

North East Derbyshire District Council

Council

2 November 2015

Strategic Alliance People Strategy 2016 - 2019

Report No NB/02/15-16/SG of Councillor N Barker, Portfolio Holder with Responsibility for Human Resources, Training and Member Development

This report is public

Purpose of the Report

That Council agree the adoption of the attached Strategic Alliance People Strategy 2016 - 2019

1 Report Details

- 1.1 Bolsover District Council and North East Derbyshire District Council each have their own People Strategy. Both strategies have now reached the end of their lifespan. Over the course of the last four years both Councils have experienced substantial change, particularly in relation to how services are delivered which in turn has resulted in a significant change for our employees. It is now timely to produce a People Strategy and action plan that sets out plans for strategic people management activity over the next three years, across the Strategic Alliance.
- 1.2 The draft Strategic Alliance People Strategy 2016 - 2019 attached at **Appendix 1** brings together best practice and reflects the context and operating environment of both Council's in relation to people management activities. The development of this strategy has taken into consideration many factors including the outcome of the recent Investors in People assessment, a review of People Strategies within other organisations and professional best practice for example from the Chartered Institute of Personnel and Development. The purpose of the strategy is to provide a framework and vision to realise the Corporate Plans through effective development of the Workforce.

2 Conclusions and Reasons for Recommendation

- 2.1 The purpose of the report is to ask Council to approve the adoption of the attached Strategic Alliance People Strategy 2016 – 2019.
- 2.2 With the formation of the Strategic Alliance, Bolsover District Council and North East Derbyshire District Council are working closer together. The development of a Strategic Alliance People Strategy provides a shared framework and vision to realise

the Corporate Plans across both Councils through effective development of the Workforce.

- 2.3 The adoption of a People Strategy that reflects the needs of both Councils and best practice will enable both organisations to build on our success and deliver excellent services to our communities through recruiting and retaining a talented and capable workforce.

3 Implications

3.1 Finance and Risk Implications

- 3.1.1 None arising directly from this report

3.2 Legal Implications including Data Protection

- 3.2.1 None arising directly from this report

3.3 Human Resources Implications

- 3.3.1 This Strategy is being considered by both Bolsover District Council and North East Derbyshire District Council for application across the Strategic Alliance. This will set out the strategic people management activity undertaken at both Councils over the next three years.

4 Recommendations

- 4.1 That Council approve the adoption of the attached Strategic Alliance People Strategy 2016 – 2019.

5 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	N/A
District Wards Affected	N/A
Links to Corporate Plan priorities or Policy Framework	Transforming Our Organisation Support and Engaging with Our Employees Retaining accreditation against the Investors in People extended framework by July 2015 and full external assessment in 2018

6 Document Information

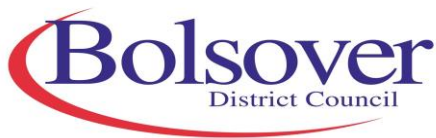
Appendix No	Title
1	Strategic Alliance People Strategy 2016 - 2019
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Sara Gordon – HR & Payroll Operations Manager	7677

AGIN 10 (COUNC 1102) People Strategy/AJD

Bolsover & North East Derbyshire District Council

Strategic Alliance People Strategy 2016 - 2019

(September 2015)



Strategy Details	Comments / Confirmation (To be updated as the document progresses)
Strategy title	Strategic Alliance People Strategy
Current status - i.e. first draft, version 2 or final version	Draft for JCG/UECC
Strategy author	S Gordon
Location of strategy i.e. L-drive, shared Drive	
Member route for approval	Council
Cabinet Member (if applicable)	Cllr Dooley (BDC), Cllr Barker (NED)
Risk Assessment completed (if applicable)	N/A
Equality Impact Assessment approval date	Contained within report
Partnership involvement (if applicable)	N/A
Final strategy approval route i.e. Executive/ Council /Planning Committee	JCG, UECC, Council
Date strategy approved	
Date strategy due for review (maximum three years)	2019
Date strategy forwarded to Strategy and Performance (to include on Intranet and Internet if applicable to the public)	

BDC / NEDDC STRATEGIC ALLIANCE PEOPLE STRATEGY 2016 - 2019

1. Introduction

The Strategic Alliance People Strategy 2016 - 2019 provides a framework and vision to realise the Corporate Plans across both Councils through effective development of the Workforce. It describes how people will be managed and developed to achieve the Councils aims and priorities and the targets within the Growth and Transformation Programme.

