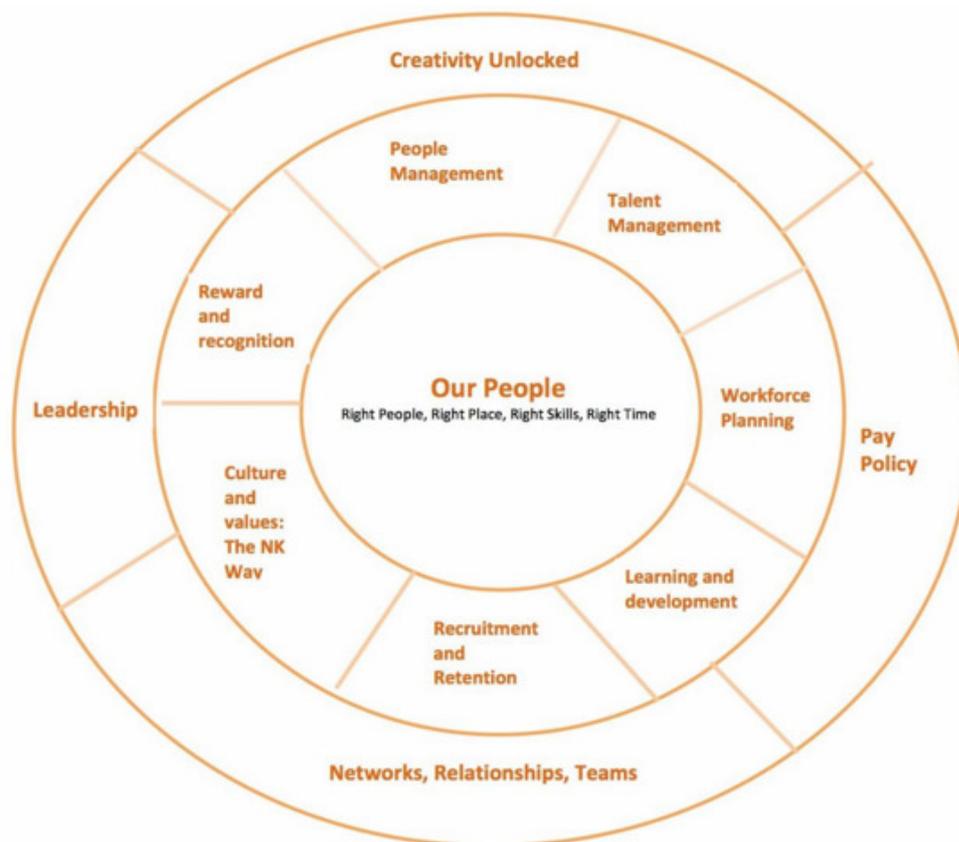


Our People Strategy

2015 - 2020



**Right People, Right Place,
Right Skills, Right Time.**

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Our People Strategy Foreword

Welcome to the Our People Strategy.

I firmly believe that the individuals employed here at North Kesteven District Council – Our People – are fundamental to this organisation’s success, and to the wellbeing of the population we serve.

NKDC exists to provide a range of important services to the communities of this district so that they are able to thrive and prosper. To do this successfully we are dependent on the commitment, talent and determination of Our People; to create successful relationships; to generate ideas; and to deliver effective and efficient services.

This strategy details how we, as an authority, will support our people and enable them to continue to make an invaluable contribution to the delivery of our Corporate Plan. In addition, the strategy puts forward a clear vision of what we are committed to do as an employer and how we intend to lead, develop and support Our People.

I hope you will join me in committing wholeheartedly to the delivery of this strategy, which I am confident will enable us to provide the best for Our People, and ultimately, the people of this district.



Ian Fytche
Chief Executive

1 Our People: Strategy

This workforce strategy aims to support North Kesteven District Council (NKDC) to have the right people, in the right place, with the right skills, at the right time to enable the delivery of the Corporate Plan. To complement the Council priorities: Our Homes; Our Community Our Economy, Our Council; the Workforce Strategy has been renamed Our People.

