PEOPLE & WORKFORCE STRATEGY (overview page 2)

NOW
Where are we now?

1. Improving District Council with +ve mindset
2. Developing a framework of people policies
3. Vision, priorities and values clearly identified and reviewed, agreed and communicated
4. Emerging focus on customer perspective
5. Aware of need to develop skills and capacity of the organisation to face future challenges
6. Management Competency Framework in place
7. An initial management development programme rolled out with a need for further development
8. Improving organizational systems & processes
9. Organisational awareness of issues effecting staff satisfaction & morale
10. Communication tools established

Developing a quality organisation

- **Sought after Employer (able to attract/retain the best)**
- **An empowered workforce (motivated & committed)**
- **Future vision of being a learning Organisation (skills & knowledge base to deliver future service requirements)**

FUTURE
Where do we want to be?

1. A brilliant council
2. Integrated policies, procedures & processes
3. The 'one-team' ethos re-enforced by behaviour, with people seen to be living the values
4. Customer focus in all we do
5. Flexible & multi-skilled workforce
6. Learning and development is integral to work with pathways for development
7. Competencies reflected in behaviours
8. Excellent performance and change management
9. A culture of continuous improvement in service delivery
10. High morale, people feel motivated, valued & committed to doing their best.
11. Effective 2-way communication

Our journey

Listening

1. Embed culture consistently

- All staff live SKDC values & behaviours
- Sharing of information, learning & successes is part of everyday work
- Motivate & encourage staff to develop themselves & others
- Promote ownership of issues and a "can do" culture
- Actively encourage constructive feedback and shared learning
- Encourage more managed 'risk' taking
- Recognition of contributions is the norm
- Customer focus a priority
- Demonstrate appreciation and respect for the diverse needs of our staff and our customers
- Encouraging applications from as wide a pool as possible
- Improvement culture and innovation

Learning

2. Maintain & continue to promote a learning organisation

- Understand the skills we already have and identify the skills required to build capacity
- Develop corporate learning plan developed to underpin the achievement of priorities
- Explore alternative ways of learning
- Develop core / key competencies for all staff and elected members to underpin a learning framework
- Recognise & reward achievements

Delivering

3. Mainstream efficiency and effective ways of working that offer value for money

- Shape & define the organisation & delivery of services to meet customer and community needs & expectations
- Re-engineer where appropriate to maximise customer benefit
- Consider alternative ways of working (e.g. systems thinking)
- Collaborate (work in partnership) locally, regionally & nationally incorporating best practice and increased efficiency
- Optimise resources to ensure value for money and quality services
- Use benchmarking actively for improved ways of working

4. Continue to develop & Improve the infrastructure

- People management policies and procedures streamlined where possible
- Continue to develop people management skills of managers
- Develop a talent management strategy so that we retain good staff and address demographic change and succession planning.
- Ensure flexible working / work life balance initiatives support service delivery changes, and the diverse needs of staff, especially those who are underrepresented.
- An effective and consistent performance management framework
- Ensure reward strategy is fit for purpose
- Create a robust internal communications strategy