People are our most important asset and this is reflected in the drive to build on our success. As holders of Investors in People and Customer Service Excellence accreditations, the Council has shown its commitment to continue to grow and develop our employees to provide quality service to the public. The aim of the People Strategy is to deliver excellent service to our communities through recruiting and retaining a talented and capable workforce.

There are just under 1,000 employees who form the Strategic Alliance workforce at both Councils, with 489 employees within Bolsover District Councils and 480 employees within North East Derbyshire District Council. In total 63.48% of the combined workforce is full-time with 36.52% part time. 52.76% of the combined workforce is male and 47.24% are female. Around 1.89% of employees are from an ethnic minority background. Overall 7.17% of the workforce consider themselves to be disabled.

2. Principles

Both Councils continue to operate in a challenging environment with the need to maintain delivery of excellent services whilst effectively managing escalating financial and resource constraints. We are committed to harnessing the talents of our people to enable the organisation to achieve our corporate aims, successfully manage change and encourage innovation.

Our approach to collaborative working has provided a platform for supporting workforce development, creating opportunities for employees to grow and adopting best practice. Thus, strengthening organisational resilience and the future sustainability of both Councils.

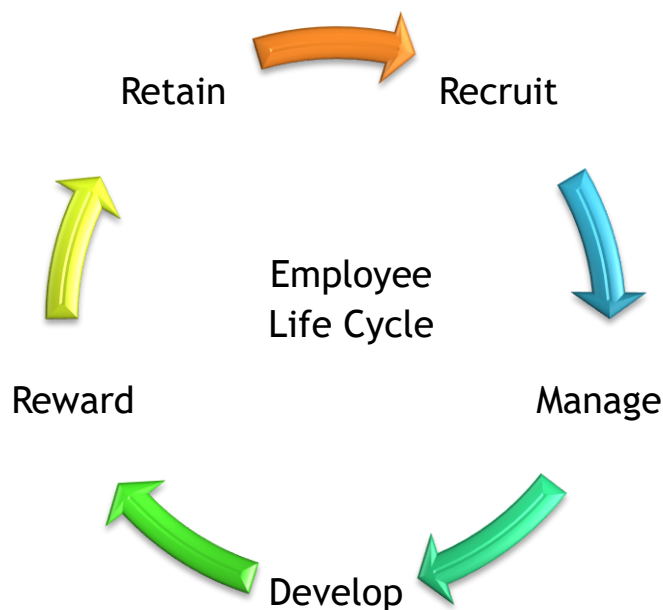
In the implementation of the People Strategy, due regard will be given to the Equality Act 2010 covering age, gender, disability, pregnancy, race, religion, belief and sexual orientation.

Vision

The purpose of the People Strategy is to set out a forward looking and ambitious People agenda to strengthen both Councils and support the achievement of the Strategic Alliance goals. This People Strategy aims to ensure that effective, leadership, management and governance of people issues takes place across both Councils at all levels of activity. It is about providing both the direction and the detail of how the people aspects of our corporate strategies and plans will be achieved as the Strategic Alliance continues to evolve.

To ensure both Councils are well positioned and resilient to the challenges that lie ahead, it is critical a robust People Strategy is in place that harnesses the talent of it's workforce and ensures excellent people management practices are embedded across the Strategic Alliance partnership. To achieve this, both Councils must effectively manage all aspects of the employee life cycle (shown below). A detailed implementation plan, which sets out clear actions, timescales and measures for success has been developed to support achievement of the People Strategy vision and objectives.

Figure 1: Employee Life Cycle



The Strategic Alliance between Bolsover District Council and North East Derbyshire District Council began in April 2011 with the signing of an agreement for the two Councils to work more closely together. Central to the formation of the Strategic Alliance was a clear understanding about what the partnership would deliver. This is detailed in our vision below which sets the context for the People Strategy.

Our shared Vision for Bolsover and North East Derbyshire:

We are stronger together

We are committed to working together to the benefit of our local communities, and we are dedicated to the continuing provision of high quality, efficient and cost effective public services.

We will lead and champion partnership working

We will explore ways to share resources and will encourage other partners to work more closely with us.

