South Holland District Council

Our Workforce Strategy 2019 - 2023

Executive Summary

We believe all of our employees are talented and we want to make sure we are supporting, developing and growing our workforce to be fit for purpose and for future growth. Our workforce strategy needs to meet the needs of all our staff and will look at a variety of ways in which we support and develop our people as well as the reasons why we need a workforce strategy and what we will be committing to as an organisation.

The external influences are unavoidable and we have to acknowledge that the world of work has evolved hugely over the last decade. The needs of our staff and the onus on us as an employer have dramatically shifted. We have transformed recently but change is business as usual these days and we need to ensure our employees are equipped for the vision the council has and the strategic aims it wants to achieve.

Recruitment in the public sector has become increasingly challenging in a tight labour market where there are more jobs than skilled people available to do them, in addition to the market constraints, the public sector cannot compete with private sector salaries. The local context of the rural area of South Holland means our offices are based in an area which people need to travel to for work. Our immediate surroundings have poor social mobility so we need to attract skilled candidates; this is not a unique problem for local government, particularly district councils.

External influences impact our current and future workforce and we need to plan for these, for example, we know that by 2020 there will be more women in the workforce than ever; we need to plan for our workforce of the future.

The workforce strategy looks at:

- What a workforce strategy is and why it is important to have one

- Our current workforce profile

- What we want our workforce to look like in the future and the rationale for this

- What our priorities are to achieve this and the associated actions

- What will be different when we do these and how the future looks

What is a Workforce Strategy?

A workforce strategy links to and supports the Council's strategic priorities by identifying how our workforce needs to be shaped in order to deliver the outcomes we have agreed. The workforce strategy helps us ensure we have the right people, with the right skills, in the right role and performing the right tasks to support our strategic priorities. The workforce

strategy provides a framework as to how we will achieve the vision set out in the corporate plan and ensure we have the right workforce in place to achieve our goals.

> *"Workforce planning is a process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan. It's about getting the right number of people with the right skills employed in the right place at the right time, at the right cost and on the right contract to deliver an organisation's short and long-term objectives."*
>
> *Workforce planning from the CIPD*
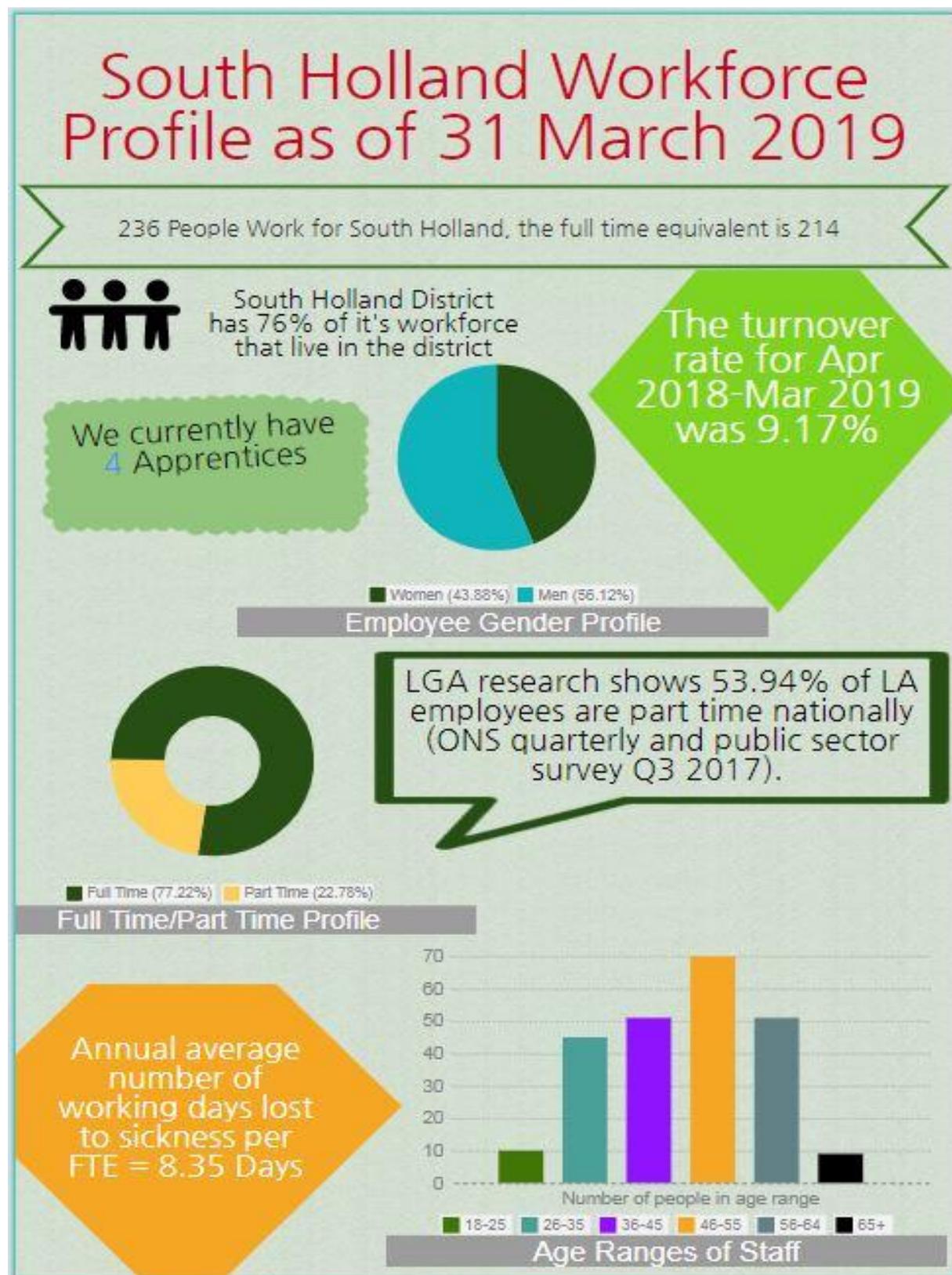
Why do we need a one?

