



Wiltshire Council

People Strategy

2008 to 2012

Version 5.0
27 June 2008

I. Introduction and Context

Introduction

The People Strategy is one of four cross cutting plans to support the transition to One Council for Wiltshire and the 5 year period starting 2008/09. The other three plans are the Medium Term Financial Strategy (MTFS), the Asset (Property) Plan, and the ICT Plan. This People Strategy should be considered alongside these plans as the document that will outline the key objectives and plans for ensuring that the new Council has an appropriate workforce in place to meet its long term objectives and priorities. This means not only the right numbers, but the right skills, competencies, structures, processes and ways of working.

This Strategy provides a framework for the key issues facing the new Council. It does not specifically reference issues surrounding the Transition Programme. It needs to be owned by the management team and Cabinet, and delivered by departments supported by HR. It should be led from the top and engage all managers across the new unitary Council.

The Strategy incorporates views from a range of stakeholders, including senior managers, members, and Human Resources managers at District Councils. From these conversations, we have identified a number of issues and concerns that will influence the Strategy, ranging from immediate skills shortages to wider policy issues around how we recruit and reward our staff. From this long list of issues we have identified a smaller number of priorities that form the basis of the Strategy. These factors are significant enough to warrant resource allocation both in terms of time and money as they are significant in meeting the combined Council's goals and objectives over the next five years.

The Local Government Workforce Strategy launched in November 2007 suggests a 'direction of travel' for councils and identifies five strategic priorities that should be considered. These are:

- Organisational Development
- Leadership Development
- Skill and Competency Development
- Recruitment and Retention
- Pay and Rewards

We have structured this document loosely around these five priorities and within each, identified the critical issues and priorities for consideration and action.

The development of this strategy is underpinned by our equality and diversity ethos. The purpose for this is not only to ensure that we are meeting obligations under the equality schemes, but we actively demonstrate, and work towards, our commitment to deliver equality and diversity outcomes.

Context

The People Strategy has been developed within the context of the County Council's submission to Government proposing the new unitary Council and ongoing discussions within various forums about the way the new Council will be structured and the values and ways of working that will be encouraged and developed. As this is an emerging picture, the Strategy will need to be reviewed on an ongoing basis to ensure it appropriately reflects and supports the more specific changes to service provision that may emerge. In addition, the changing demographics of the existing workforce and of the external labour market need to be considered.

Vision, Values, Culture

The Strategy must support achievement of the vision of the new organisation, which is:

To create stronger and more resilient communities in Wiltshire

By delivering:

- high quality, low cost, customer focused services;*
- local ,open, honest decision-making*

and working together to support Wiltshire's communities.

The Strategy must also support the core values that have been identified:

- *One Council, One Culture*
- *Innovation – embracing change*
- *A great place to work*

Further work has also been undertaken to identify a number of Key Behaviours and Actions for staff and managers which will help to create a culture that enables strong customer focus, good communication and involvement and open and visible leadership. These will be used to provide *clarity* to individuals about the expectations around behaviours and actions that will support our stated values, and to foster *consistency* in the approach to leadership and management across the Council. All of the actions within the People Strategy will be reviewed to ensure these are embedded in people management processes in future.

II. Key Priorities

This section outlines the key priorities that form the basis of the People Strategy. These have been categorised using the five priority areas outlined in the Local Government Workforce Strategy 2007. For each of the key priorities, a 'Current Position' and a 'Desired Position' is set out. The Desired Position is a description of what success would look like.

For each key priority we have also captured work that is already ongoing towards the Desired Position, ('what is already happening') and further areas for action ('priority areas for action') that need to be taken to ensure we get there. A more detailed action plan is attached (Appendix A) with the specific actions and timescales that are required. Where additional funding over and above that already allocated in existing budgets is required this is noted on the action plan.

A. Organisation Development

Effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership. This also includes staff engagement and culture change.

