



**South  
Derbyshire**  
District Council

ANNEXE

# People Strategy

Human Resources

March 2006

**First Version**



INVESTOR IN PEOPLE

# People Strategy

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# Section 1

## Executive Summary

### 1.0 Corporate Plan, the Council Vision and Values

1.1 The development of the People Strategy has to take into account the Vision and Values of South Derbyshire District Council.

1.2 The **Vision** detailed in the Council's Corporate Plan is to:

**“Make South Derbyshire a healthier, more prosperous and safer place to live.”**

1.3 The Corporate Plan is the blueprint for the achievement of this Vision. A number of cross cutting themes are detailed in the Plan to meet the challenges that lie ahead and ensure that efficient and effective services are provided for the Community in the priority areas it has identified.

1.4 Within the **Values** listed in the Corporate Plan include the following;

- **Make decisions openly and with integrity**
- **Be open and responsive to change**
- **Treat people fairly in everything we do**
- **Value employees and the essential role they play in service delivery**

1.5 Whilst these are primarily focused on the Council's approach towards local people and partners, it is clear that these values should also be seen as the minimum standards for the management and conduct of the workforce.

### 1.6 *Human Resources Division*

1.7 The Human Resources Division has a key role to play in the delivery of the People Strategy. The Strategy's action plan will shape and focus the resources of the team towards the achievement of key priorities for the Council. This will support the delivery of all services and realise the benefits of working in partnership with employees and stakeholders.

1.8 The Division has a proven track record of supporting strategic objectives not only through the achievement of national awards such as Investors in People (iIP) but also through the development of robust and sound employment practices that enhance the reputation of the Council as an employer.

1.9 The People Strategy will further enhance the position of the team and demonstrate the added value of the support it provides.

## **Section 2**

### **Introduction**

#### **2.0 Why do we need a People Strategy?**

South Derbyshire District Council recognises the value of its employees. Without them the Council will not deliver further improvements or be able to provide quality and efficient services for the Community.

The demands on Local Government are constant. The Council has to meet the increasing expectations of the community as well as national government initiatives such as Comprehensive Performance Assessment (CPA) and efficiency targets. To meet and exceed these challenges is what the Council will strive to do.

The People Strategy will support the achievement of all the key themes in the Council's evolving Corporate Plan. Having an effective People Strategy will enable the Council to plan for the future with a clear focus on improving services in partnership with its employees.

Once adopted, the People Strategy will become an integral part of the Council's performance management framework. It will provide the link between the development of people, with the development and improvement of services.

#### **2.1 What is a People Strategy?**

In essence it sets down how people will be deployed, managed and developed within the Council and how they are expected to behave. Linked to the objectives set down in the Council's Corporate Plan, it identifies the people management implications and makes it clear that all employees are vital to the delivery of services for the Community.

#### **2.2 What does it do?**

The People Strategy will influence and inform how the people resource in the Council will be developed and utilised to ensure the efficient and effective delivery of services. Therefore it has to become part of the considerations made by all Managers, employees and Trades Union representatives when they consider performance and further development of services.

#### **2.3 Any other considerations?**

To be effective the People Strategy will not operate in isolation. It will need to reflect external national influences such as the Pay and Workforce Strategy, national employment negotiations and trends in the market place. It will also need to demonstrate clear links to other corporate strategies such as the Local Community Plan, Corporate Plan, procurement and financial strategies.

## **Section 2**

### **2.4 What does it mean for the Community?**

It will provide the framework to ensure that the right number of people, appropriately trained, continually developed and included are delivering services for the Community.

The Council continues to learn about the needs of the Community through participation in a local community partnership that includes representatives from local business, other public sector bodies, voluntary groups, Elected Members and representatives from the Community. This partnership has enabled the Council to influence the development of a Local Community Plan that provides the overarching framework for the future of South Derbyshire.

Our Corporate Plan sets down the contribution that the Council will make towards the Local Community Plan.

### **2.5 What does it mean for me?**

It clearly demonstrates that the Council is committed to its employees and their ongoing development. Linking your own development to the development of your role and service will ensure that you contribute to the achievement of the objectives within the People Strategy. As these are linked directly to the Corporate Plan, your contribution will enable the Council to achieve its objectives.

### **2.6 Where is the starting point?**

Like most strategies, the targets and objectives outlined in the action plan are indicative of the needs assessed at this moment in time. A range of influences could mean that priorities within the action plan need to be changed. Including a key theme, "**How we communicate**", will ensure that any changes are made available to and explained to all employees.

The Strategy includes a profile of our workforce along with trends and comparisons from other sources. This provides a baseline to work from and to assess the impact of our achievements.

### **2.7 How has it been developed?**

Details of the consultation undertaken and the factors considered are described later. In summary, time has been taken to ensure that all stakeholders have had an opportunity to put forward their views on the document and its contents. These include Elected Members, Trades Union representatives and employees as well as outside bodies including the national Employer's Organisation and Human Resources professionals.