We are proud of Bolsover and North East Derbyshire

We are proud of - and will preserve - the independent political and geographical sovereignty of Bolsover and North East Derbyshire.

Our staff and members are the heart of our organisations

We are committed to the principles of openness, transparency and team working, and will engage and involve staff and members in the on-going development of our Strategic Alliance.

Each Councils' vision, aims and values that underpin the People Strategy are shown below:

Bolsover District Council	
Vision	
To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District	
Aims	Values
<ul style="list-style-type: none">• Unlocking our Growth Potential• Providing Customers with Excellent Service• Supporting Our Communities to be Healthier, Safer, Cleaner and Greener• Transforming Our Organisation	<ul style="list-style-type: none">• Will show respect, honesty and openness in everything we do• Will challenge ourselves and change for the better• Are proud and passionate about what we do• Will work with partners to provide quality services

North East Derbyshire District Council	
<p>Vision</p> <p>North East Derbyshire will be a place that is clean and attractive, a place where people are proud to live and work, where they will prosper and are safe, happy and healthy.</p>	
<p>Aims</p> <ul style="list-style-type: none"> • Unlocking our Growth Potential • Providing Customers with Excellent Service • Supporting Our Communities to be Healthier, Safer, Cleaner and Greener • Transforming Our Organisation 	<p>Values</p> <ul style="list-style-type: none"> • Are honest, open and accountable • Value peoples differences and we will treat everyone fairly and with respect • Listen, involve and respond • Embrace change and innovation

Strategic People Aims

The strategic people aims are based on the aim, Transforming Our Organisation, as outlined in both Councils Corporate Plan. Our priority in relation to this is:

- Supporting and Engaging with our Employees

Key Influences and Challenges

The People Strategy takes into account the following key factors which will influence and challenge both Councils over the next three years. It is important to note that these factors are continually evolving and will be subject to ongoing review.

National Influences/Challenge	Local Influences/Challenges
<ul style="list-style-type: none"> • Austerity measures - financial constraints placed on local authorities • Government strategy and policy • Drive for shared services and partnership working • Devolution • Social responsibility • Employment legislation changes and other legal requirements • Competitive recruitment market 	<ul style="list-style-type: none"> • Customer expectations • Corporate plan priorities and performance measures • Strategic Alliance arrangements • Transformation agenda • Growth agenda • Sustaining a balanced budget • Service planning • Employee expectations • Workforce developments • Relationship with key partners

<ul style="list-style-type: none"> • Technology advance • Perception of local government and public sector • Revision of liP framework and standard 	<ul style="list-style-type: none"> • Ageing workforce
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Achievements 2011 - 2015

The achievements over the lifespan of the previous People Strategy at BDC and HR Strategy at NEDDC against the aims and objectives set is illustrated in the following table.

Bolsover District Council People Strategy 2011 - 2015
<p>Achievements:</p> <ul style="list-style-type: none"> • Regular briefings on Savings Strategy • Implementation of Strategic Alliance Management Structure • Review of Learning and Development processes • Implementing the liP Improvement plan • liP Accreditation • Apprenticeship Programme

North East Derbyshire District Council HR Strategy 2012 - 2015
<p>Achievements:</p> <ul style="list-style-type: none"> • Working towards developing streamlined processes and procedures • Recruitment monitoring • Employee celebration awards • liP re-accreditation • Reviewing and revising policies in response to legislation changes and to ensure they meet overall aims and priorities • Working to reduce sickness absence levels • Continuing personal development for team members

There have been several achievements that have taken place outside of the existing strategies in place at both Councils as a result of the formation of the Strategic Alliance, which are outlined below.

Strategic Alliance Achievements Since April 2011

- Numerous Organisational Reviews across both Councils in line with the new Policy and Procedure for Organisational Review
- Progressing the development of common policies and procedures across both Councils
- Implementation of joint contracts for Chief Officers
- Joint IiP assessment and accreditation
- Developing work life balance through flexible working initiatives
- Developing the HR & Payroll System to improve efficiency
- Supporting achievement of the Transformation Programme Agenda
- Developing a joint Health and Safety Team
- Joint mandatory induction training developed for customer service, FOI, data protection and equality.