People at NKDC are essential representing over 40% of annual budget spend and the human interface between the Council, the communities we serve and our partners. Therefore, effectiveness of the workforce, retaining stars, and recruiting new talent are essential to ensure NKDC remain a high performing and highly regarded council. The ultimate goal of this strategy is that NKDC is an employer of choice. Other anticipated outcomes from this strategy include (in no particular order):

- Developed critical business capabilities;
- Embedded capability to ensure sustainability over the long term
- Empowered and inspired colleagues
- Enhanced employment life-cycle from attraction of applicants through to career transition helping individuals maximise their performance and capacity whilst realising their potential
- Enhanced performance through senior team ownership of goals and targets
- Excellent colleague retention and a motivated workforce
- Managers and leaders who plan for the future; anticipate change; manage the workforce, meet business goals and align the workforce with strategic goals
- Develop plans in place for succession

1.1 CMT Ownership

The Corporate Vision and Priorities for 2015 – 2020 will be achieved when there is collective ownership of this strategy with Members on board and the senior team providing clear direction, managing actions through to completion whilst evaluating and reviewing impact and success. This strategy has been informed by colleagues at all levels across the organisation and produced by the HR Manager. Due to changes in business requirements and legislation, Our People is dynamic where strategy and direction should be reviewed regularly. As such CMT have made a commitment that Our People will be an agenda item for CMT and SMT meetings on a monthly basis with immediate effect.

2 Our Council: the operating context

2.1 Building on success

During the last 3 years, the previous Workforce Development Strategy has supported continued enhancement of Council performance. Our People success has included:

- Embedding the “NK Way” through a new Competency Framework co-designed by colleagues across the Council and the Human Resource team. The framework has incorporated corporate values with competencies helping to establish a common understanding of the “NK Way”. It has been implemented for all colleagues through integration within the Employee Development Interview (EDI)
- Reducing absence through proactive HR facilitation and a new occupational health provider
- Improving people management through a bespoke development programme for line managers
- Providing colleagues with the skills and confidence to use new technology through excellent internal training
- Improving management information and administration effectiveness via implementation of a new HR and Payroll IT System
- Generating income through external service provision to other local councils.
- Investors in People Bronze Accreditation

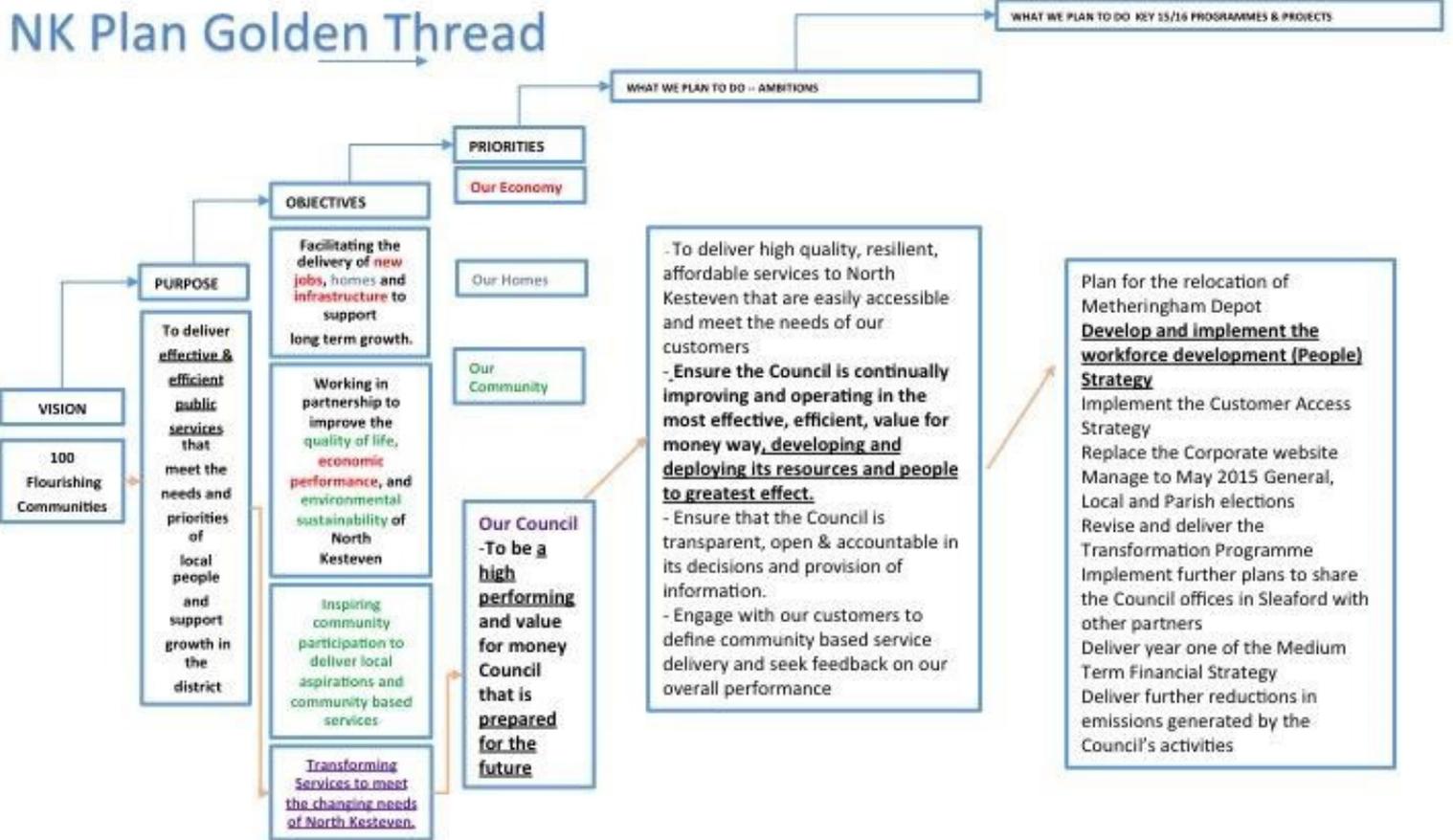
This strategy aims to build on previous work, enhancing and embedding the “NK Way” with an excellent people management and development approach across all divisions and teams.

