



PEOPLE STRATEGY

2016 - 2020

Supporting
Transformational
Change and
Innovation

Sustaining and
improving a
skilled, flexible
and motivated
workforce

Building
Leadership and
Management
Capacity

Planning for the
Workforce of the
Future

PEOPLE STRATEGY 2016 – 2020

Foreword from the Chief Executive and Leader

Craven District Council has high aspirations to be among the best councils, providing excellent services that meet the needs and wants of service users. We want to do this effectively, maintaining as low a council tax as is reasonable. To have any chance of achieving this goal, the Council must recruit, retain and develop the best staff and councillors. This People Strategy sets a policy framework to deliver this.

The challenges the country faces as it recovers from the economic recession will be great. The public expect local government to meet all challenges that come its way, providing value for money. To achieve this, staff and councillors will have to innovate to provide better services at lower costs. We are confident that Craven District Council can meet this challenge head on.

Councillors, management and staff are one team providing services that meet the needs of residents. This 'one Council' approach can only work with the employment of the best quality staff. We demand a lot of our staff and we aim to reward fairly. This will continue into the future.

It is often said that people are the most important asset in any organisation. We firmly believe this to be the case. This strategy provides the strategic context for the Council to ensure that we have the right people with the right skills in the right place at the right time to deliver quality services to the people of Craven, within the challenging financial context.

This strategy shows the Council's commitment to that as well and we are delighted to endorse the Council's People Strategy.

Councillor Richard Foster
Leader of the Council

Paul Shevlin
Chief Executive

Commitment from Samia Hussain - Corporate Head (Business Support)

For any organisation the vast majority of any improvement in impact, efficiency or effectiveness comes when the right people, with the right blend of knowledge, skills and behaviours, are deployed appropriately throughout its structure.

Towards that goal, this people strategy aims to set out the council's approach to ensure we achieve that correct blend. It makes the link between the Council's vision, the challenging outcomes and targets we set ourselves, and our plans for staff development and training, workforce deployment, recruitment and retention.

INTRODUCTION

Our People Strategy supports the delivery of the Council Plan. Whilst the budget ensures that financial resources are aligned to delivering the Council's key priorities, the People Strategy ensures that our human resources have the necessary skills, focus and training to deliver the Council's ambitions for the Craven community.

The Council's overarching vision is:-

‘For Craven to be an increasingly prosperous place with strong and vibrant communities that celebrate their unique rural and urban settings, and where all residents enjoy a good quality of life.’

The priorities for 2016/19 are:-

Enterprising Craven – facilitating economic growth across Craven
Resilient Communities – creating sustainable communities across Craven
Financial Sustainability – ensuring a self-sustainable Council

The People Strategy will support all services to deliver and achieve the Council's priorities.

Council Values

We believe our first responsibility is to the people and communities who live and work in Craven. Whilst serving those communities everyone within Craven District Council will:

- Treat everyone with respect
- Act with integrity and honesty
- Show commitment and flexibility
- Strive for improvements and excellence and in all aspects of our work.

Our values are at the heart of everything we do, they influence the way we work and help us to continually improve performance.

Our values represent how we do things in our everyday work, how we treat our customers. (external and internal) and how we work together within Craven District Council. Through the values we recognise the benefits of working together, sharing information and supporting each other so we can deliver excellent services as efficiently as possible. The Values are a core tool for our staff to use to help manage themselves and others, influence the changes we want and clearly set out our expectations for staff working for the Council.

THE STRATEGY

The Council recognises that in order to deliver its ambitions, it is essential to have a robust People Strategy, which will ensure that the Council has the skilled, committed, motivated, high performance workforce needed to deliver the Council's vision.

This strategy sets out the framework for the Council to meet the challenges and on-going change that faces the public sector in the region. The Strategy sets out clearly our approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce is appropriately trained and supported to deliver excellent services. Developing our workforce is essential to building our reputation as an employer and service provider. Investing in our employees improves performance and secures a workforce for the future.

This Strategy has been developed in consultation with services across the Council and takes account of the feedback provided.