1. Embedding vision / values / culture – Creating alignmentCurrent Position:

- Vision established for new council
- Culture and values for new council are emerging
- Need to translate vision and goals to increase understanding about the impact – what does it mean for specific services, functions, jobs, etc.
- 5 organisations coming together with different cultures

Desired Position:

- Understanding of ‘what does it mean for me?’ in terms of my job, the culture and values of the new organisation
- Desired behaviours and skills defined and embedded in all people management practices
- Linkage between redesigned services, behaviours, and the vision

What is already happening?

- One Council, one culture group formed to ensure roll out of vision, values, culture for new organisation
- Manager forums planned to engage managers in translating vision and values into actions and behaviours
- Training and awareness sessions starting in September 2008 (ref. Draft paper on ‘OD for the Transition Period’)
- CLT work on defining the vision and objectives, and cascade of this into departmental teams and across the districts
- Work ongoing in District Councils around change management

Priority areas for action

- Further work by department / service to translate vision / values / culture into specific plans for change and engaging with staff around what these changes mean for them
- Definition of behaviours and actions that will help the desired culture to emerge, and incorporate into ongoing training and development initiatives
- Link people management processes to desired culture – particularly performance management, leadership development, reward, recruitment

2. Developing a customer-focused organisation

Current Position:

- Current service delivery not seen as customer-focused / many staff remote from the customer and/or 'behaving remotely'
- Customer Focus Board established and terms of reference defined
- Key principles and implications for organisational culture defined

Desired Position:

- A culture in which the customer is at the heart of what we do and how we do it
- Recognition that working with our customers to solve their problems is everyone's job.
- Services designed around the customer

What is already happening?

- Customer Access to Services Strategy developed
- Systems Thinking (Lean) service reviews

Priority areas for action

- Provide support to ongoing service review and redesign activities to ensure structures and jobs reflect a customer centric approach
- Identify training and development, recruitment, leadership implications of strategy and implement appropriate solutions

3. Managing performance more effectively

Current Position:

- Perception that performance shortfalls are not addressed and good performance is not rewarded
- Staff appraisal process not perceived as performance focused or value adding
- Some managers lack skills in dealing with poor performance

Desired Position:

- Continuous process of performance review through 1:1's, team meetings, personal development plans, etc.
- Staff having clarity about what is expected of them and how their job contributes to the performance of the organisation
- Managers having the skill and confidence to provide staff with meaningful feedback

What is already happening?

- Appraisal process established
- Use of systems thinking (Lean) to develop system-driven approach to performance improvement

Priority areas for action

- Review and refresh our approach to performance management of people (including how / if this links to appraisal, progression, reward)
- Embed 'performance focus' within ongoing work on culture
- Deliver training for managers as needed on managing performance

4. Support to service re-design

Current Position:

- Significant agenda of service redesign over next year
- Ongoing systems thinking (Lean) reviews
- Limited organisation design expertise within County or Districts
- Historically, a reactive approach to organisational development (OD)

Desired Position:

- Increased in-house expertise in organisation design
- Consistent and pro-active approach to organisation development – development of reliable methods and systems

What is already happening?

- Systems thinking approaches being implemented (e.g. Lean reviews)
- Way of Working (WOW) strategy developed and being delivered by some services

Priority areas for action

- Upskill appropriate managers and staff so that they can support current service reviews and provide ongoing expertise and support around organisation development and design
- Agree key principles, methods and systems to underpin organisation design going forward

B. Leadership Development

Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

1. Developing our leaders within a changing context*Current Position:*

- New 'operating model' for managers emerging which indicates different leadership styles and approaches will be needed
- Progress made in County's Manage2Lead development programme
- Leadership development initiatives undertaken in Districts

Desired Position:

- Leaders of new unitary council clear about leadership roles and behaviours which support the new operating model
- Sustained leadership and management development
- New competency framework for leaders

What is already happening?

