

People Strategy

2019 to 2024



1. Rationale

The purpose of the people strategy is to set out how we plan to attract, nurture, empower, retain and incentivise people to continually have a workforce that can successfully deliver our ambitions.

We want to engage our workforce in our strategic ambitions and for Lichfield District Council to be a fulfilling place to work.

To meet the new challenges and opportunities to enable growth, it is critical that the council has the right people, in the right jobs, with the right skills, at the right time. The council must continue to attract and retain talent in a highly competitive employment marketplace and must develop and re-skill existing staff to respond effectively to the changing environment. In particular, new ways of working – especially the commercial agenda – have reinforced the need for the development of skills for leaders in driving change, managers in developing a high performance culture and digital and project management skills for staff. As a good employer we also want to support managers to make this a great place to work for our employees.

This strategy covers the life of our developing strategic plan. It will be formally reviewed, on an annual basis, to ensure that it remains ‘fit for purpose’ and that the issues it covers and the priorities it sets are the right ones for the council, its employees and therefore, ultimately the people of Lichfield District.

2. Drivers

The public sector has experienced huge change in recent years, transforming services from transactional in nature towards more customer-focused, digitally enabled and more business-like.

Significant reductions in Government funding, coupled with rising community expectations, have resulted in the need for resources to be targeted more effectively, so we make a difference to people’s lives or the places where they live.

We need to make sure our staff are creative, flexible and have the right skills to respond positively to the challenges that lie ahead. Specific issues affecting the council include an aging workforce, recruitment and retention of professional roles and developing skills to meet future demand. We need to be more business focussed and commercially competitive to contribute to the long term sustainability of the organisation.

We have to look at different approaches and operating models as to how our services are designed, commissioned and delivered. By 2021 the Government’s £43 million revenue support grant money will have virtually diminished so we need to be firming up our people plans to ensure that our staff are flexible, adaptable and commercially focused with the right skills set to respond positively to the challenges that lie ahead. Our latest financial MTFS strategy 2019/20 outlines the context of the financial challenges and sets out in detail the council’s current and future budget in response to those financial pressures. While this is a factor in our strategic approach, the funding gap is not the primary driver for our people strategy, which seeks to value effective contributions by employees to make a difference to the people of Lichfield District.

3. Outcomes

Our people are our biggest and most valuable resource so our development activities must be focussed in areas that meet the needs of the business. This will ensure we have a skilled and aligned workforce that will be crucial in delivering the council priorities, objectives and strategic plan.

- We now work more in partnership and commission services. As the organisation evolves alternative business and operating models will be adopted and deployed and these will become the new norm.
- We seek to assist and empower residents to do more for themselves and better engage with local communities.
- We need to have a more agile workforce and use technologies to maximise efficiencies and reduce our reliance on traditional ways of working.
- We know the public sector as a whole has experienced huge changes in recent years that have resulted in transforming services from transactional in nature towards more customer-focused, digitally enabled service provision.

This means we need to look at how we attract new entrants, identify and retain talent, succession plan and up-skill existing members of the workforce so they are better equipped with new ways of working and the scale and pace of change. In addition to these considerations we want to be seen as an employer of choice particularly for professional/technical skill areas where market influences have impacted on our ability to attract staff.

4. How we plan to achieve this:

Vision

The People Strategy underpins the current council's strategic vision that we are a strong, flexible council that delivers good value, quality services and helps support a vibrant and prosperous economy, healthy and safe communities and clean, green and welcoming places to live. And the organisational purpose of **making a difference and inspiring others to do so.**

To fulfil our purpose, deliver the vision and meet the challenges of the coming years, we need to have a workforce of engaged and skilled employees, committed to the vision and values to which we aspire.

It will also underpin **a supportive culture that is open, honest and transparent, promotes accountability and responsibility, and moves at pace as a one 'business driven' organisation.**

Values

Put customers first - We are passionate about our customer service. We always listen and work with our customer to meet their needs. We take responsibility for things we can change and improve and encourage our customers to do the same.

Improve and innovate - We challenge each other to look for ways to do things better. We listen to feedback and learn from it so we can improve. We welcome change and move forward with confidence.

Have respect for everyone - We listen to one another and understand each other's views and pressures. We appreciate each other and trust our colleagues to do a good job to the best of their ability.

5. Considerations

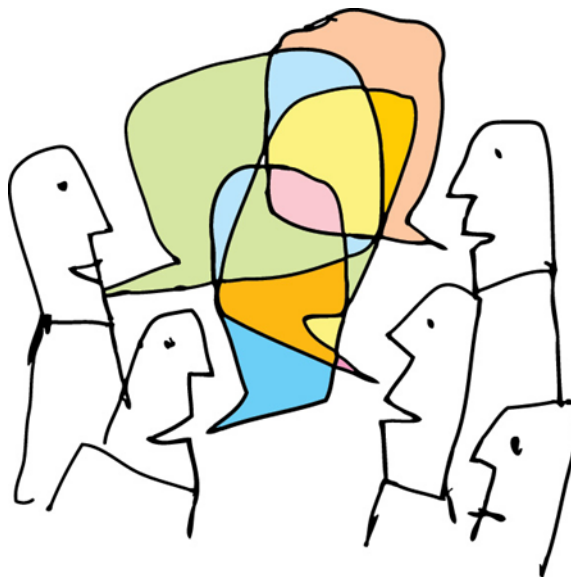
The Workforce Development Plan sets out the areas of where we need to invest resource and energies in developing our people. It includes the activities that will underpin all of what we wish to achieve within our strategic plan.