The following objectives will enable the Council to ensure that it has the right people, with the right skills in the right place at the right time to deliver excellent services.

Supporting Transformational Change and Innovation

We will manage the process of change efficiently and have service models and operational structures in place which reflect both financial pressures and the needs of priority services.

Sustaining and improving a skilled, flexible and motivated workforce.

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated needs.

Building Leadership and Management Capacity

All our managers will lead, motivate, energise and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Planning for the Workforce of the Future

Our Workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

Supporting Transformational Change and Innovation

To ensure that the Council efficiently manages the process of change we will focus on key learning and development interventions.

As the Council continues to address the public service reform agenda, a number of challenges will affect the workforce and how services are delivered.

The Council will continue to consider all creative, flexible and sustainable employment models through opportunities for both 'Growing Our Own', Succession Planning and Talent Management. Services will continue to be reviewed as a result of the continued reductions in public sector finance. In the same way the Council must continue to consider the implications of and opportunities presented by the new ways of working to manage service provision with a reduced workforce.

Innovation will be key to maintaining services with continued reductions in Government funding for local services.

OUTCOMES - WHAT WE PLAN TO ACHIEVE

We will manage the process of change efficiently and have service models and operational structures in place which reflect both financial pressures and the needs of priority services.

ACTIONS – THE KEY AREAS WE WIL FOCUS ON

- Promoting a programme of learning to support transformational change and innovation
- Developing talent for the future through 'Growing our Own', Talent Management and Succession Planning.
- Explore new and innovative ways of working for all services

Sustaining and improving a skilled, flexible and motivated workforce.

Workforce Development is an essential component of our approach to managing our employees. Investment in learning and development is a critical element in ensuring that our workforce is equipped to deliver the services that we are responsible for. We have a duty as an employer to provide employees with training appropriate to their jobs and a responsibility as an organisation providing services to the public to ensure that those services are provided safely and effectively.

Developing and investing in our workforce has a positive impact on our performance overall as, apart from improving skills and knowledge in a particular area, motivation is improved and this impacts on improved wellbeing, reduced absence and reduced staff turnover.

Workforce development is delivered by a combination of corporate training programmes and service specific learning. The Council's Annual Training Plan outlines both corporate and service specific training requirements.

Effective communication and engagement with employees improves motivation and impacts positively on performance. Communication is a key action of Craven's 2014 Staff Survey Action Plan.

Flexible working has been shown to be a key driver for the recruitment and retention of employees. The Council's Flexible Working Policy supports a variety of flexible working practices across all services.

Succession Planning and Growing Our Own are an integral part of the Council's PDR processes. This enables the Council to ensure and maintain resilience and continuity.

OUTCOMES – WHAT WE PLAN TO ACHIEVE

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated needs.

ACTIONS – THE KEY AREAS WE WILL FOCUS ON:-

- Strengthening our Induction processes to ensure Council procedures, processes, protocols are shared with all new starters.
- Reviewing and strengthening our Performance Development Review (PDR) process to ensure all employees have relevant performance development plans in place.
- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success events.
- Ensure that our corporate learning and development programmes are driven by the needs of the organisation.
- Ensure that the learning and development resources that we use are consistent, high quality, transferable and meet the future needs of the organisation.
- Continue to invest in and support staff to achieve professional qualifications across the workforce.
- Communicate information about learning and development clearly and accessibly to all employees.
- Work closely with partners to maximise opportunities for shared learning and development.
- Explore new ways of working, using technology to ensure flexible and effective working practices.

Building Leadership and Management Capacity

This theme focuses on the development of improved leadership and management skills across the Council. The role of managers in delivering transformation and change is crucial and we must continue to develop our managers to be leaders who can motivate and empower staff to deliver what is required.

Effective leadership and management is a priority for the Council. The Council's 2014 Staff Survey Action Plan highlights specific outcomes to be achieved to enhance leadership and management across the Council.