## **Section 2**

### **2.8 *When will it change?***

The People Strategy will be reviewed on at least an annual basis. This will ensure that it reflects the objectives in the Council's Corporate Plan.

### **2.9 *How do we assess its contribution?***

The People Strategy will include an action plan that includes milestones measurable targets. As they will link directly to the objectives set down in the Corporate Plan, its contribution will be assessed on a regular basis as part of the Council's performance management framework.

In addition, the Strategy will be regularly reviewed and updated to ensure it remains 'best fit' for the Council and 'best practice' in terms of professional Human Resources practice.

### **2.10 *Haven't we got things in place already?***

The Human Resources Team has developed a number of employment practices over the past few years largely in partnership with the Trades Unions. This has enabled the Council to achieve IIP status and Disability Symbol as recognition from external bodies concerning the standard of our employment practices. However, we do need to have a framework to continue this trend. This will not only provide clarity on the actions being planned for all employees but also shape the future service provided by Human Resources.

### **2.11 *What other benefits will we gain?***

A number of benefits arise from implementing a People Strategy although these will be largely subject to ongoing support and commitment from key stakeholders. Examples of these being;

### **2.12 *Improving organisation performance***

From national research undertaken and trends from Comprehensive Performance Assessments completed on authorities that have scored good or excellent, it is clear that there is a link between Human Resource Management practices and organisational performance. Within Local Government, it has been identified that eight headline employment interventions have been shown to improve performance;

- Development of top leadership
- Training and development of managers
- Sickness absence management
- Work-life balance issues
- Training and development of non-managers
- Improving internal communications
- Team based working
- Improved recruitment and retention policies

## Section 2

All these headings have been identified as important employment issues for the Council. A number of actions to address these issues have been included under the 5 themes within this People Strategy and included in the action plan.

### 2.13 *Planning for the future*

Having a framework to identify capacity within the workforce against future needs will enable actions to be taken to bridge any gaps. This will then have further benefits in terms of costs, efficiencies and performance.

### 2.14 *Focus on priorities*

It will enable resources to be invested in key priority areas, will provide direction not only for Elected Members, Managers, employees and Trades Unions, but will also shape the services provided by the Human Resources Team.

### 2.15 *Transparency and consistency*

Being able to demonstrate to the workforce how they are to be deployed, managed and developed for the achievement of corporate objectives will further re-enforce our performance management framework. It will also clearly show an effective framework to any external scrutiny or partnerships that deliver or influence services the Council provides.

## Section 3

### Our Strategic People Objectives - The Five Themes

- 3.0 The People Strategy has been developed taking into account the key employment influences and challenges that face the Council, the objectives in the Corporate Plan, analysis of our workforce and feedback obtained from employees and external sources (CPA, liP assessment, Best Value reviews etc).
- 3.1 Our 'People Objectives' have been grouped under five broad themes. This reflects the practice used in other documents such as the Local Community Plan and Corporate Plan.
- 3.2 A brief description of each theme is given including the local challenges that face South Derbyshire and a limited number of priority areas. These areas are then further detailed in the action plan that is attached at Annex A.
- 3.3 It is important to understand that all the themes are interlinked and should not be viewed in isolation. Progress in one area will have an impact on other themes. These need to be considered in the development of the People Strategy and the targets under each theme.
- 3.4 The Five Themes are;**
- **How we manage change**
  - **How we promote diversity**
  - **How we employ people**
  - **How we develop people**
  - **How we communicate**
- 3.5 It is expected that this will make the purpose of the document easier to understand and will provide a clear structure for its implementation and assessment.



## **Section 4**

### **Key Theme 1 - How we manage change**

#### **4.0 Description**

We will aim to be a Council that actively pursues change in partnership with employees, their representatives and other organisations by

- Being a good employer and looking after our people
- Adopting clear expectations resulting from any change programme
- Being open, transparent and inclusive with the change being implemented
- Monitoring the effects of change on the workforce

#### **4.1 Challenge**

The pace of change within Local Government is unrelenting. With other drivers such as the Government's efficiency agenda, Comprehensive Performance Assessment, Best Value, advancements with the use of technology and E-government it is important that the people aspects of change are managed effectively.

Under this theme, the Council's approach to changes in the workforce, the impact the change may have, and actions to minimise the associated risks of change are addressed. It is also to include an overview of the Council's intended approach to workforce planning at a service level.

One of the priority actions contained within the action plan under this theme is the development of a Corporate Workforce Plan.

#### **4.2 Priority areas**

- Completion of a local pay and grading review
- Development of Corporate Workforce Plan
- Implementation of a framework to manage the employment implications of change programmes
- Ongoing development of actions to move resources into front line services
- Participation in a national pilot for managing stress at work

## **Section 5**

### **Key Theme 2 - How we promote diversity**

#### **5.0 Description**

We will value and embrace the diversity of our workforce by: -

- Harnessing the diversity of our employees to improve service delivery
- Ensuring the fair and consistent treatment of all our employees
- Using workforce profiles to identify any areas for positive action
- Providing continued learning events for all employees.