- Some training & development needs identified in draft paper 'OD for the Transition Period'
- Ongoing work by CLT on leadership and change management:
 - Application of key principles for managing change (Kotter and others)
 - Application of Jim Collins models (Good to Great, Level 5 leadership)
 - Application of Lencioni's team effectiveness model
 - Self assessment (psychometric) and team coaching

Priority areas for action

- Define leadership roles and impact of new structures
- Redefine Leadership Competency Framework
- Refresh and reintroduce Manage2Lead programme in line with changes (with national accreditation if possible) – incorporating 360-degree feedback

2. Succession planning

Current Position:

- No consistent approach to succession planning
- No process to identify future leaders
- Ageing workforce indicates there will be succession issues in key professions

Desired Position:

- Process to identify people with leadership potential
- Programme to develop potential
- Corporate succession planning process across departments/services, driven and owned by CLT
- Supplemented by departmental succession planning

What is already happening?

- Ad-hoc succession planning at Service level

Priority areas for action

- Establish succession plans for key roles
- Establish wider succession planning process
- Develop process of identifying future leadership potential
- Develop programme to develop potential (e.g., leadership education / qualification, job rotation, etc.)

C. Recruitment and Retention

With partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

1. Responding to changing demographics*Current Position:*

- Ageing population and workforce
- More ethnic diversity in labour pool
- Workforce doesn't reflect population diversity
- Competitive labour market

Desired Position:

- Attract and retain more young people
- Workforce that is more reflective of local population
- Be an 'employer of choice'

What is already happening?

- Equalities Action Plans
- Employee Well-being Strategy
- National Graduate Development Programme
- Work Experience Scheme
- Flexible Working Policy

Priority areas for action

- Develop an employer brand aimed at younger people
- Define what will make Wiltshire Council an 'employer of choice' (e.g. friendly working environment, interesting and challenging career, flexible working practices, choice of benefits, development opportunities, fairness and equality, etc.) and integrate messages into recruitment process / communications
- Consider changes to recruitment process / reward policy to increase flexibility for managers
- Define flexible retirement policies to retain experienced employees on a basis that helps both employer and employee
- Apprenticeship schemes (graduate and non-graduate)

2. Improving our workforce planning

Current Position:

- Recruitment difficulties experienced in specific areas:
 - Social care
 - Planning
 - Environmental Health
 - Other professions
- No systematic analysis of risks to service delivery

Desired Position:

- Systematic workforce planning incorporating risk analysis
- Action plans in place for 'service critical' areas where there are recruitment difficulties / skills gaps
- More options for managers re policies to recruit and retain

What is already happening?

- Development of recruitment website
- Production of regular workforce data for senior managers
- Workforce Planning in District Councils

Priority areas for action

- Put in place a workforce planning process to identify 'service critical' skills gaps and develop action plans to address
- Refresh recruitment process and documentation to emphasise total reward package (as well as internal communication to existing staff) and to address perceived rigidity in process (e.g. person specs)

3. Improving career management

Current Position:

- Current systems recognise and reward technical / professional expertise at the expense of general management skill
- Limited tools available to retain and develop staff once recruited
- No mechanism for progression once people reach top of grade
- Silo working

Desired Position:

- More defined career paths - for technical specialists AND general managers
- Pro-active management of talent pool
- More perceived flexibility on the part of managers and staff about next career step
- More staff wanting to 'step up' to broader management roles
- Staff able to respond to new requirement to work on a thematic basis

What is already happening?

- Continuing professional development well handled by the professions (e.g., CIPFA, Law Society)

Priority areas for action

- Develop job families / career paths to increase flexibility (and associated tools)
- Enhance career development opportunities with options including career rotation / work shadowing programmes / coaching / mentoring

D. Skill and Competency Development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

1. Addressing specific skill gaps*Current Position:*

- Skill gaps emerging due to changes in the way we are delivering our services (e.g., commissioning role, personalisation agenda, systems thinking, etc)
- Broader development needs emerging linked to vision, culture, goals (customer focus, systems thinking, commercial skills, change management, performance management)

Desired Position:

- Systematic assessment of current skill base
- Corporate training & development programme driven by the needs of the Council

What is already happening?

