

People and Workforce Development Strategy

2018 – 2020

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1. Introduction

The People and Workforce Development Strategy is the Council's statement of how it will realise its ambitions and deliver its priorities for the people of the Daventry District through its people. The People and Workforce Development Strategy is a fundamental part of what we are committed to do as an employer and how we intend to lead, develop and support our people.

Our Vision is to develop a better district.

We want Daventry to flourish as a place to live, work and prosper, and our Vision to *Develop a Better District* is set out in our Corporate Strategic Plan and how we mean to achieve that.

2. Key challenges

The challenges for the future are to deliver the priorities in our Corporate Strategic Plan for the District while preparing to enter into new arrangements for delivering local government in Northamptonshire.

Our Corporate Strategic Plan and priorities and our Medium Term Financial Plan show that we are committed to continue providing effective services for the Daventry District.

The best way to meet these challenges is by having high performing and highly motivated people. Our people must feel that they can engage and provide a valuable contribution to making improvements, and have the skills and experience in their roles to enable them to adapt to changes whether at Daventry District Council or in a new form of local government in Northamptonshire.

3. Our Values

The Daventry District Council Values were launched in July 2008, with the aim to support service improvement in not only what we deliver but also how we deliver our services. The values were drawn down from performance workshops with senior managers and after consulting all staff through team briefs.

The values have since become an integral part of life at Daventry District Council, as evidenced in the Investors in People assessment in

2017 with 88% of those surveyed believing that their day to day behaviour reflected the Councils values to some degree.

The values feature strongly in the Corporate Strategic Plan 2017 – 2020. We also use the values in recruitment so that we attract applicants who identify with our culture and they also provide a focus for assessment at appraisals.

4. Building on Success

The previous People and Workforce Development strategy has supported continued enhancement of Council Performance. Our People success has included:

- Investors in People Accreditation at 'Silver'
- Delivery of Management Development through all tiers of management on a rolling basis.
- Working towards the 'Achieving' status of the Local Government Association 'Equality Framework for Local Government', a tool that enables equalities to be mainstreamed into all aspects of the Council's work
- Internal Audit opinion of 'Full Assurance' for HR & People Management 2016/17
- Improving recruitment and retention through identification of the 'Employee Value Proposition' and the development of an Employer Brand to be used in an up to date recruitment toolkit
- Approval for a new salary structure for all employees ensuring that the requirements of the National Living Wage are fully incorporated with minimal impact on our differentials and salaries are more competitive in the recruitment market

5. Strategic Focus

5.1 National and local landscape 2018 – 2020

Nationally the political and economic landscape is likely to be dominated by the negotiation process for the UK's withdrawal from the European Union following the 2016 Referendum.

Locally the focus is on the future shape of local government within Northamptonshire. This follows the invitation from the Secretary of State for Communities and Local Government for submissions of locally led proposals for new ways of delivering local government

services in Northamptonshire. The timetable for the new arrangements are anticipated to be for a 'shadow authority' to be in place by April 2019 with elections for new Council's taking place in 2020.

6. People Strategy Themes

This strategy will focus on four key themes that reflect the priorities of the Council over the next two years

- Valuing our people
- Developing our people
- Transforming our organisation
- Preparing for change

6.1 Valuing our People

Developing our recruitment and retention strategy to attract and retain the right calibre, high performing people.

Our aim is to ensure that we are consistently recruiting, developing and retaining the people who will identify with the Council values and help to deliver against its priorities.

We want to utilise effective recruitment channels to ensure that we are able to fill vacancies either through permanent or temporary employment, as necessary to ensure that the right people are in place at the right time to deliver our services.

We will develop a recognisable employer brand to help to put Daventry jobs at the forefront of recruitment advertising and to identify Daventry District Council as an employer of choice.

We want to provide a quality Apprenticeship programme with Apprentices developed to achieve relevant qualifications with valuable work experience that will assist them in future employment.

6.2 Developing our People

Developing our people strategy, working towards higher levels of performance against the Investors in People standard.

Our aim is to use the Investors in People (IiP) framework to continuously improve our strategy and develop our people. With the

specific aim of improving the Council's capacity to be flexible and resilient to changes in the public sector and in the communities that the Council serves; a continuous improvement action plan is the ideal strategy for the Council within the context of local government reform.

We will use the IiP framework to ensure consistency in the way that leaders and line managers at every level perform their responsibilities, inspire their teams and facilitate high performance.

6.3 Transforming our organisation

Ensure an effective performance management process is in place, providing employees with constructive feedback and development opportunities.

We know how important it is to establish and maintain an environment where every employee has the information required to undertake his or her role effectively and efficiently through appropriate communication channels, building and reinforcing positive working relationships.