#### **5.1 Challenge**

Diversity needs to be mainstreamed into all services and employment practices provided by the Council. The needs and profile of the Community are diverse and the Council needs to reflect these as closely as possible.

Under this theme the Council's approach to understanding the composition of our workforce, contribution towards objectives contained in the Council Equality and Diversity Policy, maintaining fair and non-discriminatory employment practices and taking opportunities to raise our profile as an employer are addressed.

#### **5.2 Priority areas**

- The review of employment practice including compliance with legislation and best practice
- The promotion of positive action leading to the development of the workforce that reflects the community
- Reporting annually the composition of the workforce and identifying areas for positive action
- Development of learning events covering Equality and Diversity issues

## **Section 6**

### **Key theme 3 - How we employ people**

#### **6.0 Description**

We aim to provide a balanced approach to the employment of people by

- Enabling a range of flexible working options
- Raising our profile as an employer of choice
- Developing modern and fair employment practices

#### **6.1 Challenge**

Local Government has to compete effectively in the market place to recruit and retain staff. South Derbyshire needs to ensure that it promotes itself positively as an employer of choice to existing and potential employees

This theme focuses on employment matters including pay and grading structure, recruitment and selection, terms and conditions of employment, absence management and promoting flexible working options.

#### **6.2 Priority areas**

- The implementation of a fair and transparent pay and grading structure
- Development of employment practices that enable the achievement of a worklife balance
- Raising the profile of South Derbyshire as an employer
- Identifying opportunities arising from changes in employment legislation – in particular changes relating to the Local Government Pension Scheme and Age Discrimination.
- To review the opportunity to work in partnership for the potential development of an employee benefits programme.
- To complete a review of our absence management procedure.

## Section 8

### Key theme 4 - How we develop people

#### 7.0 Description

We aim to develop our employees to deliver excellent services by

- Enabling regular discussions on performance and development
- Providing a blended approach to learning opportunities
- Building leadership and management capacity
- Developing opportunities for cross service working

#### 7.1 Challenge

In order to deliver services for the Community, the workforce need to have the right skills and competencies. Having a structured corporate approach will enable a focus on key priorities and the effective allocation of resources.

This theme looks at the development of people and the approach taken by the Council. It covers issues such as learning and development, providing regular reviews of performance, identifying any learning requirements arising from changes in service delivery and the provision of learning options.

#### 7.2 Priority areas

- Implementation of a Leadership & Management Development Programme
- Sustained investment in learning and development activities for the workforce, linked to service and individual needs
- The provision of a range of learning opportunities that utilise the opportunity to work in partnership with others and use modern technology
- Development opportunities for cross service working to enhance team work
- Maintaining the Council's status as an Investor in People.

## **Section 8**

### **Key theme 5 - How we communicate**

#### **8.0 Description**

We aim to develop a culture that values opinion and encourages openness by

- Having in place effective means to consult with staff and their representatives
- Developing genuine two-way communication
- Understanding the effect of individual behaviour on the delivery of services

#### **8.1 Challenge**

Underpinning everything is the need to communicate effectively. Not only between colleagues but with anyone who does business with or works in partnership with the Council.

This is a challenging theme requiring the Council to be clear on the information it would like to convey and the scope of its audience. It covers issues such as formal consultation with recognised employee representatives from Trades Unions, employee code of conduct and behaviour, and the development of a range of information channels for employees to receive and provide feedback and/or information.

#### **8.2 Priority areas**

- To develop our existing formal and informal consultation processes with employees
- Provide ongoing options for employees to feedback on every aspect of employment with the Council
- Use information gathered from consultation or feedback received to shape the development of employment or other practices used by the Council.

## Section 9

### Workforce profile - establishing a baseline

- 9.0 To enable an assessment of the impact of the People Strategy and the proposed Workforce Plan, it is important to have regular reviews of the composition of the workforce. This will also enable the planning of subsequent actions to address any identified needs or trends.
- 9.1 These will need to be considered against comparable information from other sources to establish the relative position of the Council. This will include the use of Best Value Performance Indicators (BVPI's) and other locally determined indicators benchmarked against both public and private sector companies where appropriate.
- 9.2 In effect, information gathered now will provide the baseline to assess our progress and are linked to the performance measures in the action plan. As an overview, a snapshot of the workforce taken at 31<sup>st</sup> December 2005 shows that;
- We currently employ 370 people
  - We have more male staff (52%) than female (48%)
  - Of 64 people employed part time, 85% of these are female.
  - Over half of the workforce have worked for the Council for over 5 years
  - 31 (8%) employees have worked for the Council for over 25 years
  - Nearly 1/3<sup>rd</sup> of our workforce are aged over 50 – this is comparable with the national profile of the Local Government Workforce
  - Only one in ten employees is aged under 30
  - At principal officer grades and above, 69% are occupied by males
  - 75% of people employed on salary Grades 1-6 are female
  - 40 people ( approx. 10%) voluntarily resigned their last year (average 14.5% in 2005 survey of Local Authorities)
  - Last year nearly one in five appointments were from the current workforce
  - 100% of the workforce is covered by our Investor in People status (66% in 2005 survey of Local Authorities)
  - We provided an average of 1.8 off the job training days per employee during 2004/05. (1.6 days average in 2005 survey of Local Authorities)
  - Our corporate training budget represents approximately 1.3% of our payroll costs (1.2% in 2005 survey of Local Authorities)