- Training and development needs identified in draft paper 'OD for the Transition Period'
- Departmental skills programmes (e.g., case worker role in Adult Social Care)

Priority areas for action

- Identify corporate training and development needs and programme (building on recommendations already identified in draft paper 'OD for the Transition Period')

E. Pay and Rewards

Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

1. Market pay positioning*Current Position:*

- Grading structure reviewed
- Policy is to pay at market median

Desired Position:

- Reward policies that are affordable and reflect an 'employer of choice'

What is already happening?

- Pay and grading review complete
- Ongoing review and development of benefits package

Priority areas for action

- Review pay policy in line with ambition to be an employer of choice, and determine where we want to be in the market

III. Next Steps

- People Strategy to go to Cabinet in July 2008;
- Refine action plan including resource needs and timescales;
- Identify accountabilities for driving forward the actions (CLT will take accountability for monitoring the plan and ensuring it is reviewed at appropriate intervals)
- Resource action plan
- Identify a process to review the Strategy in light of changing circumstances and emerging issues and trends.

1. Embedding Vision / Values / Culture – Creating Alignment

Further work by department / service to translate vision / values / culture into specific plans for change and engaging with staff around what these changes mean for them

	Who	When	Add'l funding required
<ul style="list-style-type: none"> Assess current understanding within County and District departments of Vision / Values / Culture (linking to One Council, One Culture Group) 	Service Directors (supported by Strategic HR), One Council, One Culture Group District HR / OD staff	July 2008	
<ul style="list-style-type: none"> Further workshops across County and District departments to increase understanding of 'what does it mean for me?' (link to L&D activity already planned for Transition period and to One Council, One Culture Group) 	Service Directors, supported by Strategic HR	As needed from July onwards	
<ul style="list-style-type: none"> Ensure that linkages to the vision are explicitly recognised in service redesign activities 	Project leads supported by Strategic HR	From July onwards	
Define behaviours and actions that will help the desired culture to emerge, and incorporate into ongoing training and development initiatives.			
<ul style="list-style-type: none"> Define behaviours and actions that will help desired culture to emerge 	One Council, One Culture Group	Sept 2008	
<ul style="list-style-type: none"> Determine best way to communicate – via existing workshops, training, etc 	One Council, One Culture Group	Sept 2008	
<ul style="list-style-type: none"> Incorporate behaviours into ongoing training & development (link to new Leadership Competency Framework) 	Strategic HR	By March 2009	

Link people management processes to desired culture – particularly performance management, leadership development, reward, recruitment			
<ul style="list-style-type: none"> Update contracts of employment to include statement of commitment to vision, values, culture of the new Council 	HR	July 2008	
<ul style="list-style-type: none"> Review emerging performance management processes (see 'Managing Performance more Effectively') and link desired behaviours into processes and documentation. Also consider how behaviours will be recognised / rewarded 	Strategic HR with Sr manager input	By Mar 2009	
<ul style="list-style-type: none"> Review emerging leadership development programme (see 'Developing our Leaders within a Changing context') to ensure inclusion of desired behaviours 	Strategic HR	By March 2009	

2. Developing a Customer Focused Organisation			
Provide support to ongoing service review and redesign activities to ensure structures and jobs reflect a customer centric approach			
<ul style="list-style-type: none"> Links to 'Support to Service Redesign' actions below – ensure key principles reflect customer centric approach 	Strategic HR with Customer Focus Lead	By Sept 2008	
Identify training and development, recruitment, leadership implications of customer access strategy and implement appropriate solutions			
<ul style="list-style-type: none"> Establish OD / HR implications of Customer Focus and Access to Services Strategy 	Strategic HR with Customer Focus Lead	July 2008	
<ul style="list-style-type: none"> Design appropriate solutions 	Strategic HR with Customer Focus Lead	July – Nov 2008	

<ul style="list-style-type: none"> Implement Solutions 	(dependent on nature of solutions)	TBD	
---	------------------------------------	-----	--

3. Managing Performance more effectively

Review and refresh our approach to performance management of people (including how / if this links to appraisal, progression, reward)

<ul style="list-style-type: none"> CLT agree approach to organisational performance management and implications for performance management of people 	CLT supported by Strategic HR	By Dec 2008	
<ul style="list-style-type: none"> Review existing performance management processes (county and district) and refresh as appropriate within parameters of approach agreed above. 	HR / OD with input from Sr Managers	By April 2009	

Embed 'performance focus' within ongoing work on culture.