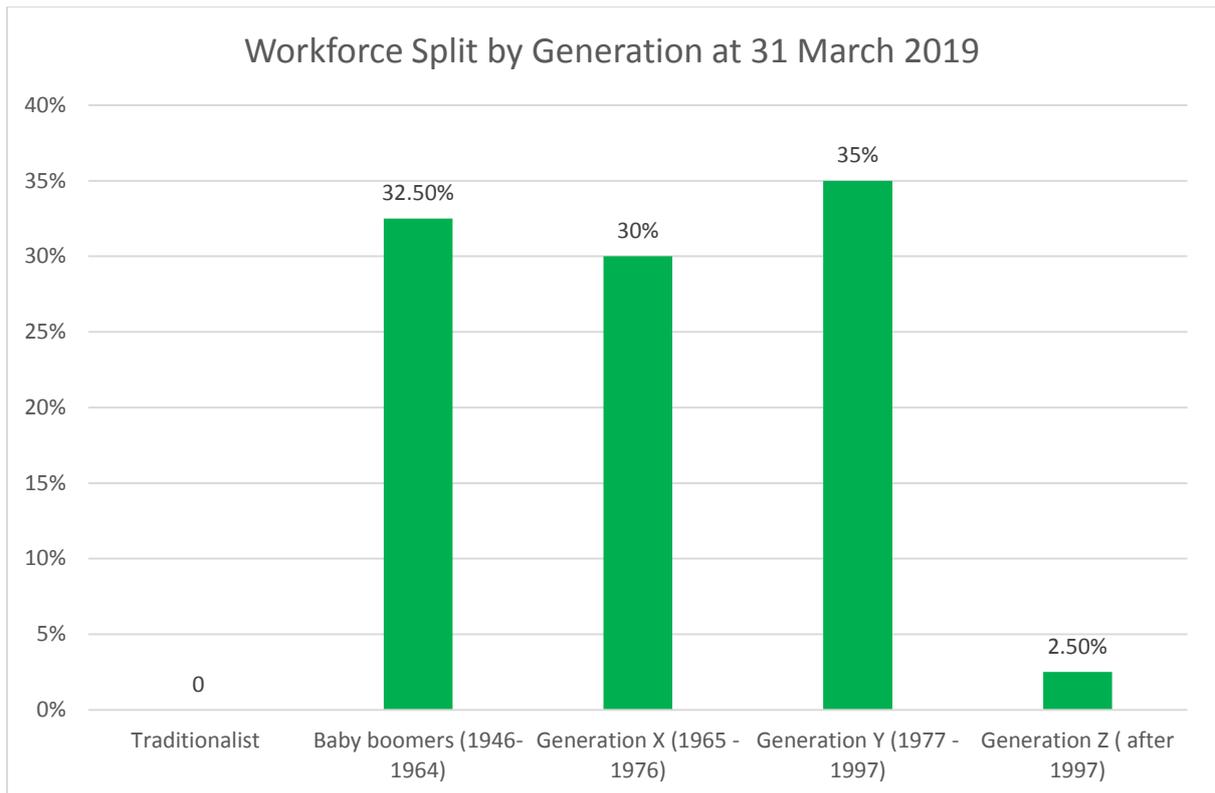There are a number of reasons why we need to have a workforce strategy:

- The climate in which we operate is changing. We are receiving less funding and guaranteed finances than ever before and we need to ensure we are using our finances wisely. Our people are our biggest asset and cost and we have to get it right.