## Section 9

### 9.4 Trends on BVPI's

<b>Indicator</b>	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Comments</b>
Sickness Absence	14.93 days	8.95 days	8.52 days	Middle quartile performance (improvement of 43%)
% of disabled employees	3.63	3.48	3.16	Middle quartile performance
% of BME employees	0.6	0.32	0.86	Middle quartile performance
% of top earners that are female	25	16.67	16.67	Current position is 24% = middle quartile performance
% of top earners that are from BME group	0	0	0	Middle quartile performance

## Section 10

### Key Influences and challenges

10.0 The People Strategy is about looking to the future. Whilst it is impossible to accurately predict what the requirements of our workforce is going to be over the next few years, it has been important to take into account a range of issues that will influence our future needs during its development. These are identified below under very broad headings

#### 10.1 National factors

This includes matters such as;

- The Government's Modernisation Agenda and the prospect of reorganisation.
- External inspection of the Council's performance through Comprehensive Performance Assessment under revised arrangements for District Councils and Best Value
- Local Area Agreements
- Drive towards efficiencies and shifting resources into front line services
- People having to work longer to secure adequate pension provision
- Competitive labour market
- Image of the public sector as an employer
- Pay and Workforce Strategy, Pay Commission report and other national local government developments
- Advancement in technology and E-government targets
- PSA targets
- National Procurement strategy

#### 10.2 Local factors

This includes matters such as;

- Priorities identified in the Local Community Plan
- Priorities identified in the Council's Corporate Plan
- The Council's Financial Strategy
- Increase in the population of South Derbyshire
- Development of local service plans
- Mainstreaming Equality and Diversity Issues into employment and services
- Customer expectations identified through consultation and surveys
- Opportunity to review services and work in partnership with other bodies



## Section 10

### 10.3 Local employment factors

This includes matters such as;

- Financial constraints and the need to be accountable for public expenditure
- Completing a Pay and Grading Review including job evaluation
- More complex employment legislation and new legal requirements emphasising individual rights – race, disability, religious belief, sexual orientation, stress, age, , equality standards, TUPE, pensions
- The provision of employment practices that enable a worklife balance
- Employing a workforce that reflects the local community
- Feedback from employee surveys
- Feedback from inspections including IIP and Best Value
- Workforce composition – age, gender, ethnicity, disability profile, absence, turnover, vacancy rates etc
- Employment Costs
- Recruitment and retention challenges including staff motivation
- Recognised skills shortages in specific roles

10.4 These are only examples of the types of factors that have been considered with the development of the People Strategy and the action plan. All have a local effect on the Council and the services that are provided.

10.5 The action plan proposed therefore needs to be responsive to these changes and also needs to try to maximise any opportunities to improve employment or related issues for the workforce.

## Section 11

### Workforce Planning

- 11.0 One of the stated actions is the development of a Corporate Workforce Plan. The People Strategy will sit underneath the Workforce Plan and represent the framework for enabling specific actions to be completed linked closely to the development of employees. The Workforce Plan will take a more strategic view and involve longer term planning of the capacity required to deliver services.
- 11.1 As a requirement of the Government's Pay and Workforce Strategy it is expected that the Workforce Plan will have a major influence on the continuing development of the People Strategy. The content of both will be complementary and provide a robust and sustainable framework for the long term planning and management of the Council's workforce.
- 11.2 Developed and produced by the Office for the Deputy Prime Minister (ODPM) and the national Employers Organisation, the national Pay and Workforce Strategy for Local Government identified five priority areas that are seen as critical to improving the delivery of customer focused public services. These are;

**Developing leadership capacity** among both officers and Elected Members, and attracting effective leaders into Local Government from outside the sector.

**Developing the skills and capacity of the workforce** across the corporate centre of authorities, specific services, management and the frontline workforce.

**Developing the organisation** to achieve excellence in people and performance management, partnership working and the delivery of customer focused services.

**Resourcing Local Government** to ensure that authorities recruit, retain and develop the workforce they need, and address equality and diversity issues

**Pay and rewards structures** that attract, retain and develop a skilled and flexible workforce whilst achieving both value for money in service delivery and equal pay.