<ul style="list-style-type: none"> Ensure agreed performance management approach is aligned to ongoing work within One Council, One Culture group 	One Council, One Culture Group	Ongoing	
<ul style="list-style-type: none"> Deliver training as needed for managers on managing performance 	Strategic HR & OD	From April 2009	£15,000

4. Support to Service Re-design

Upskill appropriate managers and staff so that they can support current service reviews and provide ongoing expertise and support around organisation development and design.

<ul style="list-style-type: none"> Appoint external provider for training in organisation design and development (tailored to Wiltshire Council's needs and ensuring link to Lean methods) 	Strategic HR	By July 2008	
---	--------------	--------------	--

Appendix A: Detailed Action Plans for Priority Areas**Version 5.0**

<ul style="list-style-type: none"> • Deliver training 	External provider supported by Strategic HR	By Sept 2008	£10,000
Agree key principles, methods and systems to underpin organisation design going forward.			
<ul style="list-style-type: none"> • Develop approach, methods, systems – document and communicate 	Strategic HR supported by LEAN Systems AD	By Sept 2008	

5. Developing our leaders within a changing context**Define leadership roles and impact of new structures.**

<ul style="list-style-type: none"> • CLT draft job descriptions for senior leadership roles and agree expectations of 'Service Director' roles – including impact of new 'operating model' 	CLT with support from strategic HR - test with sr mgt group	completed	
<ul style="list-style-type: none"> • Communication of expectations to Sr management group 	CLT / Strategic HR	July 2008 (via Induction programme)	

Redefine leadership competency framework.

<ul style="list-style-type: none"> • Agree approach to leadership competency framework – including applications – and agree plan to deliver 	CLT	By Oct 2008	
<ul style="list-style-type: none"> • Review framework and re-define behaviours – linking to One Council, One Culture work and work on performance management 	HR / OD – with external provider support as needed	By Dec 2008	
<ul style="list-style-type: none"> • Re-introduce framework to senior management and reinforce importance 	CLT	By Mar 2009	

Appendix A: Detailed Action Plans for Priority Areas**Version 5.0**

<ul style="list-style-type: none"> Link to people management processes (e.g., appraisal, performance development planning, leadership development) 	Strategic HR	By Mar 2009	
Refresh and reintroduce Manage2Lead programme in line with changes (with national accreditation if possible) – incorporating 360-degree feedback			
<ul style="list-style-type: none"> Review existing Manage2 Lead programme to build on strengths and review district leadership development initiatives with a view to building on success 	Strategic HR (with district input)	By Dec 2008	
<ul style="list-style-type: none"> Re-design programme with input from senior management group (including inclusion of national accreditation) 	Strategic HR (with external provider input as needed)	By Mar 2009	
<ul style="list-style-type: none"> Roll out new programme 	Strategic HR	From Mar 2009	£100,000

6. Succession Planning**Establish succession plans for key roles**

<ul style="list-style-type: none"> Define key roles - critical to service delivery – and define successors for key roles 	CLT + Service Directors, led by Strategic HR	By Dec 2008	
---	--	-------------	--

Establish wider succession planning process

<ul style="list-style-type: none"> Determine ongoing process for CLT to ensure succession in key roles, and to assess leadership potential on ongoing basis (see below) 	CLT + Service Directors, led by Strategic HR	By April 2009	
--	--	---------------	--