The Council's Performance Development Review (PDR) process is designed to support managers to effectively manage the performance and development of their teams. This review process allows managers and their employees to discuss work goals, objectives, required performance levels, work targets, learning and development needs and offer employees development opportunities linked to job roles, competencies and our Council Plan objectives.

Managers are regularly required to undertake new and challenging activities, often with less time or resources than before. It is important that managers are committed to the learning and development opportunities that they need in order to be effective. Opportunities for coaching and mentoring to reinforce learning will be provided through our approach to coaching and mentoring which will be developed.

OUTCOMES – WHAT WE PLAN TO ACHIEVE

All our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

ACTIONS – THE KEY AREAS WE WILL FOCUS ON:-

- Deliver an annual Management and Leadership Development Programme
- Deliver subject specific master classes to develop and enhance knowledge
- Develop an approach to Coaching and Mentoring

Planning for the Workforce of the Future

The key to our success as a modern local authority will be heavily dependent on our capacity to match the skills and abilities of our workforce to the needs determined by our new and changing service demands.

As the Council goes through continuous change, the importance of succession planning increases. We must ensure effective succession planning processes are in place by continuing to develop frameworks for the up skilling/reskilling of employees through leadership, skills and organisational development priorities. Effective use of HR Policies should be enhanced to allow the opportunity to share knowledge and expertise given the age profile of some services within the Council.

The Council will continue to look for opportunities to support Apprenticeships in our occupational areas. The Council will continue to deliver an Apprenticeship programme with local partners which will provide increased apprenticeship opportunities for young people in the Craven District.

The Council's 'Recruitment and Selection' policy underpins this strategic objective of ensuring that the Council can recruit the best talent to ensure future sustainability. It focuses on recruiting employees who can meet future needs, demonstrate commitment to its values, service improvement and to delivering a modern customer focussed service to the community of Craven.

Attracting the right people with the right skills is essential to our future success. Joint working with partners to promote the area, innovative ways to recruit using all available channels and developing reputation are all components of this.

We will seek feedback from our employees to help the Council become the employer of choice for our workforces of the future. We will provide effective development programmes to ensure employability and appropriate rewards to existing and potential employees. We will increase the Council's profile to ensure that we attract and retain the best candidates.

OUTCOME – WHAT WE PLAN TO ACHIEVE

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

ACTIONS – THE KEY AREAS WE WILL FOCUS ON:-

- Adopt innovative ways of recruiting new talent
- Create employment and training opportunities for young people in the community by exploring training schemes and developing Apprenticeships.
- Ensure effective workforce and succession planning processes and policies are in place by continuing to support managers to consider up-skilling/re-skilling of employees.
- Ensure skills and abilities are identified for all employees to meet the needs of services for the future and that they are incorporated into learning and development plans.
- Undertake a Staff Survey every three years.

People Strategy Action Plan – 2016 - 2020

Objectives	Actions	Responsible Officer	Timescale
Supporting Transformational Change and Innovation	<ul style="list-style-type: none"> Promoting a programme of learning to support transformational change and innovation. 	HR & Service Managers	Annually
	<ul style="list-style-type: none"> Developing talent for the future through 'Growing our Own', Talent Management and Succession Planning. 	Service Managers	To be reviewed six monthly via PDR processes
	<ul style="list-style-type: none"> Explore new and innovative ways of working for all services. 	CLT/SLT Officers	To be agreed
Sustaining and improving a skilled, flexible and motivated workforce	<ul style="list-style-type: none"> Strengthening our Induction processes to ensure Council procedures, processes and protocols are shared with all new starters. 	Human Resources	Ongoing
	<ul style="list-style-type: none"> Reviewing and strengthening our Performance Development Review (PDR) process to ensure all employees have relevant performance development plans in place. 	Human Resources	March 2017
	<ul style="list-style-type: none"> Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success events. 	Human Resources, PR & Communications Teams	April to March 2017
	<ul style="list-style-type: none"> Ensure that our corporate learning and development programmes are driven by the needs of the organisation. 	Human Resources	Ongoing
	<ul style="list-style-type: none"> Ensure that the learning and development resources that we use are consistent, high quality, transferable and meet the future needs of the organisation. 	Human Resources	Ongoing with in depth review in 2017 & 2019
		SLT	Ongoing