## Section 12

### Consultation

12.0 With the development of any Strategy it is important to seek the views of as many stakeholders as possible. The proposed structure and content of the People Strategy has been distributed internally to seek views on its relevance to Council services and employees, as well as externally to gauge how it reflects national priorities and best practice in terms of Human Resources advice.

#### **12.1 Internal Stakeholders**

12.2 It was essential to listen and take account of the views of people across the Council. This has been achieved through both formal and informal consultation with Corporate Management Team, local and regional Trade Unions representatives, Senior Managers, Elected Members and employees

12.3 Feedback has been obtained from an employee survey and an employee working group. A pilot leadership questionnaire has also been used to shape the actions under each theme.

#### **12.4 External consultation**

12.5 The document has been shared with representatives from the Employer's Organisation, a professional Human Resources consultant and a current Head of Human Resources in another local authority.

12.6 In addition to this, feedback from any external assessment completed has also been reviewed. This includes feedback from the recent Investor in People assessment that benchmarked the Council's approach to employment matters against national standards of practice.

12.7 Importantly the actions outlined in the People Strategy are linked to the achievement of the Council's Corporate Plan. This has been developed to take into account the needs of the Community of South Derbyshire. Linking the actions directly to these will ensure that the People Strategy is working towards the achievement of key corporate objectives and targets.

## Section 13

### Risk Assessment

13.0 A high level assessment has been completed to identify any areas of potential risk in the implementation of the People Strategy. Whilst the actions listed under the action plan are specific, there are key corporate issues that need to be considered. These have been broadly identified under the following headings;

- **Resources**
- **Recruitment and retention**
- **Service delivery**
- **Performance**

#### 13.1 Resources

13.2 Adequate resources need to be available to support the implementation of the People Strategy. These include not only financial resources but also people resources. In addition sustained commitment to the delivery of the objectives within the Strategy from Elected Members and Managers.

#### 13.3 *Proposed action*

13.4 Annual budgets are set each year in accordance with the Council's Financial Strategy. Any approved actions within the People Strategy requiring additional funding will be submitted in accordance with the framework that is in place.

13.5 The Human Resources Team has a key role to play with the delivery of the People Strategy. The Head of Human Resources will be responsible for ensuring that resources are allocated to support the delivery of set milestones.

13.6 In addition the delivery of the Strategy will require support and ownership by Managers, all employees, Trades Union Representatives, Elected Members and other partners. In its development, time has been taken to raise the profile of the People Strategy and the actions required by all parties. These will be subject to an annual review and feedback will be requested.

#### 13.7 Recruitment and retention

13.8 The People Strategy provides the framework for building capacity to deliver services. Failure to sustain organisational capacity at the required levels will have a direct impact not only on the actions in the People Strategy but also on the delivery of the Corporate Plan.

## **Section 13**

### **13.9 Proposed actions**

- 13.10 The development of modern employment practices and policies will promote the Council as a good employer. Having effective and flexible recruitment policies will enable the Council to target the market place for employees and anticipate any areas where recruitment difficulties are expected.
- 13.11 The completion of the Pay and Grading Review will establish a fair, transparent and sustainable pay structure for the Council.
- 13.12 The opportunity to consider alternative options to provide support at times of high demand or turnover has been addressed with the procurement of a preferred supplier for Agency Workers. Further possibilities include the development of partnership with other bodies, sharing of resources or shifting resources into key priority areas.

### **13.13 Service Delivery**

- 13.14 As people deliver services it is important that a framework is followed to ensure that have they right skills, training, experience and involvement.
- 13.15 A secondary risk relates to the delivery of the Human Resources service and the need to provide continued assessment, monitoring and evaluation of the People Strategy to ensure it remains linked to the achievement of the Council's objectives.

### **13.16 Proposed actions**

- 13.17 All Services are required to produce a Service Delivery Plan. This has been developed to include a clear focus on the resources including capacity and learning to deliver the stated actions in their Plan. These are reviewed on a regular basis in line with the Council's Performance Management framework.
- 13.18 The Human Resources service will reflect and respond to any trends or changes in priority arising either from the Corporate Plan or other national or legislative requirements.

### **13.19 Performance**

- 13.20 The People Strategy has to follow the key objectives outlined in the Corporate Plan. It follows that it should have a direct influence on the performance of the Council towards the achievement of stated objectives. Proposed actions will then have a direct influence on any external assessment of the Council – CPA, IIP for example.

## Section 13

### **13.21 *Proposed actions***

- 13.22 Performance measures will be included against each proposed action to demonstrate progress and outcomes.
- 13.23 Any external assessment completed will provide an indication of the contribution being made by the People Strategy.
- 13.24 Each Service area completes their own plan outlining how people issues are to be addressed with the delivery of their service. These are reviewed on a regular basis as part of the performance management framework and will enable an assessment of their effect to be noted.