- As a district council we have statutory and regulatory services that we have to carry out, these services require specialist skills and we need to ensure we have the right workforce and skills to fulfil these obligations, as well as succession planning to develop and retain these skills.

- We need to be more commercial to generate income and this means we need a workforce which are capable of doing that. This is a unique skill set that hasn't needed to be as prevalent in local government until recently.

- We have had a transformation programme which is now complete and has delivered savings and improvements but we need to be continually transforming; change is the norm now and we need our people to be open to change and skilled in implementing change effectively in all areas.

- The need to be commercially astute means we need an adaptable workforce. Gone are the days when somebody had a specific discipline and they just carried out that work. We need to utilise all the skills we have internally as well as attracting new ones and that means our people being adaptable and flexible in the way they work and the type of work they get involved in. Our people have a wealth of talents and skills and we need to be using them.

- We have a complex shared arrangement between our two councils and therefore our workforce needs to support that shared arrangement, we have both place-based

roles and shared roles, and the balance between those needs and roles needs consideration when recruiting and developing talent

Our established people plan which addresses the behaviours, values and culture that we want to achieve as an organisation was written during our transformation period, so it responds to our need to change at that time. This workforce strategy takes into account the aims of the people plan and interprets them in the strategy; it also aligns to our new corporate plan which will run for the same period as our workforce strategy.

Our Current Workforce Profile

South Holland Workforce Profile as of 31 March 2019

236 People Work for South Holland, the full time equivalent is 214

South Holland District has 76% of it's workforce that live in the district

We currently have 4 Apprentices

The turnover rate for Apr 2018-Mar 2019 was 9.17%

Women (43.88%)   Men (56.12%)
Employee Gender Profile

LGA research shows 53.94% of LA employees are part time nationally (ONS quarterly and public sector survey Q3 2017).

Full Time (77.22%)   Part Time (22.78%)
Full Time/Part Time Profile

Annual average number of working days lost to sickness per FTE = 8.35 Days

Number of people in age range
18-25   26-35   36-45   46-55   58-64   65+
Age Ranges of Staff

Workforce Split by Generation at 31 March 2019

Generation	Percentage
Traditionalist	0
Baby boomers (1946-1964)	32.50%
Generation X (1965 - 1976)	30%
Generation Y (1977 - 1997)	35%
Generation Z (after 1997)	2.50%

Our workforce profile tells us that the majority of our workforce are "generation y" or "millennials" as they're known commonly, although this is closely followed by "Baby boomers" and "Generation X". The demands and expectations of "millennials" is that they have a different view of work and we need to create a modern approach to work in order to attract and retain these skills. In the CIPD's 2018 UK working lives survey they cited 7 areas of job quality;

1. Money
2. Terms of employment
3. Job design & nature of work
4. Social support
5. Health & wellbeing
6. Work-life balance
7. Voice & representation

What do the modern workforce want?

- A good work-life balance so they can also undertake activities important to them
- A working environment that has appropriate technology, tools and facilities
- A supportive Manager who listens to them
- Flexible working so they can work where and when suits them
- Support from their employer in terms of mental and physical wellbeing
- A flexible reward package
- A job where they can see the difference they are making

We know that we need to adapt as an employer and implement positive changes to respond to our changing workforce.

Our Values and Behaviours

The Workforce Strategy plays a critical role in developing our culture and ensuring progressive, sustainable and a healthy working environment for our staff. Our values and behaviours are at the heart of this and how our staff do things is as important as what we do.   Values – we believe in:

Pride:	Recognised:	Communication:	Motivated:	Inclusive:
To feel proud of the work we do as part of this organisation.	The contribution we make through our work is recognised by the organisation.	The organisation values, and takes seriously, the movement of information and opinion up, down and throughout the staff.	There is a positive approach to work performance and improvements throughout the organisation.	The organisation understands, and takes into account, all members of the staff team whatever job they do, and wherever they do it.

What does our Workforce need to look like in the future?