3. Statement

The “Strategic People Aims and Objectives” for both Councils’ for 2016 - 2019 are detailed in the following section. Due to the nature of people management within an organisation there is substantial overlap between objectives and success will be mutually dependent on positively progressing all the elements listed. The key to achieving the aims of the People Strategy is through effectively aligning people management practices with the needs and ambition of both organisations

This strategy compliments the Corporate Learning and Development Plan and the Health and Safety action plan together with associated policies which are in place at both Councils.

1. Transforming Our Organisation

Achieved by:

- Creating an environment that enables greater responsiveness and flexibility to change
- Encouraging innovation

- Ensuring the right people are in place at the right time
- Empowering employees
- Providing employees with the tools to successfully deliver in their job roles
- Effective succession planning
- Building on our customer focus
- Thriving on the opportunity to improve and tackle challenges
- Effective talent management
- Developing greater resilience enabling sustainable service delivery
- Facilitating collaborative working

Role of HR & Payroll:

- Successfully implementing transformation initiatives and manage risk
- Aligned with the business, customer focused, responsive and efficiently delivered
- External benchmarking and seeking out best practice from elsewhere
- Consulted and involved in strategic and corporate decision making
- Ongoing achievement of Investor in People standards
- Ongoing achievement of efficiency savings
- Recruitment and retention of high performing employees together with effective succession planning
- Building organisational capability, agility and diversity
- Supporting Leadership development
- Offering practical and timely solutions to resource gaps
- Working effectively with managers and in collaboration with other service areas on projects and act as a catalyst for change
- Processes and practices are fit for purpose with streamlined transactional functions
- Building on collaborative and partnership working
- Clear job descriptions and person specifications

2. Supporting and Engaging with Our Employees

Achieved by:

- Listening to and valuing our employees and trade unions
- Strong and transformational leadership
- Embedding performance management with a clear competency framework
- Providing opportunities for employees to develop and progress

- Ensuring fair and equitable treatment of employees
- Offering an attractive range of reward, recognition and retention initiatives
- Fulfilling our duty of care to our employees
- Providing a safe and healthy work environment
- Empowering the workforce

Role of HR & Payroll:

- Excellent employee relations and timely resolution of issues
- Effective performance management processes
- Provision of consistent and high quality advice
- Policies are aligned with the organisation and best practice
- Supporting managers to effectively lead their teams
- Championing employee health, safety and wellbeing including accessing effective Occupational Health advice and effectively managing sickness absence
- Supporting work life balance through flexible working initiatives
- Managers possess the skills, knowledge and capabilities to effectively manage people
- Comprehensive Induction and learning and development programme
- Providing employees with internal and external learning and development opportunities
- Supporting continuing professional development and post entry training
- Employees are informed through effective internal communication
- Employees are involved in decision making
- Developing and sustaining good working relationships with the Trade Unions
- Reward, recognition and retention initiatives in place that attract and retain high performing talent
- Undertake regular employee surveys
- Facilitating development of a diverse workforce
- Legal compliance
- Sustaining and developing the Apprenticeship Programme


Review

The People Strategy's contribution will be assessed through the action plan that sets out key milestones with measurable targets linked to both Councils' Corporate Plan. Performance will be subject to regular reviews at all levels including Directorate quarterly performance reviews, service performance and individual performance reviews. Priorities may be revised over the lifespan of the strategy in response to changing external and internal demands.

4. Action Plan

The following action plan aims encapsulate the people management ambitions of both Councils. These aims shape the activities outlined in the action plan that will ensure successful achievement of the Councils' People Strategy and support the effective management of all aspects of the employee life cycle.

Figure 2: People Strategy Framework

Corporate Aim and Priority for People Strategy	People Strategy Action Plan Aims	Employee Life Cycle
Transforming Our Organisation	1.Improve employee engagement	
	2.Provide a healthy and safe work environment	
	3.Build workforce capability	
Supporting and Engaging with Our Employees	4.Promote a high performance culture	
	5.Support organisational transformation	
	6.Transform HR and Payroll Service delivery	

