

WORKFORCE DEVELOPMENT STRATEGY

2020 TO 2024

A Partnership where everybody has the opportunity to thrive.



served by One Team

South & East Lincolnshire Councils Partnership

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Glossary

Agile Working	Agile working is about bringing people, processes, connectivity & technology, time and place together to find the most appropriate and effective way of working to carry out a particular task. It is working within guidelines (of the task) but without firm boundaries (of how you achieve it).
Flexible Working	Flexible working describes a type of working arrangement which gives a pre-agreed degree of flexibility on how long, where, when and at what times employees work.
Matrix Management	Matrix Management is an organisational structure in which some individuals report to more than one manager (relationships described as solid line or dotted line reporting). Matrix management is ideal for sharing talents and skills across departments.
Total Reward System	A Total Reward System comprises all the investments an organisation makes in its workforce; pay, benefits, professional development, recognition and work / life balance.
Work / Life Balance	The division of one's time and focus between working and family/leisure activity. Work-life balance is the idea that a fulfilling life outside of work helps improve work performance while reducing stress.

The Councils' Role

The primary role of a Council is to protect and support the community's people and places where there is a duty and a need to do so. It achieves this by delivering a wide range of services that it is legally required to provide (statutory); and services that the Council decides are important to the community (discretionary) because they directly help vulnerable residents, contribute to health and wellbeing, or enable an environment to help people and businesses to contribute to achieving a prosperous and vibrant community.

This Strategy supports the Corporate Strategies of Boston Borough Council, East Lindsey District Council and South Holland District Council by:

- Enabling and supporting colleagues across and within the three Councils to deliver the aims of the Corporate Strategies.
- Establishing a healthy environment of trust and support across and within the three Councils.
- Placing a focus on staff health and resilience.
- Improving outcomes by focusing on people and place – customers, residents, elected members, partners and colleagues.
- Delivering both integrated and locally delivered services and matching the right skills to the right roles.
- Embedding an effective, visible and high performing leadership team to support each Councils' employees and priorities.

Introduction

Welcome to our Workforce Development Strategy

The Workforce Development Strategy is a blueprint to support the workforces of Boston Borough Council, East Lindsey District Council and South Holland District Council, as they work together as a partnership (South & East Lincolnshire Councils Partnership) to deliver on the Councils' priorities.

This Strategy will help deliver the Councils' Corporate Strategies, which provide our strategic framework. While each Council will continue to be politically independent and accountable to the communities they serve, the South & East Lincolnshire Councils Partnership, the largest such partnership of councils in the country, will enable us to work collectively, supported by a shared management team, to deliver on our aspirations for our communities and to tackle common challenges.

The Workforce Development Strategy aims to provide a guide that builds on and takes forward existing achievements, developing a cohesive structure for transformational change and future success. The Strategy will be supported by a joint Delivery Plan that will also reflect local place-based requirements.

The Councils collectively employ some 900 people in a range of roles and working from a range of locations. Their workforces are split around 50/50 between office-based and non-office-based colleagues. All have a clear and common purpose – delivering on the Councils' ambitions for Boston Borough, East Lindsey and South Holland.

This plan provides the framework for how we will develop our workforces over the coming four years, setting out a number of priorities and the associated actions to be taken forward.

Our workforces are instrumental in the realisation of our Councils' Corporate Strategies.

We are committed to nurturing and developing our people and maximising the opportunities for everyone to contribute to attaining our aspirations.

To achieve our Councils' ambitions, working as a Partnership we need all colleagues to be adaptive, flexible and empowered to make positive changes to the way we go about our business.

I'd like to thank all who have contributed to this strategy.

Rob Barlow, Joint Chief Executive



Rob Barlow
Joint Chief Executive

Sub Regional Partnership



Working strategically with key partners



Significant opportunity to add resilience, share expertise, drive efficiency savings



Leveraging our position



Working together to deliver Councils' Corporate Strategies



Access to funding streams

Sovereign Councils



PSPS - Key Strategic Delivery Partner



PSPS

Public Sector Partnership Services Ltd

Delivering services for



CUSTOMER CONTACT | FINANCE | HR | ICT | REVENUES & BENEFITS

Partnership working ethos

Sharing best practice

Joint working opportunities

Shared services

Significant savings

Increasing capacity and delivery potential



HOW WE WORK AS ONE TEAM TO BE THE BEST FOR OUR PLACE AND PEOPLE

Supporting and/or connecting work programmes



Our Vision

Vision

Talented workforces that are agile, efficient, empowered and engaged in the visions of the three Councils they serve.

Purpose

The purpose of our Workforce Development Strategy is to support our workforces and deliver continuing structural and cultural change, with a clear ambition to ensure our teams are well placed to deliver on the Councils' priorities.

What do we want to achieve?

- Motivated and empowered workforce.
- A flexible and sustainable workforce.
- Workforce that is efficient, effective and equipped to deliver the Councils ambitions.
- Greater efficiency through collaboration.

Ultimately, our success will depend on a culture that rewards talent and success, empowers and enables people, and an environment that promotes and provides employee wellbeing, and work-based learning that gives people the skills they need and the confidence to take decisions where it is necessary and appropriate to do so.