We need to be proactive in how we are utilising our current workforce and how we attract skills into the organisation in response to the services we deliver and to achieve our corporate aims. This means focusing on 6 key themes to achieve this:

Themes:

1   Recruitment and Retention
2   Developing our People
3   Have a happy, healthy workforce
4   Pay and Reward
5   Leadership
6   Organisational Change and Development

Theme	Action	Outcome/How we will do this
1. Recruitment and Retention	Review the recruitment policy and procedure	• To make sure the approach is up to date and fits our culture and values • A robust and future proof approach to recruitment and selection that enables us to recruit the best candidates
	Modernise the application process	• An improved, more user-friendly, streamlined system • More flexibility for internal users. • A more professional first impression for prospective candidates
	Growing our Own Talent	• Succession planning for our apprenticeships • Return on our investment in apprenticeships. • Creation of development opportunities for existing employees. • Ensure we have a succession plan in place. • Increased investment in the local economy community by offering development roles enabling them to stay in the District. • Develop strong partnership with education and training providers. • Enable us to recruit to posts that are traditionally difficult to fill.
	Develop a greater awareness of what career opportunities there are in Local Government	• Promote employment, work experience, graduate and apprenticeship opportunities to the local community and students. • Promoting SHDC as a local employer of choice.
	Work to increase the diversity of the workforce	• Develop our approach to agile working • Look to increase our Disability Confident status

		• Broaden our offer of work placements to those with specific difficulties and explore how this progresses into employment. To ensure we draw staff from the whole community so we do not miss out on valuable skills • To support the retention of current staff
2. Developing Our People	Develop and implement a talent management programme	• To motivate and retain talented employees. • To maximise potential to mutually benefit individuals
	Develop and implement a mentoring scheme	• To motivate and retain talented employees. • Inspire experienced employees to mentor
	Invest in our employees to allow them to develop in current roles and for promotion opportunities	• Make use of the Apprenticeship Levy and Corporate Training Budget to fund professional qualifications
	Develop coaching opportunities to support managers and staff in their development	• Improvement in the development and performance of staff through a culture of coaching
3. Healthy, Happy Workforce	Produce a Well-Being Strategy	• To promote a wellbeing culture throughout the organisation. • To make sure employees are aware of how we can support their individual wellbeing. • Contribute towards our ambition to be a great place to work. • Reduced sickness levels below the sector average
	To deliver a programme of themed events to	• To promote a wellbeing culture throughout the organisation.

	promote engagement with the wellbeing agenda	
	Review existing employee support arrangements and consider an enhanced offering.	• To support employees who deal with upsetting or traumatic cases. • Welfare of our employees protected.
	Build resilience and energy among our staff and partners to enable change and deliver our priorities.	• By training, mentoring, coaching our employees, providing shadowing opportunities so they understand how to deal with different scenarios.
	Promote a Healthy Work Life Balance	• Develop and promote different ways of working to ensure a healthy work life balance.
	Sign up to the Mindful Employer Charter	• To promote an organisation-wide understanding of mental health issues and enable managers to effectively support their teams. • Reduced sickness levels below the sector average. • Employee wellbeing supported at an individual level
4. Pay and Reward	Consider our current benefits and reward package	• To ensure we are innovative and current in our approach to help us attract and retain particularly in those areas where there are skill shortages
	Meet with senior managers regularly to identify how organisational structures can support career progression and high quality services.	• To make sure that service leads are supported and encouraged to consider new ways of working. • To prevent organisation structures from inhibiting progress and allow career progression and succession planning.
	We will recognise great work and ideas; whilst dealing with poorly performing employees fairly, supportively and	• To make sure PDR's/One to One's are carried out effectively • Implementation of an Honorarium Policy

	robustly	
	Make sure employees understand the totality of their employment package.	• Employees feel valued for their contribution
5. Leadership	Ensure our leaders are equipped to lead teams through challenges and opportunities for 21st century	• Use the apprenticeship standards in leadership and management • Maximise the return on investment of the levy.
	Ensure our mentoring scheme allows our aspiring individuals	• To develop our workforce to be leaders of the future
	Upskill our managers in Commercialism and Partnership Working skills	• To ensure our managers have the skills to adapt to the changing focus of local government
	Develop an induction programme for managers	• To ensure new managers have all the tools to enable them to lead their teams effectively and ensure develop individuals to be the best they can be.
6. Organisation Change and Development	Explore new ways of working that continue to modernise the working culture of local government	• Develop an Agile Working programme • To help us make best use of modern technology giving people more control over how, when and where they work; allowing us to use the free space commercially, as well as creating a more agile and adaptable workforce