## Section 14

### Business Continuity

14.0 The People Strategy will form part of the Council's approach to enabling services to be sustained wherever possible in the event of a serious emergency. Whilst certain events may restrict the availability of key staff it is expected that having a structured approach to the development of people and services will build capacity in key areas. It will also enable information to be shared readily across the Council using existing channels if available.

14.1 Particular attention to this matter will be included as part of the Council's business continuity procedures. This will include looking at issues such as ;

- deployment (how key staff might be best placed during a business interruption)
- care for staff during the same
- process of identifying key skills among staff
- process of identifying past skills (e.g. a manager/director/CEO who was once an environmental health officer) so these might be used in an emergency
- identifying key specialist roles
- identifying key staff (eg priority vaccination for flu jobs)
- planning for staff shortages (eg some people having training outside their immediate job description)
- contingency measures for staff shortages- (e.g. use of agencies & mutual aid arrangements)

## **Section 15**

### **15.0 Responsibility and Accountability**

- 15.1 The responsibility for the effective management and development of the Authority's workforce lies both with Elected Members and managers of the Council.
- 15.2 The structure of the People Strategy and the actions proposed will touch every service and employee within the Council. It is expected that everyone will therefore make a contribution towards the delivery of the five strategic people objectives.

### **15.3 Monitoring and Review**

- 15.4 Regular monitoring and review of the People Strategy are essential to ensure that employees have the appropriate information and skills to enable the achievement of the Council's Corporate Plan.
- 15.5 This will be completed through regular reports submitted to Corporate Management Team in line with the performance management framework and updates provided to employees and Trades Union representatives.
- 15.6 Any new or revised policies that are developed to support the implementation of the People Strategy will be subject to the formal consultation processes that exist with the recognised Trades Unions.
- 15.7 The Council encourages and will actively consider any initiatives and suggestions for improvement from any employee, partner, external agencies or customer.



## People Strategy Action Plan

### Key Theme 1 - How we manage change

We will aim to be a Council that actively pursues change in partnership with employees, their representatives and other organisations by

- Being a good employer and looking after our people
- Adopting clear expectations resulting from any change programme
- Being open transparent and inclusive with the change being implemented
- Monitor the effects of change on the workforce

Initial priorities	Actions	Performance Measures/Indicators	Target date	Person responsible	Corporate objectives
Complete pay & grading review	Undertake Job Evaluation Implement new pay and grading structure	All JE's complete Feedback from staff Structure agreed % of appeals entered Review of project plan with key stakeholders % reduction in turnover % of unfilled posts	1 <sup>st</sup> December 2006 1 <sup>st</sup> April 2007	Head of HR Single Status Steering Group	All Themes
Adopt a formal procedure to manage change covering employment issues	Agree format for completion with Trades Unions	Formal adoption by Council Number of change programmes completed on time Number of formal disputes	31 <sup>st</sup> March 2006	Head of HR	High Quality Services

## People Strategy Action Plan

Development of a Corporate Workforce Plan	<p>Complete audit of existing workforce</p> <p>Draft Plan to ensure that structured approach to workforce planning is sustained</p> <p>Include options to support regional work on Skills for life programme</p> <p>Identify suitable occupations where succession planning would be effective</p> <p>Use learning from pilot approach taken in Contact Centre</p>	<p>Workforce profile is available and assessed</p> <p>Develop Workforce Plan to influence and lead further actions within the People Strategy</p> <p>Formal Adoption by the Council</p> <p>Performance measures included in the Plan</p> <p>Targets achieved in regional Skills for Life project</p> <p>Complete review of impact of Workforce Plan</p>	<p>1<sup>st</sup> April 2007</p> <p>1<sup>st</sup> July 2007</p> <p>1<sup>st</sup> April 2008</p> <p>1<sup>st</sup> April 2009</p>	Head of HR	High Quality Services Prosperity for all
Managing the effects of change	<p>Participation in national pilot in partnership with HSE and ACAS</p> <p>Develop procedures and practice in line with Pilot programme</p>	<p>Feedback from pilot programme</p> <p>% reduction in absences related to stress</p> <p>Feedback from surveys</p>	1 <sup>st</sup> April 2007	Head of HR	Strong in the Region High Quality Services

## People Strategy Action Plan

### Key Theme 2 - How we promote diversity

We will value and embrace the diversity of our workforce by: -

- Harnessing the diversity of our employees to improve service delivery
- Ensuring the fair and consistent treatment of all our employees
- Using workforce profiles to identify any areas for positive action
- Providing continued learning events for all employees

Objective	Actions	Performance Measures/Indicators	Target date	Person responsible	Corporate objectives
To work towards a workforce that is reflective of the Community	Identify areas of under representation  Work with community groups to raise profile of the Council  Actions to be linked with the Equality and Diversity Action Plan	Trend on BVPI's Feedback from internal/external stakeholders % increase of applicants from under represented groups % increase of employees from under represented groups	31 <sup>st</sup> July 2007	Head of HR Corporate Equalities Group	Strong in the Region
Undertake an annual analysis of our workforce	Compile data in line with defined categories and identify further actions	Contribution towards the Councils Equality Plan Trend on BVPI's	1 <sup>st</sup> July 2006	Head of HR	High Quality Services Strong in the region