A key aspect of this is the regular opportunity for one-to-one dialogue with their line manager or supervisor, defining the behaviours that contribute to achieving the Council's values and engaging employees in work that is challenging and rewarding; to ensure that the Council is able to deliver its objectives.

6.4 Preparing for Change

It is recognised that significant changes to the landscape of local government services in Northamptonshire will be occurring within the timeframe of this plan.

Daventry District Council will continue to deliver services that it is currently responsible for, until such time as those services are transferred to another form of Local Government delivery within Northamptonshire.

During this period of anticipated change the Council will work collaboratively with neighbouring Councils, seeking to deliver services effectively and efficiently for the communities within our district; being mindful of opportunities for shared working and for the future amalgamation of systems and service provision.

Looking forward to potential changes, the Council will seek to provide opportunities for development to ensure that employees are prepared for challenges ahead and that they are able to continue to provide our communities with the services for which we are currently responsible.

The Council will also seek to ensure effective employee relations to ensure the achievement of the Council's priorities and objectives, and to establish and maintain an environment where the workforce has the information required to undertake their role effectively and efficiently through appropriate communication channels.

7. Where are we now?



Diagram 1: DDC current SWOT

8. What do we need to move forward?

8.1 Valuing our people:

The Council aims to be a good employer by:-

- Recruiting and retaining excellent people – building on insights gained from Employee Value Proposition project.
- Ensuring that our people are best placed to take advantage of the career progression opportunities that arise.
- Ensuring equality and diversity is reflected in service provision and employment practices
- Fair and equitable treatment of employees in pay, grading and reward structures
- Enabling a range of flexible working options to ensure that services are effectively provided to our local community.
- Motivating employees and valuing their contribution to organisational objectives.
- Ensuring that we fulfil our duty of care to our employees, including actively promoting health and wellbeing strategies.

8.2 Developing our People:

The Council will aim to develop our employees to deliver excellent, effective and sustainable services by:

- Enabling regular discussions on performance and development with employees
- Refreshing guidance on behaviours associated with the values to improve understanding of 'how' we do things.
- Working with employees to enable them to identify the need for, and to source appropriate development opportunities
- Ensure evaluation of learning and development.
- Enabling a range of learning opportunities for employees.
- Developing, and maintain a leadership and management competency framework to inform both our recruitment and development planning activity.

8.3 Transforming our organisation

The Council aims to deliver its organisational priorities through a structure that promotes flexibility and empowers employees at all

levels to achieve their potential within constantly changing environment by:

- Effectively engaging and listening to our employees .
- All employees demonstrate a high level of customer care skills and behaviours as evidenced by the Council's values. It's 'how' we do things that demonstrate we are making a difference.
- Ensuring performance management is embedded throughout the Council
- Employees collaborate effectively across the organisation and with partners to achieve organisational priorities.
- Developing the ability to manage and understand risk, particularly in an unknown, uncertain or rapidly changing environment
- Developing a more commercial approach to conducting business and other council initiatives specific to transform services to be efficient, resilient and customer focused.
- Inviting and welcoming challenge, because we realise that through challenge organisations improve.

8.4 Preparing for Change

The Council will prepare employees and services for the future by:

- Providing support for employees as the Council moves towards proposed transition
- Developing the capacity to manage change
- Providing open communication channels with employees, Trade Unions and their representatives to enable smooth transitions to new structures.
- The ability to communicate honestly and openly utilising effective methods that engage with our communities
- Communicating proposed changes clearly and transparently
- Exploring options for future service delivery, identifying opportunities to work with partners to ensure that services are resilient and sustainable, meet the needs of the local communities and are valued by service users.

9. Who needs to be on board?

There are a number of key stakeholders with responsibility for implementing the People and Workforce Development Strategy and

ensuring that services to all residents are delivered by well-managed, motivated, skilled, competent and committed individuals and teams.

9.1 Senior Management Team

The Chief Executive, as 'Head of Paid Service' is responsible for all employees, the way the Council's functions are discharged and the day-to-day management of the Council within its policies and budgets. These responsibilities are exercised through the Senior Management Team who take Corporate responsibility for the management and leadership of the Council, with each Manager ensuring that their team is managed efficiently and effectively and treated fairly, consistently and with respect and dignity.

