

Our People Plan 2016-2020

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What is the People Plan

- Our People Plan 2016-20 replaces the Best People Plan 2012
- The focus of this Plan is improving how we do things - our values, skills – and the way we are organised to deliver.
- This Plan runs for 4 years; it will be renewed and reported on annually.



Where are we now:

- Wakefield Council continues to be responsible for key services that are important to local communities - **Performing for Wakefield** matters
- Local government is changing: the financial context; an aging population; and changing customer demands will see councils and services transformed over the next few years.
- It is vital that our employees – as our most important resource – are able to develop the skills and behaviours required to take advantage of new opportunities.
- Our values remain the same: **Ambition; Integrity;** and **Respect.**

Where do we want to be

- Continue to embed a 'One Council' approach where we all work to one clear vision:

Working with partners to deliver high quality services to ensure citizens and communities achieve their potential.

We aim to be one of the best performing councils in the country.

- In this way, we think beyond the basic; we work together to innovate; and we push boundaries while providing constructive challenge and effective feedback.
- Our Values are embedded into all that we do and we demonstrate these behaviours:
 - **Ambition** - we set high standards, we strive to improve and are encouraged to put forward new ideas to improve service delivery.
 - **Integrity** – we maintain high standards of personal conduct demonstrated through an honest, open, impartial and tolerant approach when dealing with all others.
 - **Respect** – we are polite and supportive to each other; everyone's contributions are valued; we listen to others and are sensitive to their position

Objective 1 Develop good managers

What this looks like

- Expectations of managers are made clear.
- Managers provide constructive challenge and effective feedback.
- Managers are held accountable for meeting expected standards.
- Managers are supported to meet the expected standards.



What we have done:

- Developed and introduced Performing for Wakefield (P4W) a new, holistic approach to improving performance that focuses on the values, behaviours and skills needed for effective performance as much as the key performance management processes .
- Implemented P4W Manager Standards providing clarity on the skills, knowledge and competencies expected of all managers.
- Rolled out revised manager appraisal arrangements to strengthen clarity and accountability.
- Delivered a development programme for all senior managers based on P4W and the manager standards supported by peer to peer arrangements for all senior managers to encourage a coaching style of leadership.

What we will do next:

- Cascade the P4W development programme to all middle managers to strengthen consistency and reinforce a 'one Council' approach
- Develop and implement a manager toolkit for all managers linked to P4W, particularly focused on constructive challenge and effective feedback.
- Develop and implement a coaching programme to support managers to discover and implement personal solutions to challenging issues or areas of performance.
- Deliver a Pay and Grading review for posts above G12 to ensure a consistent, fair and transparent approach to senior management grades.

Objective 2 Work differently

What this looks like

- We think beyond the basic and use creativity in problem solving
- We work together to innovate and develop joint solutions
- We use technology to support improved delivery.
- We look at different models of service delivery



What we have done:

- Updated the ICT infrastructure and changed use of ICT - improving efficiency, reducing costs and enabling organisational change
- Delivered the Innovation Lab pilot to engage employees in creating solutions and identify new ways of working across the Council.
- Established the District Outcomes Framework – a unique Partnership approach to setting jointly agreed public sector priorities for the district.
- Established seven Early Help Hubs - a joined up, localised, preventative partnership approach to supporting vulnerable children and their families.

What we will do next:

- Continue to develop the 'Innovation Lab' approach to problem solving and developing new solutions to support positive effective change, initially in Children & Young People's service.
- Develop our approach to locality based working including integration of adult care and Health through co-location – supported by better information sharing – development of third sector 'community anchors', and embedding our 'Hub' approach in children's services
- Implement the Children's Transformation Programme, including the 'Signs of Safety' framework working with individual children and families.
- Develop a Digital Strategy to support different ways of working, meet changing customer needs and deliver further efficiencies.
- Work with Partners in the district to maximise the benefits of a joined up approach to delivering services

Objective 3 Develop workforce capacity and skills

What this looks like

- We are clear on the future skill needs of the workforce
- We have the right people with the right skills in the right places
- Future managers will be identified, developed and supported.
- We have a flexible workforce able to respond to a changing environment



