customers to access our services.

#### **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 economy in South Kesteven

#### **Quality organisation**

- to provide effective access to services and to improve the skills and capacity of the organisation to meet local priorities and deliver excellent services.

#### **Our values**

In support of our vision and mission we have developed organisational core values that underpin our approach to work we do. Our core values are:

- **Listening** - taking your views into account and demonstrating a real passion for customer service
- **Learning** - being open and honest and learning from things that go well and do not go so well
- **Delivering** - Innovating and making a difference

Taking these values and developing them into core competencies is the next step in our development. They will underpin the behaviours that we expect from everyone working for the council.

The SKDC management competencies have been updated and will be further developed to form an integral part of the annual performance and development system (PDRs) to ensure that not only are we 'doing the right things' (tasks and objectives) but we are 'doing them in the right way' (behaviours).

Our management competencies are;

- Effective leadership
- Getting the best from people
- Focus on customer service
- Managing performance
- Strategic awareness
- Building capacity
- Managing resources

Over time, we will further refine our competency framework to respond to the needs of the business and the community we serve.

## **Our People**

We recognise that we will not achieve success without the full contribution of the people who work for us. We are committed to working in partnership with our people to achieve high levels of morale and staff satisfaction, ensuring that our staff feel motivated, valued and committed to doing their best, and to ensure that our workforce can help influence and drive the people requirements for the organisation.

We need to ensure that our people are equipped to meet the priorities and challenges the council faces. We want to focus on a framework for continual development and growth for individuals and people management practices. This is part of our ongoing commitment to informing and engaging our staff, representatives and other stakeholders.

To meet these challenges we rely on the dedication, skills and commitment of our employees. This people strategy and workforce development plan outlines how we will look to improve our approaches and practices regarding resourcing, recruitment, development, and reward to enable staff and members to reach their full potential and help ensure the council meets its objectives.

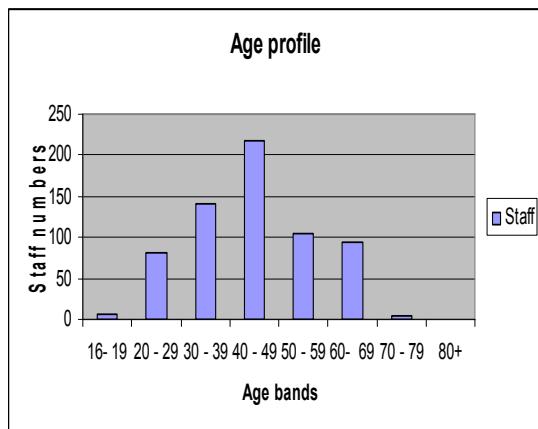
We want to continue to develop a 'One Team' culture and strong values that are supported by core competency and management competency frameworks, and want to drive forward improvements in behaviours and performance.

Delivery of this strategy will be owned by, and championed throughout the organisation. Our managers will be committed to delivering the actions within it to ensure success in service delivery for the people of South Kesteven.

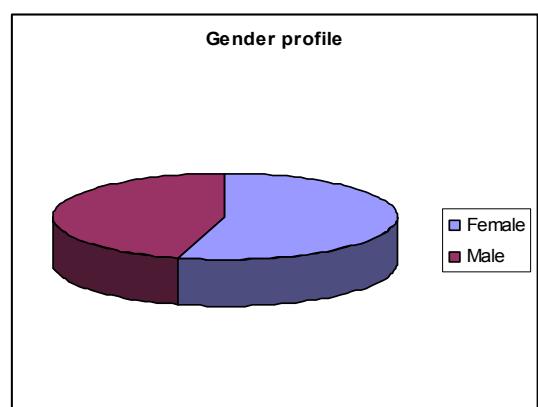
Promoting equality and celebrating diversity is a key strand of the work that the Council does and is integral to this strategy.

## Workforce profile

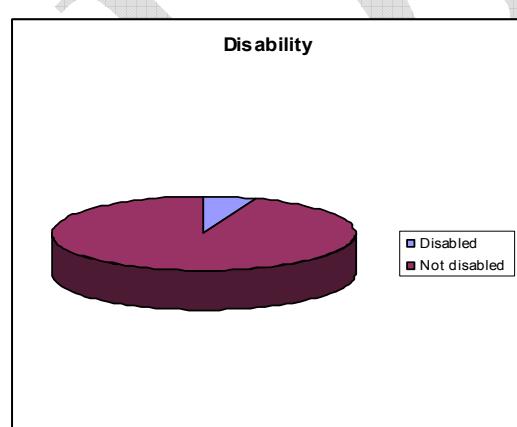
The Council employs approximately 730 people on permanent and temporary contracts in a wide range of roles. Specific characteristics of our staff are illustrated below.