Governance

This Strategy's delivery will be overseen by the Deputy Chief Executive (Corporate Development) and Assistant Director (Corporate) supported by the formation of a Workforce Development Board. The Board's role will be to drive the Strategy's implementation and provide a check/balance on core actions of the Delivery Plan as they are taken forward, including insight from across the Partnership. The Partnership's employee reference group will be a key link for the Board into the workforces and will be invited to have a representative on the Board.

External partners may be invited to attend Board meetings where they have knowledge or experience on a particular issue for consideration.

Strategic Priorities

We are committed to working with our workforces and the three Councils' elected members in developing a culture that embraces change and seeks continuous improvement.

A number of strategic themes underpin the Workforce Development Strategy, which are listed below and detailed further on the subsequent pages:

Attract and retain talented employees	A flexible approach to service delivery	A healthy and active workforce
Shape our organisational culture and maximise staff engagement	Be efficient and effective in all we do	Celebrate our success and reward excellence



1. Attract and retain talented employees

Why is this a priority?

The Councils have ambitious Corporate Strategies and delivery plans that require skilled officers.

Given our geographic locations, recruitment can be a challenge. Whilst we have a relatively low turnover of staff, we do struggle to recruit in some areas, particularly the roles considered more specialist.

In order to attract and retain employees we need to ensure we offer progressive development opportunities, which enable them to move forward in their careers.

We passionately believe colleagues should be given the opportunity to grow as individuals to reach their full potential.

Investing in the development of our workforces has the following benefits

Investing in the development of our workforce has the following benefits:

1. It ensures our workforce is equipped to do their job.
2. It ensures our workforce has opportunities to develop as individuals.
3. It supports retention.
4. It makes us attractive employers.
5. It enables succession planning and provides leadership opportunities.

We have many colleagues, at a range of levels, who, with the right training and development opportunities, have progressed positively in their chosen area of work.

What are we going to do?

- Develop a Resourcing Strategy, including Apprenticeships and Graduate programmes, to attract the best talent, and enhance the employers' reputations and brand to make the Councils attractive employers.
- Provide a robust annual training plan to support the development of the workforce.
- Maximise the use of the Apprenticeship Levy and ensure Apprentices have the opportunity to secure wider experiences than the role they have been recruited to.
- Maximise the use of internal and external secondment opportunities to enhance the skills of our workforce.
- Provide a range of networking and learning opportunities for colleagues to share knowledge and experiences across service areas and with partner organisations.
- Develop performance management processes which empower individuals to identify, access and develop their potential.
- Launch a development framework identifying the skills and behaviours we require of individuals operating at the different levels to support in career progression.

- Provide mentoring opportunities through shadowing and vocational learning and development.
- Ensure all service areas have clear succession planning arrangements.
- Raise the profile of the benefits of working for the Councils through recruitment advertising; and ensure recruitment advertising is effectively targeted.
- Provide opportunities to draw people across services to work on corporate-wide projects based on skills not just posts.

What will success look like?

- Colleagues telling us they feel valued and fulfilled in their role.
- Colleagues who achieve career advancement.
- We will have identified succession plans and career pathways for professional roles.
- We are recognised as employers of choice
- An increased number of our Apprentices successfully securing permanent positions.
- Increased applications for the Future Leaders Programme
- High performing teams who have built trust, aligned skills, enhanced collaboration and brought together diverse talents to achieve a shared goal.



2. A flexible approach to service delivery

Why is this a priority?

We recognise that Local Government has been slower than some sectors to fully embrace flexible and agile working. This has however been expedited for us by the Coronavirus pandemic.

Technological investments are providing new opportunities for our teams to provide services in a more agile and flexible way. We want services to have greater choice and freedom in how and where they work to fulfil their duties in order to undertake the work in the most efficient way. We recognise that work is one element of our busy lives and that we all need to find the right work / life balance – technology can help us achieve this.

We want our teams to have access to the technology they need to do their job in the most efficient and effective way.

What are we going to do?

- Deploy technology that enables our teams to work in a more agile and flexible way.
- Ensure there is a robust training package to support the use of new technology, so we maximise its benefits.
- We will equip our Managers with the skills they need to effectively manage in line with our change in working practices.

- Use technology as a mechanism to communicate with colleagues, elected members and partners and increase efficiency through reduced travel.
- Encourage colleagues to consider how they can work in an effective, agile and flexible way in fulfilling their duties.
- Promote cultural change in the way we work and deliver services

What will success look like?

- Increased capacity to deliver services to customers – measured through the performance and productivity framework.
- Colleagues having a healthy work / life balance – measured through the staff survey and HR data (such as sickness reporting).
- We are recognised as being advanced and forward-looking.



3. A healthy and active workforce

Why is this a priority?

Healthier employees are absent less often and are more motivated to stay in work. Healthy employees also recover from sickness quicker and are at less risk of long-term illness.

We have placed a focus on raising the profile of 'health' amongst colleagues for some time, but this priority will provide a greater, more co-ordinated, focus on that ambition.