Several key challenges need to be addressed:

- Continually improve the efficiency and effectiveness of our services to better meet the needs of our customers.
- Imbed the agreed culture and behaviours within the organisation.
- Build on our commercial skills to increase our income streams and become self-sustaining.
- Introduce different ways of providing services, evolving into a different organisation.
- Manage increasing demand and reducing income, finding new ways of working.
- Create an agile workforce that can quickly adapt to change and be flexible in these uncertain times.
- Build workforce capacity to enable the business to grow.
- Drive digital skills and service delivery by the most cost effective means.
- Proactively support a reducing and ageing workforce.

To address these challenges we will focus on further developing our leaders, managers and employees at all levels of the organisation, providing them with the skills they need to ensure they model the desired culture and behaviours we expect of everyone. We will put in place a learning and development framework that will include competencies and development actions to help us achieve our purpose across **four** themed areas:

- 1 Organise and empower our people**
- 2 Engage and look after our people**
- 3 Motivate and reward our people**
- 4 Attract talent and develop our people**



Theme 1 - Organise and empower our people

We aim to have:

- A proactive approach to workforce planning to meet future needs.
- An agile workforce that can respond to shifts in demand.
- Clear expectations and boundaries.
- A culture based on the values we share.
- Clear and visible leadership, from officers and members.
- Informed decision making across the organisation.
- A representative people mix that embraces diversity.

Outcome

1. **Empowered employees are engaged – resulting in better retention and a higher quality of customer service.**
2. **The workforce is aligned with the council’s business objectives.**
3. **Increased agility in an ever-shifting landscape.**
4. **Clear ownership and accountability for enabling sound decision making is seen across the council.**
5. **Our leaders and managers role model organisational values, behaviours and competencies.**
6. **Our workforce profile reflects the demographics of the district.**

Measures of success:

- **Staff turnover, currently 13%, reduces by Year 3**
- **PDR completion rates increase from 88.9% to 100% completion.**
- **Corporate indicators – improve employee perception where currently 38% of employees feel fit for the future is helping to positively shape the council - Employee Survey 2018**
- Ensure all training actively promotes the council’s values and objectives.
- Key processes, such as service planning and reviews, are well communicated to staff, ensuring people can see the link between council objectives and how services are delivered. **(links into theme 2)**
- Continue to monitor our workforce to ensure it reflects our communities and to ensure our practices are free from discrimination, helping us to deliver appropriate and accessible services to all.
- Introduction of online competency framework in support of the PDR process. **Year 1**

Theme 2 - Engage and look after our people

We aim to:

- Have an active approach to engaging our people so they share ownership of our success and an understanding of our challenges.
- Have a culture of cross-organisational collaboration, where people work well together.
- Create a culture where challenge is accepted and respected.
- Listen to our people to harvest ideas, insight and innovation.
- Ensure our people are safe, healthy, well and supported.
- Have leaders and managers who can build trust and encourage flexible working to encourage a better work-life balance for our employees.

Outcome

1. **People feel supported by their managers and can work collaboratively to provide solutions in developing and embracing new ways of working.**
2. **Employees can demonstrate their understanding of our successes and challenges, how they are resourced and ultimately how they can be better involved.**
3. **The culture is participative, inclusive and adaptive to change in the face of rising demand and falling funding.**
4. **Managers and staff will use more commercial, collaborative and strategic commissioning skills to obtain best value from our resources, partners and contractors.**
5. **Conversations are open about mental health and support is available when employees are struggling.**
6. **To have achieved the Bronze status of THRIVE across the council.**

Measures of success:

- **Reducing sickness absence**
- **Improved consultation/engagement response rates.**
- **Health and Well Being Plan outcomes under the THRIVE at work model will be used to provide the measure of success in this area. Year 1 outcomes**
- Employee survey indicates improved engagement and wellbeing scores compared to the previous survey.
- Mental health first aiders are in place across the organisation. **Year 1**
- Wellbeing single access point on Brian where colleagues can access the council's wellbeing offers on a self-help basis. **Year 1**
- Job satisfaction rates continue to improve. **Year 2**

Theme 3 - Motivate and reward our people

We aim to:

- Have a flexible and affordable reward system including employee benefits.
- Promote a culture of recognition, where our people feel valued, involved and can see how their work contributes to achieving our organisational goals.
- Have a workforce that has pride in what they do.
- Promote a high performance culture where people strive to be the best they can.
- Develop a motivated workforce where people are enthused by the future.
- Help managers understand that managing people, supporting and encouraging them is integral to keeping teams focused and promotes our 'one business driven organisation' culture.