Creating the right people, in the right place, with the right skills at the right time.



2.2 Our Council Ambitions

NKDC have reviewed the Corporate Vision and Priorities for 2015-18, Our People continues to be a key driver for success (Golden thread).



People Strategy Golden Thread

This strategy is therefore intrinsically linked to the delivery of the Corporate Plan. Ensuring NKDC colleagues are the right people, in the right place, with the right skills at the right time to deliver effective and efficient public services that meet the needs and priorities of local people and support growth in the district.

2.2.1 Our Corporate Values: “The NK Way”

During 2014, the corporate values at NKDC were re-evaluated and are now represented by the following statement:

“NKDC is a people-focussed, honest and high performing organisation, which utilises teamwork to deliver a professional service to our customers and partners and to support all members of our 100 communities to make a positive contribution”

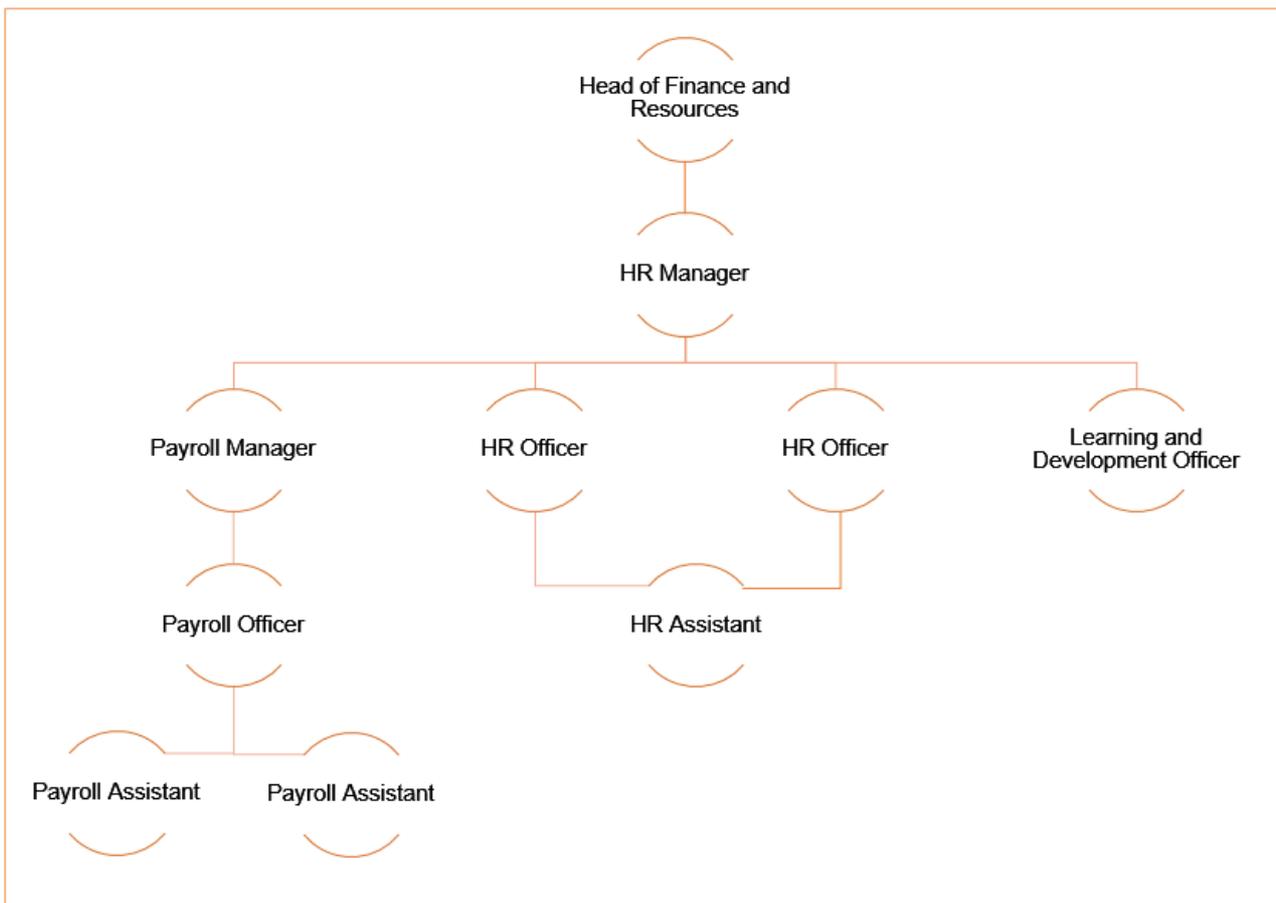
These values, referred to as the “NK Way”, are the foundation for Our People strategy and will also be the foundations for new ways of working and HR supporting practice. The values are already embedded into the following practices:

- Competency Framework
- Annual Employee Development Interviews
- Recruitment practices
- Corporate Learning and Development approach

2.3 Human resources (HR) and Payroll Functions

The HR and Payroll functions have a significant role in implementing and supporting the achievement of Our People strategy alongside colleagues and CMT. The HR and Payroll team has expanded over the last three years and recently restructured, enhancing the range of professional services that can be offered. There has also been significant investment in systems to support the HR and Payroll functions.

HR and Payroll Function



These changes and investments place the team in a good position to support the implementation of this strategy and the achievement of its ambitions to have the right people, in the right place with the right skills at the right time. The next phase in our move towards excellent HR and Payroll services is:

- To develop the newly formed team's competence to deliver this strategy
- To embed the available systems in to everyday practice. Our People: Starting Out

2.4 Where we are now

This strategy aims to have the right people in the right place with the right skills at the right time. In order to understand where NKDC is currently, what is working and where there is scope to improve and/or develop, NKDC managers and the HR team have undertaken a SWOT (strengths, weaknesses, opportunities and threats) analysis. The result of which are shown in the diagram below:

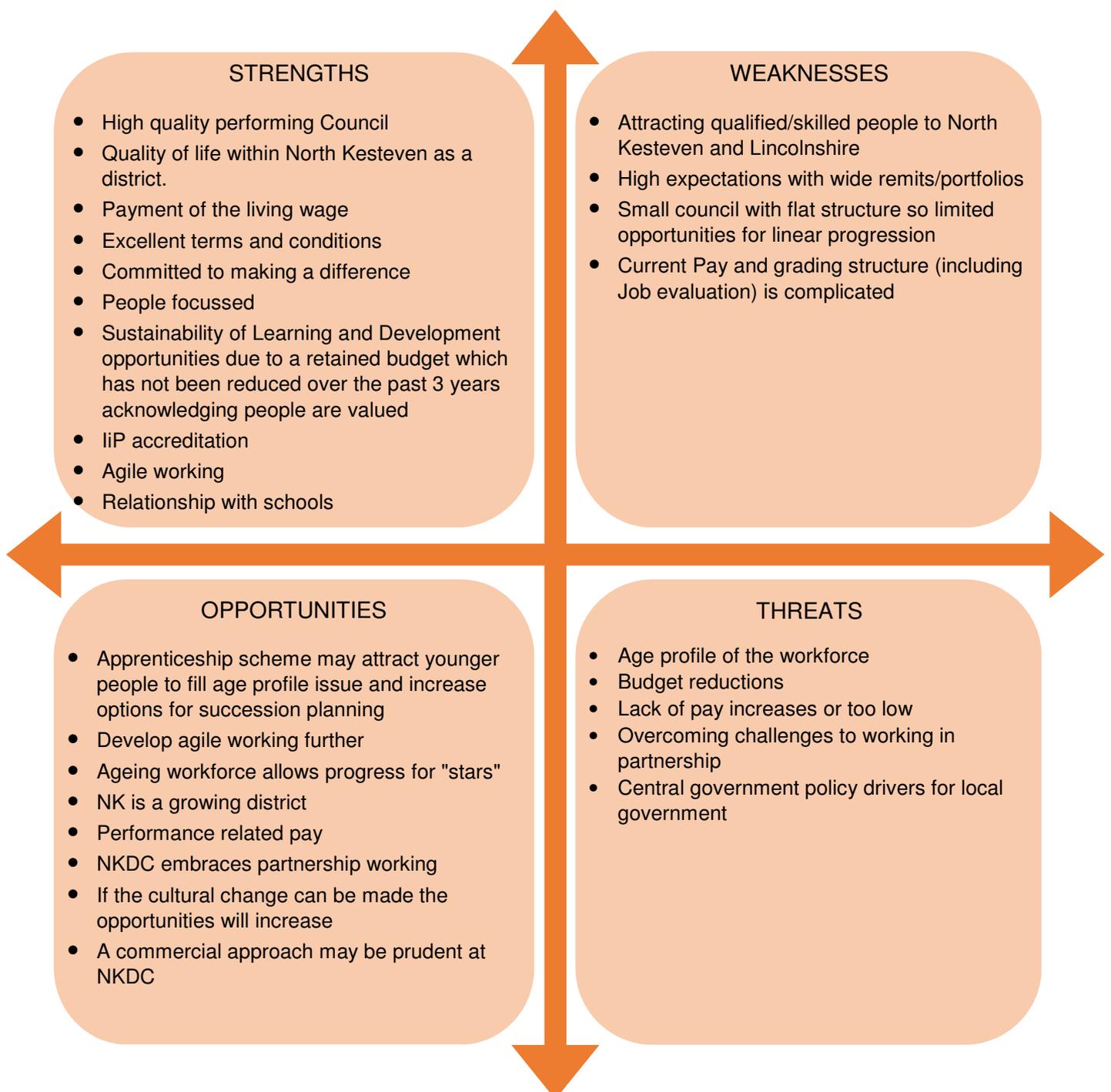


Diagram: Our People Current Situation SWOT

- Ensure fairness and equity are retained (e.g. living wage, Chief Officer salary limited to no more than 11 times that of lowest paid employees)
- Effective HR practice based on fair and transparent decisions and ways of working
- It is important that all colleagues have an improved understanding of democracy and how the Council works so as to develop knowledge around local government.
- Better links with future workforce
 - Increased engagement with education and recruitment bodies
 - Placements and secondments with partners in public, voluntary and private practice
 - Use and evaluate a variety of recruitment strategies to attract a wide pool of the right applicants
- Investment in learning and development
 - Training for leaders and managers to create effective work environments, provide excellent direction and develop teams who deliver excellent services
 - Outline organisational expectations
 - Induct new staff and refresh all employees in NKDC expectation of all building blocks the things that were seen as critical to success were: leadership, unlocking creativity of all employees, the pay policy, building effective teams, excellent people networks and relationships.

2.6 Who needs to be on board?

To make Our People a success the following people (in no particular order) need to be actively involved in designing, delivering and evaluating programmes and activities:

- Best practice organisations
- Human Resources and Payroll
- Partners from all sectors
- Rising Stars
- Senior Management Team
- Unit managers
- Unions

2.7 Our People Moving Forward

Using the knowledge and insight described a programme to support the achievement of this strategy is emerging as represented by this diagram:



3 Our People: Achieving Success

3.1 Our People: Programme 2015-20

Ref	HR Process/ Outcome / Key activities	a. Workforce Planning	b. People Management	c. Learning and Development	d. Recruitment and Retention	e. Reward and Recognition	f. Talent Management	g. Values and Corporate Culture	Evaluation measure
HR01	Empowered and inspired colleagues	Agile working	Learning and coaching style Build brilliance	CREATIVITY UNLOCKED Learn from mistakes and successes	Placements and secondments with partners in public, voluntary, and private practice			People's passion developed No Blame	Speed of decision-making
HR02	Managers who plan for future, anticipate change, manage the workforce, meet business goals and align workforce to strategic goals	Managers with robust and systematic workforce plan	Enable people to reach potential Encourage creativity LEADERSHIP 360 feedback Risk Aware Performance management	Understand democracy and how council works Induction and refreshers in NKDC expectation Teams and Relationships People Networks Leadership and Management Training in achieving excellence	Generic manager job pack	Enhanced flexibility re working conditions	Talent Management systems in place/ Rising stars identified	Well-being and safety advocated Pastoral support and stress management	
HR03	Enhanced employment life-cycle from attraction of applicants through to career transition helping individuals maximise their performance and capacity whilst realising their potential			Induction and refresher	Up-to date job packs Use and evaluate a variety of recruitment strategies	Rewards and recognition reflect work motivators Wide pool of right applicants	Talent Management systems in place/ Rising stars identified Career Pathways identified		Wide pool of right applicants Work motivators
HR04	Embedded capability to ensure sustainability over the long term	Succession planning process Apprenticeships Rising stars		Talent Management systems in place/ Rising stars identified Career Pathways identified Competency development Management and leadership development	Apprenticeships		Rising stars retained and progression achieved		
HR05	Developed critical business capabilities	Workforce model and current data Key occupational and skills shortages identified	Commercial awareness with financial acumen	Learning and Development Plan with supporting procedures and dedicated budget Competency gap and training needs analysis	Key occupational and skills shortages strategies developed Up-to date job packs	JE review			Training evaluation
HR06	Plans in place for succession	robust and systematic workforce plan			Increased engagement with education and recruitment bodies		Succession planning process Talent Management systems in place/ Rising stars identified Career Pathways identified		Ensure fairness and equity are retained
HR07	Excellent colleague retention and a motivated workforce		Excellent HR practice across organisation		Annual benchmarking	Comprehensive review of pay and reward costs Total Reward		Absence management Worklife balance	Staff satisfaction, perceptions of partners and colleagues Length of stay
HR08	Enhanced performance through senior team ownership of goals and targets	Income generation, shared services and outsourcing opportunities identified			Ensure fairness and equity are retained	Living Wage Accreditation PAY POLICY Equal Pay Compliance			Ensure fairness and equity are retained Identified work motivators

KEY: Orange = culture Blue = systems Green = Terms and conditions
Yellow = critical to success

A delivery plan with actions, milestones, and timelines for each workshop will be produced led by named senior manager and HR/Payroll team member.

3.2 Our People Our Promise: Service Level Agreement

For people management within North Kesteven District Council to be successful, it is important there is an agreement between all internal stakeholders

Our People, Our Promise

Manager	Colleagues	Human Resources
<ul style="list-style-type: none"> • Consistent management, treating all colleagues with respect and dignity • To give opportunities to learn from experience • To ensure all Learning and Development opportunities are promoted and investigated to allow colleagues to reach their full potential • Individual 1-1 meetings frequently to discuss progress against objectives and consider development opportunities and concerns • To provide meaningful and timely employee development interviews annually • To work towards meeting the Council's priorities whilst considering the interests of colleagues, engaging them to succeed • To involve colleagues whilst considering change initiatives and, if applicable, to assist in implementation 	<ul style="list-style-type: none"> • To take responsibility for their own learning and development • To 'live' the Council's values and behaviours • To ensure a quality service delivery in everything they do • Consider cross-functional engagement as applicable • To contribute to transforming NKDC and be positive about change • To seek clarity if unsure • To actively review why errors have occurred, learn from them and suggest process improvements • To be proud of working for North Kesteven District Council 	<ul style="list-style-type: none"> • To train Managers and colleagues in the skills to transform NKDC • To provide effective advice and guidance on appropriate learning and development to improve skills • To ensure effective policies and procedures are available to assist in people management • To provide timely management information • To plan, implement and review all activities effectively • To produce annual divisional training plans and individual training plans, then assist managers in ensuring the plans are realised within budget • To ensure managers have effective people management skills to ensure effectiveness and meet annual objectives