All managers have direct responsibility and accountability for the supervision of their teams on a day to day basis, including performing all HR functions in relation to them. It is therefore critical that they have the skills, expertise and knowledge to manage their teams effectively. In particular that performance is managed, addressed and enhanced by using appraisals, targets and one-to-one reviews. Managers have particular responsibilities:-

- To deliver strategy through service plans
- To manage and motivate teams and individuals
- To utilise effective communication channels
- To measure performance and provide feedback

9.2 HR

The HR function, through the Governance & HR Manager, has a responsibility to ensure that the Council's HR policies, procedures and practices not only comply with employment legislation and best practice but reflect the Council as a progressive employer. The HR team will provide high quality advice, support and guidance to managers and employees. HR have particular responsibilities:-

- To review and develop HR policies and procedures
- To design, facilitate and support programmes and activities
- To measure, evaluate and provide feedback on metrics that contribute to outcomes

9.3 Unions

Recognised Trades Unions have a role in communicating and consulting their members and working in partnership to support

beneficial outcomes. Union representatives provide a channel for consultation, feedback and challenge to ensure that good employee relations are maintained.

10. How does the People and Workforce Development Strategy fit into the Corporate structure?

The People and Workforce development strategy contributes to the achievement of the Corporate Strategic Plan 2017 - 2020 and will directly deliver against the last of the objectives 'to be an effective and efficient Council' and support service delivery in the other areas.

Detailed measures and priorities are developed from the Corporate Strategic Plan. The measures directly linked to the HR Strategy are:

B3 Facilitate and develop opportunities for employment and learning.

C3 Value and develop an effective workforce.

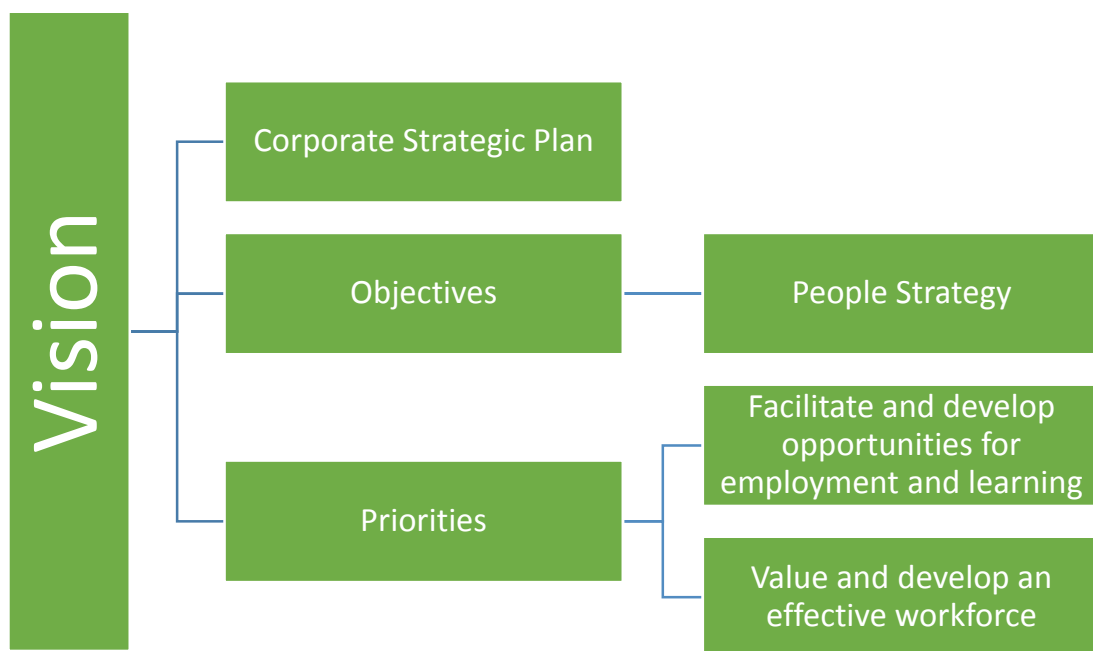


Diagram 2. The People Strategy links with the CSP

We have described our People Strategy around four key themes:

- A. Valuing our people
- B. Developing our people
- C. Transforming our organisation
- D. Preparing for change

The actions associated with these can be found as part of the Workforce Development Plan.