5. Glossary of terms (if applicable)

6. Appendices (if applicable)

Strategic Alliance People Strategy Action Plan 2016 - 2019

Action Plan Aim	Action	Owner	Lead Officer/s	Target Date	Expected Outcome	Resources
1. Improve employee engagement	Roll out a comprehensive Induction Programme	Joint Assistant Director HR & Payroll	Senior HR Officers	March 2016	Increased productivity and retention	Staff time
	Undertake biannual Employee Survey	Joint Assistant Director HR & Payroll	Senior HR Officers	October 2016	Actions taken to improve employee satisfaction, motivation, commitment and job fulfilment	Staff time
	Review consultation and internal communication methods	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll	December 2017	Employees are informed and involved in decision making	Staff time
	Review of work life balance initiatives	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll Senior HR Officers	July 2018	Increased productivity, attendance and retention, the organisation is an employer of choice	Staff time
2. Provide a healthy and safe work environment	Implement Health & Safety Action Plan	Joint Assistant Director HR & Payroll	Senior HR Officers	December 2016	Support health and wellbeing, legal compliance, protects employees, organisation service users and minimises risk	Staff time
	Review of Occupational Health provision	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll Senior HR Officers	December 2016	Receipt of timely and relevant professional medical advice to prevent and effectively manage sickness absence	Staff time
	Produce an Employee Health & Wellbeing	Joint Assistant Director HR &	Joint Assistant Director HR &	October 2017	Improved morale, wellbeing and reduced sickness absence	Staff time

Strategic Alliance People Strategy Action Plan 2016 - 2019

Action Plan Aim	Action	Owner	Lead Officer/s	Target Date	Expected Outcome	Resources
	Strategy	Payroll	Payroll			
3.Build workforce capability	Develop and implement liP Action Plan	Joint Assistant Director HR & Payroll	Joint Directors and Assistant Directors Senior HR Officers	March 2017	Ongoing achievement of liP standards.	Staff time External Assessor
	Develop an Organisational Development Framework	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll	May 2018	Employees possess required skills and knowledge to achieve high performance	Staff time
	Review Learning and Development policies and processes and embed effective practice	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll Senior HR Officers	December 2018	Employees and Managers possess the skills, knowledge and capabilities to effectively manage people	Staff time
4.Promote a high performance culture	Embed the Reward, Recognition and Retention Framework	Joint Assistant Director HR & Payroll	Joint Directors and Assistant Directors	December 2016	Attract and retain high performing talent	Staff time
	Embed employee performance management and the competency framework	Joint Assistant Director HR & Payroll	Joint Directors and Assistant Directors	June 2017	Individuals' achieve high performance. Every employee is effectively managed.	Staff time
	Develop a Workforce Planning framework	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll	December 2017	Increased workforce agility, responsiveness, productivity and sound succession planning	Staff time
5.Support organisational	Roll out transformation	Joint Assistant Director HR &	Joint Assistant Director	March 2016	Successful implementation of transformation initiatives such	Staff time

Strategic Alliance People Strategy Action Plan 2016 - 2019

Action Plan Aim	Action	Owner	Lead Officer/s	Target Date	Expected Outcome	Resources
transformation	training	Payroll	Customer Service and Improvement		as Service Reviews and a achievement of efficiencies	
	Evaluate progress and review future options relating to implementation of the Strategic Alliance	Chief Executive Officer	Joint Executive Director Transformation Joint Executive Director Operations	August 2016	Organisations' structure and terms and conditions are fit for purpose and efficient	Staff time and consultant
	Review relevant policies, procedures and practices in place that support transformation initiatives	Joint Executive Director Transformation	Joint Assistant Director HR & Payroll Joint Assistant Director Customer Service and Improvement	December 2018	Enabling and facilitating positive transformation to ensure sustainability.	Staff time
6. Transform HR & Payroll Service delivery	Review service delivered by HR & Payroll	Joint Executive Director Transformation	Joint Assistant Director HR & Payroll	July 2016	HR & Payroll is aligned with business needs, adds value, responsive, adopts best practice and is fit for purpose	Staff time
	Strengthen working in partnership with managers and HR & Payroll customer relations	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll	December 2017	HR & Payroll works in collaboration with managers and is customer focussed. Service user satisfaction is high.	Staff time

Strategic Alliance People Strategy Action Plan 2016 - 2019

Action Plan Aim	Action	Owner	Lead Officer/s	Target Date	Expected Outcome	Resources
	Review transactional HR & Payroll processes	Joint Assistant Director HR & Payroll	Joint Assistant Director HR & Payroll Senior HR Officers Payroll Manager	December 2017	Processes and practices are lean and support achievement of service and corporate objectives Streamlined and effective transactional functions that maximise use of technology	Staff time Consultant