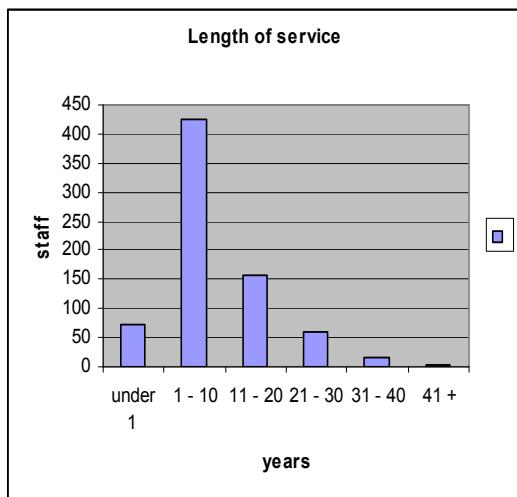
Unlike many Councils, SKDC does not have a strongly skewed age profile. The flexible working arrangements in place have retained many staff aged over 65 to minimise the impact of skill and knowledge loss. It is however noticeable how few young people aged 16 – 19 work for us.



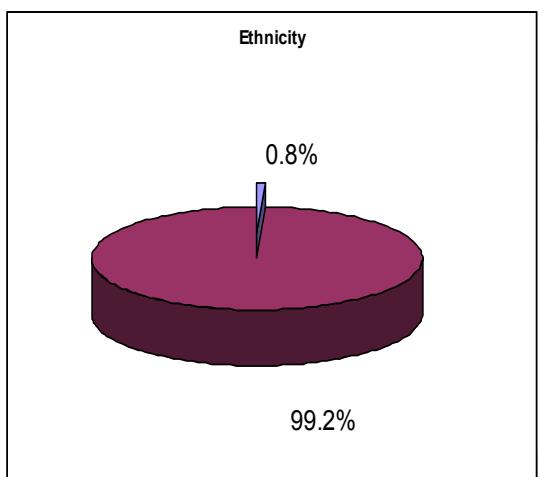
The Council workforce is typical of a District Council with 55% female staff and 45% male staff



Disabled people are supported in employment with the Council. Recruitment and employment processes ensure people with a disability get a fair chance of obtaining a job with the Council. 5.6% of the workforce class themselves as disabled.



The profile of the length of service of staff reflects the impact of career development schemes and trainee schemes that have been in place in recent years.



The ethnicity of our staff does not fully reflect the make up of the local population and the recruitment process encourages applicants from under represented groups to apply for posts.

## **Our vision and approach to developing this strategy**

To be able to deliver its strategic vision for the future (identified through medium- and longer-term Service Plans), the council needs to have the appropriate culture, climate and workforce in place.

This strategy maps out where we are now and where we need to be if we want to deliver our future vision. It goes on to identify four issues or challenges which need to be addressed and the strategies for overcoming them;

<b>Strategy 1</b>	continue to embed culture consistently
<b>Strategy 2</b>	maintain and promote a learning organisation
<b>Strategy 3</b>	mainstream efficiency and effective ways of working that offer value for money
<b>Strategy 4</b>	continue to develop and improve the People Management infrastructure.

By successfully implementing these strategies, we will realise our vision for the authority as 'an 'excellent' organisation with the people and infrastructure to continue to deliver the corporate vision in collaboration with a range of partners'.

Please see **Appendix 1** SKDC People and Workforce Strategy (overview) for a diagrammatic overview.

## What we've achieved so far

We have made some progress in the last three years in terms of culture change, organisational fitness, capacity building and infrastructure improvements, although we remain committed to continual improvements.

Here are a few of our achievements mapped against the 4 strategies;

### Strategy 1 – Culture

- We are developing a one team ethos, which is evidenced by successful cross-functional project teams. E.g. system thinking project team with team members drawn from across the Council.
- Share successes at individual and team level via team meetings and articles in Skoop
- Core values introduced and communicated throughout the organisation
- Development and implementation of management competency frameworks to support our values
- Annual Staff Satisfaction survey in place. Areas and actions for further improvement
- 77% of staff are “proud to work for SKDC” (*2008 Staff Survey*)
- Increasing the focus on equality and diversity issues, currently at Level 2 of the Local Government Equality Standard.

### Strategy 2 - Create a learning organisation

- Learning needs identified at individual, team and organisational level. 67% of staff said that they had discussed their learning needs with their manager (*Jan 2008 Staff Survey*)
- Updated PDR and one-to-one review framework introduced
- Revised member induction programme created and delivered
- Post-entry trainee schemes have been actively promoted (especially in hard to recruit areas)
- On-line learning for customer services team being evaluated.