Develop process of identifying future leadership potential			
• Appoint external provider to advise on assessment of leadership potential	Strategic HR	By Jan 2010	
• Design process for assessment of management group	External provider?	By Mar 2010	£20,000
• Communicate and roll out assessment process	Strategic HR + external provider support	From June 2010	£52,000
Develop programme to develop leadership potential			
• Design development programme for high potential people (aligned with Manage2Lead)	Strategic HR	By June 2010	
• Roll-out development programme	Strategic HR	From July 2010	£45,000

7. Responding to Changing Demographics

Develop an employer brand aimed at younger people

• Define elements of our employer brand that will attract young people and redesign recruitment adverts and processes to include these elements	Strategic HR	By Sept 2009	
Define what makes Wiltshire Council an 'employer of choice'			
• Research perceptions of Wiltshire as an employer against other local employers – define differentiators and develop ways to communicate and reinforce these messages	Strategic HR	By Sept 2009	

Consider changes to recruitment process / reward policy to increase flexibility for managers			
<ul style="list-style-type: none"> Investigate why HR policies are seen to 'block' effective recruitment – is this just a County issue or wider – what can we learn from other organisations? 	Strategic HR with input from sr managers	By Dec 2008	
<ul style="list-style-type: none"> Recommend to CLT changes to recruitment and reward process and policy to address issues 	Strategic HR Decision required by CLT	Mar 2009	
<ul style="list-style-type: none"> Implement agreed changes 	Strategic HR	Sept 2009	
Define flexible retirement policies to retain experienced employees on a basis that helps both employer and employee			
<ul style="list-style-type: none"> Seek agreement for flexible retirement policy and implement 	Strategic HR	Sept 2008	
Apprenticeship schemes (graduate and non-graduate)			
<ul style="list-style-type: none"> Consider options for schemes and make recommendations to CLT 	Strategic HR	Dec 2009	

7. Improving our Workforce Planning

Put in place a workforce planning process to identify 'service critical' skills gaps and develop action plans to address.

- Define 'service critical' roles and skills and assess current level of shortage as well as underlying reasons for shortages

Service Directors with support from HR

By Dec 2009

- Develop action plans to address shortages and implement

Service Directors with support from HR

By Mar 2010

- Identify accountability for workforce planning on an annual basis, with ongoing responsibility for defining 'service critical' skills and monitoring progress

Strategic HR

By Mar 2010

Refresh recruitment process and documentation to emphasise total reward package (as well as internal communication to existing staff) and to address perceived rigidity in process (e.g. person specs)

- Review and recommend changes to recruitment process and documentation

Strategic HR

March 2009

8. Improving Career Management**Develop job families / career paths to increase flexibility (and associated tools)**

• Define and recommend approach to develop job families	Strategic HR	July 2009	
• Set up working group to develop job families – with external consulting support as needed – communicate and engage	Strategic HR with working group made up of managers & staff	Jan 2010	
• Develop job families	Strategic HR with working group made up of managers & staff	From April 2010	£15,000

Develop career rotation / work shadowing programmes

• Research and develop recommended approach for career rotation, work shadowing or similar programmes	Strategic HR	Sept 2009	
---	--------------	-----------	--

Enhance career development opportunities with options including career rotation / work shadowing programmes / coaching / mentoring

• Research options for career development and make recommendations to CLT	Strategic HR	Sept 2009	
---	--------------	-----------	--

9. Addressing specific skills gaps

Identify corporate training and development needs and programme (building on recommendations already identified in draft paper 'OD for the Transition period')

<ul style="list-style-type: none"> Assess corporate training and development needs – including both 'transition' initiatives and those that will support longer term OD agenda 	Strategic HR	Dec 2008	
<ul style="list-style-type: none"> Develop corporate training and development programme and make recommendations to CLT 	Strategic HR	April 2009	
<ul style="list-style-type: none"> Resource and deliver programme 	Strategic HR + Shared Services	From April 2009	

10. Market pay positioning

Review pay policy in line with ambition to be an employer of choice, and determine where we want to be in the market

<ul style="list-style-type: none"> Review market data and make recommendations to CLT with risk and impact analysis 	Strategic HR	September 2009	
--	--------------	----------------	--