## People Strategy Action Plan

Review employment practices	Complete audit of existing practices in line with EOC guidelines	Compliance with EOC guidelines Revisions jointly agreed with employees Contribution towards Equality Plan	30 <sup>th</sup> November 2007	Head of HR	High Quality Services Strong in the region
	Develop Policy to comply with legislation on Age discrimination	Policy adopted by Council % of employees working under new arrangements	1 <sup>st</sup> October 2006	Head of HR	
	Identify actions arising from review of Govt Pension scheme	Compliant employment policies % employees using new provisions	1 <sup>st</sup> April 2007	Head of HR	
Equality and Diversity Training	Establish a continued programme of learning events for all employees	% attendance on events Number of formal complaints received Feedback from evaluations	1 <sup>st</sup> May 2006	Head of HR	Strong in the Region High Quality Services

## People Strategy Action Plan

### Key Theme 3 - How we employ people

We aim to provide a balanced approach to the employment of people by

- Enabling a range of flexible working options
- Raising our profile as an employer of choice
- Developing modern and fair employment practices

Objective	Actions	Performance Measures/Indicators	Target date	Person responsible	Corporate objectives
Review Pay and Grading structure	Identify opportunities arising from completion of Pay and Grading review to enable flexibility within pay structure  Undertake Equality Impact Assessment of proposals made	% increase in retention of staff Reduction in time taken to fill posts Feedback from employees and representatives Compliance with Equality requirements	1 <sup>st</sup> April 2007	Head of HR Single Status Steering Group	High Quality Services Strong in the Region
Provide opportunities for employees to have more choice regarding their working patterns	Review options to develop employment practices  Adopt practices that provide best fit for the Council and employees	Feedback from employee survey % employees on flexible work patterns % reduction in absences Retention of IIP	1 <sup>st</sup> Sept 2007	Head of HR	High Quality Services

## People Strategy Action Plan

Review arrangements to manage absence from work due to ill health	Draft proposals to change Absence Management Procedure for discussions with Trades Unions  Implement revised Procedure and inform all employees of changes including training	Trends in sickness absence % reduction in sickness cost Completion of review Number of grievances on application of revised policy	1 <sup>st</sup> Sept 2006	Head of HR	High Quality Services
Develop and sustain compliant employment practices	Complete procurement for Occupational Health Service in partnership with other Councils  Review the implications of emerging legislation  Work in partnership with employee representatives to develop new/revised policies  Establish regular review of employment policies	Occupational Health contract in place	31 <sup>st</sup> May 2006	Head of HR	High Quality Services Strong in the Region
			1 <sup>st</sup> April 2007		

## People Strategy Action Plan

Progress review of other employee benefits through potential partnership	Identify options available to provide range of employee benefits  Develop partnership if appropriate to maximise economies of scale	Retention of staff Feedback from employee survey % reduction in absence figure Cost savings through reduced employer statutory contributions	1 <sup>st</sup> Sept 2006	Head of HR	High Quality Services Strong in the Region
Consider options regarding the recruitment & selection of employees	Undertake review of current practice  Develop actions to enable efficiencies in process and reduce costs  Consider options for recruitment into areas of known skill shortages or hard to fill roles	Time taken to fill post Reduced recruitment cost Partnerships in place for Agency Workers ( <b>Complete</b> ) Review of recruitment practice Changes in workforce profile Reduction in vacancy rates % increase in applications received electronically	1 <sup>st</sup> April 2008	Head of HR	High Quality Services Strong in the Region

## People Strategy Action Plan

### Key Theme 4 - How we develop people

We aim to develop our employees to deliver excellent services by

- Enabling regular discussions on performance and development
- Providing a blended approach to learning opportunities
- Building leadership and management capacity
- Develop opportunities for cross service working

Objective	Actions	Performance Measures/Indicators	Target date	Person responsible	Corporate objectives
Develop Leadership and Management programme	Complete review and agree core management and behavioural competencies	% Managers included on programme Assessment of competencies Feedback from delegates Evaluation completed Influence on performance within service areas	31 <sup>st</sup> Sept 2006	Head of HR	High Quality Services
	Review options, including sharing resources and then implement learning programme for all Managers	% of internal appointments into management roles			
	Support the Elected Member Training Programme	Achievement of Chartered status Feedback from delegates % Elected Members with formal training programme	31 <sup>st</sup> July 2007	Head of HR Head of Legal and Democratic Services	High Quality Services Strong in the Region