### **Strategy 3 - Organisational fitness- Mainstreaming efficiency and effective ways of working that offer value for money**

- Ongoing consultation with stakeholders to define service delivery introduction of new customer service and call centre in Grantham with centres planned in Bourne and Stamford in partnership with LCC Your Service shops and call centre.
- 70% of customers said they were satisfied with the service they received at the last most recent point of contact with us (*Resident survey 2007/2008*).
- Revitalisation of Grantham securing growth point status
- Progress in area of partnership working – Development of the Sustainable Community Strategy and pathfinder project
- Improved internal and external communications. SKtoday runner-up in the Local Government Association's national communications awards

### **Strategy 4 – Infrastructure**

- Improving application of performance and development review process (revised and streamlined)
- Internal communication review conducted and improvements made. 76% of staff said the Council had made a real effort to improve (*Jan 2008 Staff Survey*)
- Framework of integrated people policies in place
- Competency framework introduced being aligned with the PDR process.

## **Our response to the local government Development strategy**

In this respect rather than begin with the five stated areas under the Local Government Development Strategy and state the actions we wanted to take, we took a more holistic approach.

### **Step 1**

We considered, as an organisation, where we were and more importantly, where we wanted to be. Looking at the gap between these two states, we were able to articulate and capture the potential issues or challenges that might stand in our way. We found that we had 4 challenges;

Challenge 1	Further refine culture across all our teams
Challenge 2	Ensure we continue to up-skill and develop our workforce
Challenge 3	Continue to deliver year on year efficiencies in collaboration with partners
Challenge 4	Continue to support future change effectively

### **Step 2**

Each of these challenges needed to be addressed. This allowed us to consider our strategies for overcoming the challenges;

Strategy 1	Continue to embed culture consistently
Strategy 2	Maintain and continue to promote a learning organisation
Strategy 3	Organisational fitness - main stream efficiency and effective ways of working
Strategy 4	Continue to develop and improve the infrastructure.

Please see Appendix 1 for an overview and details of our approach and findings.

## Step 3

From 2009 all service areas will complete their workforce development plan at the time of the annual service planning cycle. This embedded approach will mean that workforce development is not done in isolation of service delivery.

The local government workforce strategy was developed by the Employers organisation (now LGE), The Local Government Association (LGA) and I&DEA (the improvement and development agency) in partnership. Replacing the pay and workforce strategy in 2007, the main focus of that strategy document was to create a framework that would drive improvements in public service delivery and make the local council the place to be, the place to work. It highlighted five critical areas;

- **Organisational development**  
effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services , in partnership
- **Leadership development**  
building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context
- **Skills development**  
- with partners, developing employees' skills and knowledge, in an innovative, high performance, multi agency context
- **Recruitment and retention**  
– with partners, taking action to address key future occupational skills shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues
- **Pay and reward** structures that attract, retain and develop a skilled and flexible workforce whilst achieving both value for money in service delivery and equal pay.

SKDC's people and development strategy is our continued response to the local government workforce strategy 2007 but mindful also of where we want to be as an organisation. Each service area, as part of the annual service planning process, will create its own workforce development plan. This plan identifies future workforce development needs in order to deliver the service in line with the corporate plan.

## Success Indicators

Our high level markers for success in terms of people and development will include:

- Staff feel good about working for SKDC
- A reduction in sickness levels indicating improved well-being
- Development needs are addressed
- Further progress in embedding the equality framework

To show our commitment to making further improvements in these areas, the table below gives targets for each of the markers identified.

Marker	Target
<ul style="list-style-type: none"><li>• Staff feel good about working for SKDC – 77% in 2008</li></ul>	Increased to: 79% in 2009 80% in 2010
<ul style="list-style-type: none"><li>• Reduction in sickness levels - 10.85 days lost per employee 2007/8</li></ul>	Lost days per employee reduced to: 10 in 2008/9 9 in 2009/10
<ul style="list-style-type: none"><li>• Recognised as an Investor in People organisation against the new standard</li></ul>	Ensure the principles of best practice contained with IIP framework are incorporated throughout the organisation .
<ul style="list-style-type: none"><li>• The development needs of staff are being addressed – 67% in Jan 2008</li></ul>	Increased to: 75% in 2009 85% in 2010
<ul style="list-style-type: none"><li>• Equality standard – Level 2</li></ul>	Maintain Level 2 and work towards achieving level 3 (under revised framework emerging and working toward achieving)

We will evaluate the outcomes.

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

There has been consultation with staff, service managers, senior management and UNISON representatives to help establish the priorities for developing the council's workforce and associated processes.