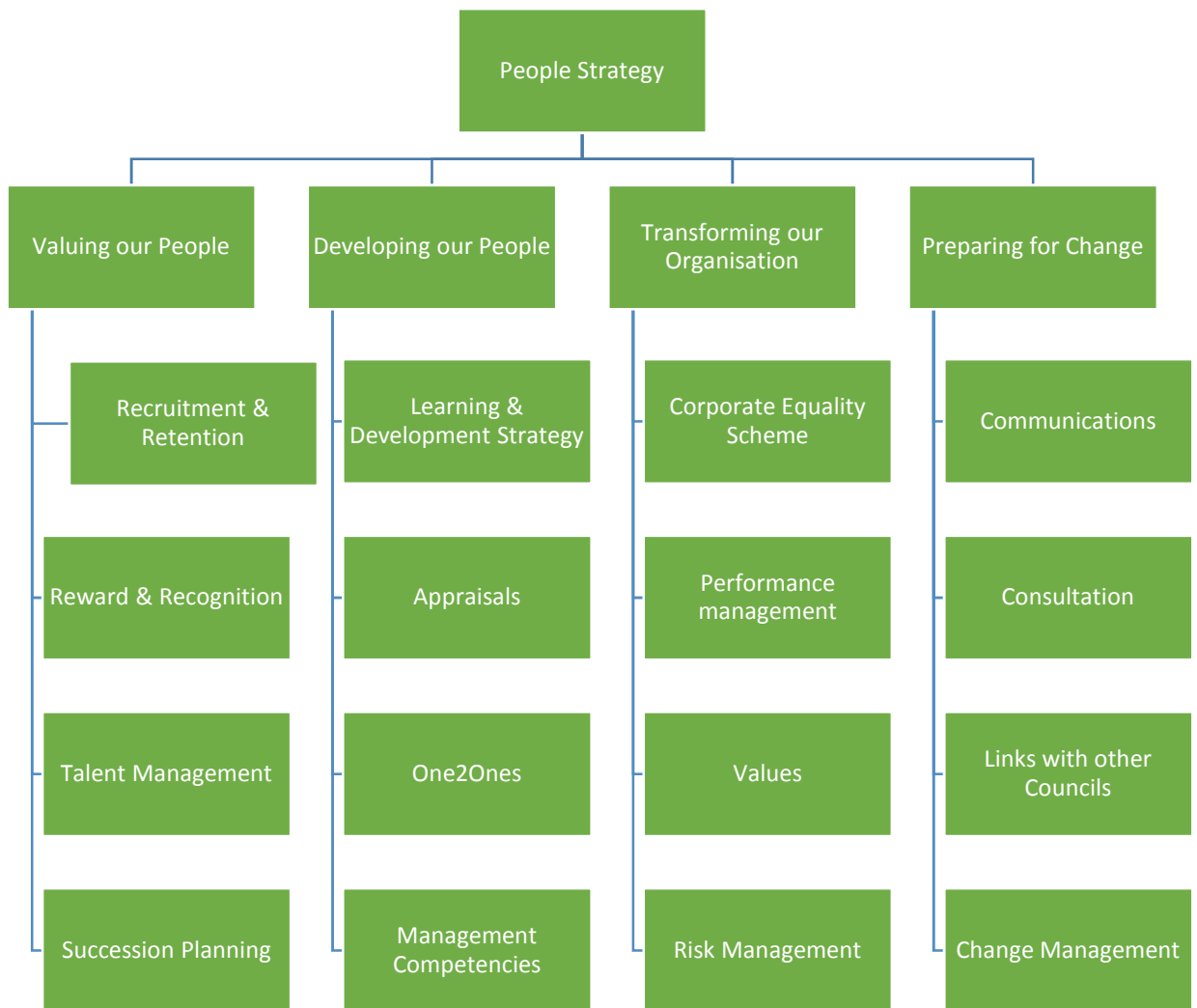


Diagram 3. People Strategy themes and linked strategies management activity.

10.1 Culture

Our Strategy is also influenced by the overarching policies and procedures of Daventry District Council which help to set it apart as a high achieving, debt free Council. The People and Workforce Development Strategy aims to add value and to influence this culture and to foster an environment of continuous improvement, where employees are given opportunity to be involved in enriching work that contributes to the corporate vision.

10. 2 Related Corporate Documents:

- **Constitution**

The Council has formally agreed a Constitution which forms the 'backbone' of how the Council operates, how decisions are made and the procedures which are followed. All of our employment related policies and procedures essentially link back to the Constitution.

- **Employee Code of Conduct**

The Council's Code of Conduct sets high ethical standards to ensure the integrity of the Council and its employees, as well as the legality of its actions. The code ensures a consistent approach on issues such as gifts and hospitality; outside commitments and interests, and relationships, both with colleagues and contractors.

- **The Local Code of Corporate Governance**

The Council's Local Code of Corporate Governance describes the governance arrangements which are in place to ensure the Council conducts its business in accordance with proper standards.

The Council is committed to the seven principles of good governance set out in the CIPFA/SOLACE publication "Delivering Good Governance in Local Government". The People and Workforce Development Strategy particularly contributes to 'developing the entity's capacity, including the capability of its leadership and the individuals within it'.

- **The Corporate Equality Scheme and Plan 2017 – 2020**

The Corporate Equality Scheme is working towards a goal that everyone is treated with dignity and respect, and that individuals have an equal chance to succeed.

The scheme provides a comprehensive picture of the Council's equality objectives and priorities and outlines actions that will ensure these objectives continue to be met. It also demonstrates the work the Council is doing to meet the Public Sector Equality Duty.

The People and Workforce Development Strategy particularly dovetails into the priority 'continue to progress as an authority committed to equal opportunities'.