Outcome

1. **People feel valued, involved and motivated to perform to the best of their ability.**
2. **Managers use quality assurance processes across the business as a feedback mechanism to improve performance.**
3. **People feel the culture allows them to work creatively around challenges that threaten or stifle innovation.**
4. **Managers recognise achievements and encourage reflection on performance.**
5. **Workforce behaviour at all levels demonstrates a 'can do' attitude.**
6. **Our people can clearly see how the connection between the organisations vision and purpose link to their day to day activities.**

Measures of success:

- **Increase in employee perception in feeling a valued member of their team and council from 39% to 55% Year 1. (Employee Survey 2018)**
- **Pentana performance management system is used to track and monitor individual and service area performance outcomes – ensuring people understand the strategic business objectives and how they contribute to them.**
- **Enhanced manager coaching skills to create a learning culture and/or to improve and support people performance (links to theme 4). Year 1**
- **Creation of a coaching and mentoring pool to facilitate development through mentoring. Year 2**
- **Improved manager ability to lead change and communication in connecting operational delivery back to strategic business objectives. Year 1**
- **Introduction of core management development knowledge and upskill sessions – getting the basics right. Year 1**

Theme 4 - Attract talent and develop our people

We aim to have:

- A culture where our values are lived and expected behaviours nurtured.
- A targeted learning and development offer based on the needs of the council.
- A learning organisation that seeks to identify talented people retain them and help them achieve their potential.
- An inclusive approach to attracting a diverse range of talented people.
- An induction programme where new people obtain a sense of belonging and clear understanding of organisational purpose.
- A reputation for being an employer that people want to work for.

Outcomes

1. **People have regular and meaningful performance development reviews with their manager.**
2. **The council's competency framework supports and underpins the values, priorities and skills needed for business growth.**
3. **Leadership lends itself to being more transformational than transactional in leading people through change creating a culture of collaboration with others, having a commercial focus, and creating a resilient workforce.**
4. **Service area managers foster the characteristics of high performing teams by utilising the annual learning and development plan offer that will nurture, develop and upskill people to achieve their full potential.**
5. **Managers are adept at supporting staff with development planning, and encouraging staff to take personal responsibility for their own performance and development.**

Measures of success:

- **The quality of reviews measured through Pentana around overall performance levels and outstanding actions and goals will have significantly improved – Employee survey 2020**
- **The take up and attendance levels across training provision in core skill areas is reflective of the importance of upskilling our workforce to meet the needs of the changing environment.**
- **Future leadership talent pool are identified in respect of the ageing workforce and succession planning is adopted and integrated into how we develop our future managers. Year 2/3**
- **Implementation of a management development program that is fit for purpose of what the business requires of our people. Year 2**
- **Review HR policies to ensure they are straight forward, easy to understand and empower managers to manage, with HR providing coaching and guidance as appropriate. Year 1**
- **To compliment 100% completion on PDR's (theme 1) employees can describe how the quality of their PDR has improved.**

6. Supporting initiatives

These include but are not limited to:

- Current Strategic Plan
- Service Plans and Performance Management Framework
- Corporate Equalities Action Plan
- Workforce Development Plan
- Employee Wellbeing Plan
- Commercial Agenda
- Competency Framework

7. Deployment

This strategy will be deployed through the service plan of Corporate Services with input from all heads of service through the service planning process.

Responsibility will rest with the Head of Corporate Services with specific actions being assigned to members of the Corporate Services team. We have a dedicated strategic resource (HR Business Partner – Workforce and OD) to monitor, manage and report on the success and progress of the People Strategy and the Workforce Development Plan. This resource will be responsible for the strategic input into driving these plans forward and will support and guide managers in the delivery of certain aspects of the plan.

All metrics developed for the strategy will be collected and collated using the Pentana performance management system.

8. Assessment & review

There needs to be a considered approach towards the delivery of the strategy that has measures for success across the life cycle of the strategic plan. There will be some cross fertilisation across the themes in terms of delivery and this strategy will need to take its lead from the emerging Strategic Plan for 2020 to 2024.

Year 1 will be about **getting the basics right**. It will include providing the learning and development infrastructure and framework for other activity including roll out to all managers of PDRs, skills audit and corporate training plan.

Year 2 will allow for the introduction of management development programmes and the coaching and mentoring provision to improve leadership and drive performance ensuring we have the **right skills and behaviours**.

Year 3 will be about maintaining and building on the previous year's successes and reviewing the **effectiveness and sustainability** of all the interventions in helping us progress and accelerate change.

Year 4 will be about taking stock and preparing for the next iteration of our People Strategy to support our emerging strategic plans and demonstrate how **investing in our people** has helped accomplish our ambitions.

Key milestones and objectives will be monitored through the Corporate Services Service Plan. The strategic aims will be reviewed every 12 months and a new service plan developed to support its tactical and operational deployment.