What we have done:

- Made appraisals a priority for all staff.; reviewed the appraisal process – aligning competencies to the requirements of a changing organisation; and rolled out the PiP Appraisal and Learning modules
- Increased intake of Apprentices to 2 cohorts per year including level 2 and advanced level 3 Apprenticeships to support young people across the district
- Reviewed the provision of training across the Council and set up a cross-Council group to deliver the recommendations.
- Updated the Council's Equality Statement, including actions to ensure workforce planning reflects the diverse needs of the workforce, and signed up to the regional low pay charter – committing to ensure lower paid staff are supported to reach their potential.

What we will do next:

- Improve our arrangements for delivering learning and development – including further development of PiP learning & development module and revised approach to eLearning - and deliver a cost effective, accessible and priority-led Training Plan.
- Review and update Induction to effectively engage new starters in the Councils core values and expected behaviours – reinforcing 'one Council' and working collaboratively
- Develop an accessible Intranet toolkit of hints, tips and guides to support all staff in key elements of their role and maximise digital skills across the Council.
- Maximise benefits offered by the MoU with Leeds Beckett University and others to use work placements for building Council capacity and improve skills in the wider district..
- Develop and implement a talent management and succession planning process to ensure key skills and knowledge are retained and developed

Objective 4 Deliver change well

What this looks like

- Employees are engaged well, kept informed and involved in change
- We work together to push boundaries
- We use best practice tools and methods to manage and deliver change
- We evaluate change and celebrate success



What we have done:

- Used regular Manager Briefing Events to work together and push boundaries, ensuring change and the reasons for change are communicated well and consistently.
- Responded to feedback from staff and strengthened managers' approach to staff engagement resulting in more staff having 1:1s and team meetings.
- Established a clear Organisational Change process to ensure consistent and fair arrangements are in place during restructuring that affects employees.
- Introduced revised programme management arrangements to support the effective prioritisation and delivery of IT solutions across children and adult health and social care.
- Lead the development and roll out of the national Change Toolkit on behalf of the LGA to support Local Authorities with future challenges

What we will do next:

- Roll out the Corporate Landlord model to ensure the Council's physical assets are used effectively to support the Council's current and future priorities.
- Deliver the Customer Access Project to ensure service changes are customer focused and efficient
- Implement revised programme and project management arrangements with clear decision making processes to support alignment to one clear vision, effective prioritisation and ensure significant projects are delivered effectively.
- Improve arrangements for creating strong business intelligence to support a culture of evidence-led decision making and robust service planning.
- Improve the cascade of communication from senior managers and effectively engage employees in the Council's innovation and change journey.

Objective 5 Support employee wellbeing

What this looks like

- Employees work in a safe environment
- Employees are motivated and valued
- Employees are listened to and the Have Your Say results actioned
- Employees are healthy and resilient



What we have done:

- Reviewed the Corporate Health and Safety Policy and established an action plan to promote and develop a fit for purpose Safety Culture
- Reviewed key Employment Policies including sickness and disciplinary policies and implemented a Reasonable Adjustment toolkit and training for Managers
- Delivered a programme of activity around improving employee mental health and wellbeing including the introduction of the Health Manager self assessment tool for employees and a programme of health roadshows, MOTs and health checks.
- Continued to invest in Have Your Say and the Pride awards to recognise the value of our staff.

What we will do next:

- Continue to deliver the Health & Safety action plan, including fully implementing the Safety Improvement Programme and electronic accident reporting – further improving the health & safety culture.
- Evaluate Have Your Say 2015 with a clear action plan to address emerging issues and themes.
- Review our approach to staff engagement and recognition, including Have Your say and the Pride Awards, to ensure our approach remains effective.
- Deliver a programme of activity to support managers and employees more effectively and focus on key issues such as musculoskeletal disorders, smoking and substance misuse.
- Deliver our ongoing programme of employment policy reviews, revisions and updates, including flexible working, recruitment, grievance and conflict resolution.