What are we going to do?

- Develop a targeted Health and Wellbeing Strategy for our workforces.
- Ensure the mental health and physical health of our colleagues are valued equally.
- Proactively promote staff health, wellbeing and safety ensuring appropriate mechanisms and provisions are in place to support colleagues and maximise attendance at work.
- A business case approach to the introduction of early intervention options through our Occupational Health services.

- Recognise that colleagues have differing cultural and ethical needs external to work and this should be supported in the workplace.
- Secure Disability Confidence Level 3 accreditation which demonstrates that we are acting as a champion for Disability Confident within our workforces and our local and business communities.
- Accreditation of a Workplace Wellbeing Charter including Time to Change and the Mindful Employer Charter.

What will success look like?

- Reduced long-term and short-term sickness.
- Greater capacity to deliver services.
- Healthier workforce.
- Improved employee resilience and ability to cope with change.



4. Shape our culture and maximise staff engagement

Why is this a priority?

There is a strong correlation between the extent to which people perceive a connection with their employer and its culture and high performance. This kind of engagement is positively influenced by factors such as effective leadership, empowerment, shared values, a supportive infrastructure and work / life balance.

Our workforces are made up of both office based and non-office based staff, and our internal communications processes need to take account of this. Effective internal communication and engagement helps ensure that all members of the workforces and elected members are working collaboratively towards a common goal. It develops a cohesive culture and empowers employees to make the right decisions in line with our goals.

What are we going to do?

- Review internal communication channels to ensure there are clear channels for the dissemination of information to colleagues in a timely manner.
- Clearly articulate and promote behaviours among all colleagues that are compatible with the aims and values of the Councils.
- Adopt progressive employment practices, developing accessible and simple to use HR policy frameworks.

- Further develop positive and constructive employee relations with Trade Unions. Trade Unions.
- Develop a culture that encourages colleagues to think innovatively, generate ideas and undertake continuous improvement to our services and processes
- Maximise the use of technology, where appropriate to do so, to conduct employee briefings on major issues as a mechanism for communication and consider other methods of improving the visibility of leadership.
- Further embed Officer/Member protocols to ensure shared involvement, understanding and commitment to the delivery of the Corporate Strategies.

What will success look like?

- Colleagues understanding how they contribute to the Councils' objectives, regardless of role.
- Consistent levels of improvement of 'informed' and 'valued' ratings for all colleagues.

5. Be efficient and effective in all we do

Why is this a priority?

The Councils' workforces are significantly smaller than they once were. Teams are doing more with less – being more innovative and creative in the way they deliver services.

The people closest to the processes and procedures within our services are the people best placed to improve them.

We want to ensure our teams feel empowered to identify and implement positive changes to working practices, with the support they need to become even more efficient which releases capacity. We want our teams to seek new opportunities to improve performance and service delivery to our customers. This includes challenging traditional service boundaries and structures to deliver joined up services that are useful and relevant to our communities and working more closely with our partner agencies.

What are we going to do?

- Empower our teams through positive leadership to bring forward improvements to processes and procedures, with a view to improving efficiency and the customer experience.
- Invest in technology where a business case demonstrates improved performance and efficiency.
- Continue to develop our online systems (internal and external) to provide services in the most efficient way. This includes pushing more information and services online for customer self-serve where appropriate.



- Develop solid relationships with other organisations where there is clear benefit for both parties.
- Monitor performance through an effective Performance Framework.
- Embed a Matrix Management approach to move beyond structure and enable a flexible approach to structuring teams and sharing resources..
- Undertake a programme of service reviews to improve service delivery.

What will success look like?

- Increased functionality of intelligent automation of our services.
- Increased and sustained improvement through our key performance indicators.
- Streamlined processes and procedures which have reduced duplication of work and deliver services that are comprehensive, coherent and cost effective.
- A workforce that champions and embraces technology.

6. Celebrate our success and reward excellence

Why is this a priority?

Traditionally, Local Government has never been great at celebrating the essential and vitally important work it does for communities. We firmly believe we should all be very proud of what we do and the contribution that we make to improve society and support our residents.

We need to be better at celebrating our successes!

What are we going to do?

- Continue to develop the Employee Recognition Awards as a programme that celebrates achievement, including the launch of an Annual Awards event to celebrate the success of teams and individuals.
- Promote to residents, businesses, Councillors and partners our successes through our communications channels.
- Where we have a strong story to tell seek regional and national profile through Awards and publications.
- Ensure we have a robust scheme to measure jobs and provide a fair and equitable pay scheme.
- Implementation of Total Reward System* as a long-term approach to employee recognition and reward.

** A total rewards system comprises all the investments an organisation makes in its workforce; pay, benefits, professional development, recognition and work / life balance.*

What will success look like?

- Staff feeling their contribution towards service delivery and its success is recognised and valued.
- Staff understanding that opportunities for career progression exists.
- Staff empowered to create a culture of accountability and responsibility in delivering success.
- Staff perceive base pay to be fair and equitable.
- Staff recognise the full value of the totality of their employment package.





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