## People Strategy Action Plan

Provide range of learning options	<p>Provide Corporate Training Programme developed from needs identified at all levels</p> <p>Develop learning resources that utilise technology where possible</p>	<p>Increase in off the job learning days provided</p> <p>Cost of learning</p> <p>% of learning activities provided electronically</p> <p>Increased use of different learning interventions</p>	31 <sup>st</sup> Sept 2006	Head of HR	High Quality Services
<p>Demonstrate the effectiveness of investment in learning</p>	<p>Review feedback from IIP accreditation and develop action plan to maintain status</p> <p>Annual report to Council on the learning actions completed and impact on services</p>	<p>Peer assessment on action plan</p> <p>Feedback from Elected Members</p> <p>Trend in number of days learning per employee</p> <p>IIP status maintained</p> <p>Impact on individual and service performance</p> <p>% increase in completed evaluations</p>	31 <sup>st</sup> Sept 2006	Head of HR	High Quality Services
<p>Provide and encourage opportunities to work across service areas</p>	<p>Development of Prince2 methodology as the corporate standard for project management</p> <p>Provide generic learning events including team based learning</p>	<p>Number of projects managed under Prince2</p> <p>Intranet site developed for project management</p> <p>Feedback from evaluations</p>	1 <sup>st</sup> April 2007	Head of HR	High Quality Services

## People Strategy Action Plan

### Key Theme 5 - How we communicate

We aim to develop a culture that values opinion and encourages openness by

- Having in place effective means to consult with staff and their representatives
- Developing genuine two way communication
- Understanding the effect of individual behaviour on the delivery of services

Objective	Actions	Performance Measures/Indicators	Target date	Person responsible	Corporate objectives
Adopt a formal consultation framework with employee representatives	Establish TU Facilities Agreement  Review existing framework and propose options for agreement with TU's and Elected Members	Feedback for TU's Amount of time taken on TU duties Number of formal disputes Adoption by Council	In place  1 <sup>st</sup> April 2007	Head of HR	High Quality Services
Regularly engage with the workforce	Repeat employee survey  Ensure that employees are given the opportunity to contribute to the development of service plans	% return on employee survey % number of actions implemented Feedback from Employee working group Trend in satisfaction indicators on communication % employees contributing to service plans Analysis of exit interviews	31 <sup>st</sup> December 2006	Head of HR	High Quality Services

**People Strategy  
Action Plan**

<p>Review procedures centred on the employment cycle for employees</p>	<p>Develop procedures that provide a framework to manage employment life cycle</p> <p>Review induction and exit procedures</p> <p>Continue to review PDR process</p>	<p>Completed number of induction's % employees with initial development plan</p> <p>% number of PDR's completed</p> <p>% number of exit interviews completed</p> <p>Feedback from employee survey</p>	<p>1<sup>st</sup> April 2008</p>	<p>Head of HR</p>	<p>High Quality Services</p>
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## EMPLOYEE BRIEFING

### People Strategy

#### What is it?

In essence a framework for ensuring that the Council has the right people, with the right skills, in the right place at the right time.

To be effective the People Strategy needs to be seamlessly linked with the delivery of the Council's Corporate Plan and to support the delivery of improved services for the community of South Derbyshire.

#### Sounds like a document for managers?

Clearly managers have an important role to play but this is about all the people that are employed by the Council. It is a framework to ensure that all people have the opportunity to perform their jobs to the highest possible standards.

#### What does it mean for me?

It shows a genuine commitment by the Council to be an employer of choice. The Council wants to provide excellent services through having a skilled, motivated and flexible workforce. This involves not only looking at terms and conditions of employment but looking at development, opportunity and progression.

#### How has it been developed?

It has been developed along the lines of 'best practice' in people management terms and more crucially 'best fit' to the Council's specific requirements and culture. The work has been supported by Elected Members, Corporate Management Team, Trades Unions and other employee groups.

***This is a working document. It will be subject to regular review and development.***

#### What now?

Following its adoption by Council in March 2006, an action plan has been agreed to move forward on a number of key themes. These will be progressed with regular feedback provided to all employees.

#### What are key themes?

Rather than have a lot of different actions it has been decided to group them under 5 broad headings. It is expected that these will demonstrate the Council's commitment to addressing the issues that are key to our employees. Feedback on progress under each theme will be reported on a regular basis.

## **And what are they?**

The five themes are set out below with a very brief explanation

- **How we manage change**  
What the Council intends to do and how employees will be involved
- **How we promote diversity**  
Promoting equality of opportunity for all within employment
- **How we employ people**  
Looks at terms and conditions of employment
- **How we develop people**  
Considers the options to provide learning and development opportunities
- **How we communicate**  
Informal and formal means to encourage discussion and feedback

## **Will it make a difference?**

Having a People Strategy is a step forward. However, this is only the start of the journey. Through working jointly with shared aims it is expected to make the Council an excellent provider of services and an employer of choice.

## **Where can I find out more?**

In addition to the actions being taken to launch the People Strategy, further details are available for Human Resources. A copy of the Strategy and action plan has been placed on the Council's intranet.

**People Strategy** - March 2006 (first version)

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