	<ul style="list-style-type: none"> Continue to invest in and support staff to achieve professional qualifications across the workforce. Communicate information about learning and development clearly and accessible to all employees. Work closely with partners to maximise opportunities for shared learning and development. Explore new ways of working, using technology to ensure flexible and effective working practices. 	Human Resources and SLT	Ongoing
		Human Resources	2016 - 2017
		Human Resources & IT	2017 – 2019
Building Leadership and Management Capacity	<ul style="list-style-type: none"> Deliver an annual Management and Leadership Development Programme. Deliver subject specific master classes to develop and enhance knowledge. Develop an approach to Coaching and Mentoring. 	Human Resources	Annually
		CLT	Minimum of 4 classes per annum
		Human Resources	Sept 2017
Planning for the Workforce of the Future	<ul style="list-style-type: none"> Adopt innovative ways of recruiting new talent Create employment and training opportunities for young people in the community by exploring training schemes and developing Apprenticeships. Ensure effective workforce and succession planning processes and policies are in place by continuing to support managers to consider up-skilling/re-skilling of employees. Ensure skills and abilities are identified for all employees to meet the needs of services for the future and that they are incorporated into learning and development plans. Undertake a Staff Survey every three years. 	Human Resources	Ongoing
		Human Resources/Business Support	Annually
		Human Resources	March 2017
		Service Managers	Annually
		Human Resources	2017 & 2020



Appendix 1 – Workforce position statement

Current Staff Profile

The statistics below reflect the position as at 24th March 2016.

Total number of staff (headcount): 232

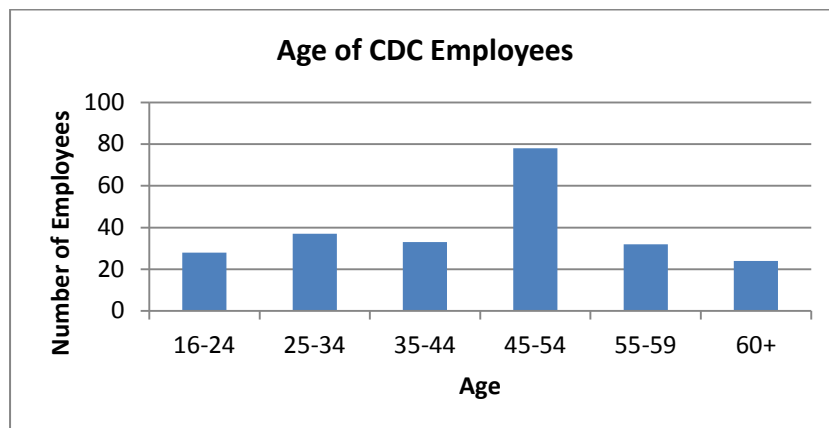
FTE: 195.6

Full Time Staff	Part Time Staff	Total
147	85	232

Gender Analysis

	Male		Female		Total
	No.	%	No.	%	
Craven DC	121	52%	111	48%	232
Craven District		48%		52%	

Age Profile



Ethnicity Profile

	White	Asian / Asian British	Other Mixed Background	Total
Number	229	2	1	232
%	98.7%	0.9%	0.4%	

This shows that 98.7% of CDC employees are white, compared to 95.4% of Craven's population (based on the 2011 census). 0.9% of CDC's employees are from an Asian or Asian British background compared to 1.8% of the Craven population.

Disability Profile

Disabled	Not Disabled	Not Known	Total
5	223	4	232

Staff Turnover 2015/16

(Based on 12 months to 29/2/16)

The overall turnover rate for permanent staff was 16% and there were a total of 35 leavers.

Reason for Leaving	Number
Resignation	21
Retirement	3
Redundancy	7
TUPE Transfer	3
Dismissal	1
Total	35

Sickness Absence

Average number of days lost to sickness absence per FTE in 2015/16 – information to be added when available