

PEOPLE STRATEGY 2020-23

SUMMARY AND RECOMMENDATIONS:

The challenges facing local authorities are considerable, from the impact of reducing resources, to the local and national impacts of both the pandemic and Brexit, and the changing customer expectations of public services. The authorities best able to address these demands will be those with the agility to adapt rapidly to change and this requires motivated and engaged individuals and teams throughout the organisation, who can execute the business plan.

The 2019 Peer Challenge Report recognised the importance of the workforce to the delivery of the business plan, highlighted the need to develop a People Strategy so that *'the Council's staff have the capabilities and skills to continue to embrace new ways of working. Sustaining cultural change will be important.'*

Great people management practices link to great business outcomes and a people-centric culture that prioritises people development and a positive employee experience is at the core.

During the last year, work has been undertaken to develop the People Strategy and Year 1 action plan and this is attached to this report. In developing the strategy, the Council has an opportunity to have a strategic approach to organisation and people development, to ensure it can continue to be agile, ambitious and able to deliver the services the community needs.

The Cabinet is recommended to approve the People Strategy.

1. INTRODUCTION

- 1.1. The Council has developed a long-term vision for Aldershot and Farnborough up to 2030, and a three year Council Business Plan 2020-23 that shows how the Council will work to deliver this long-term vision.
- 1.2. The Council Business Plan provides the basis for prioritisation of resources, service planning and performance management and the most recent refreshed was approved in July 2020
- 1.3. The People Strategy sits underneath the Council Business Plan, setting out the people standards to which the Council aspires. The workforce is key to the delivery of the business plans and it is generally recognised the more traditional management methodologies will no longer work for modern businesses. To operate with agility and to be able respond and adapt to

change, organisations need talented people at every level, who can make good decisions that are right for the business To attract and retain talented people, organisations need to provide a working environment that is good for people, and develop committed, capable and collaborative colleagues who understand why and how their contribution matters.

- 1.4. This approach has been reflected in the People Strategy, under four key themes:
 - A positive culture enabling high performance
 - People are developed to realise their potential
 - The Council is an employer of choice
 - Engaged People who feel valued and supported

2. BACKGROUND AND CONSULTATION

- 2.1. In setting out the people standards to which the Council aspires, the People Strategy provides a roadmap for leaders, establishing the expectations for people management practices. It also communicates to the workforce the importance of positive people management practices, the contribution and expectations of individuals and teams and the support that will be available to help both individuals and teams realise potential.
- 2.2. As part of developing this strategy, an evidence base was built from a range of sources, to better understand the organisation and to anticipate the organisational development challenges that lie ahead. The inputs included:
 - Listening to staff and leaders through focus groups and surveys
 - Feedback from the LGA Peer Challenge Team
 - Understanding what customers want, using output from Customer Workshops
 - Understanding current organisational demographics
 - Understanding the impact of the pandemic on staff and on ways of working
- 2.3. Throughout the stages of development, views of Members were also sought via the Transformation Task and Finish Group and the Portfolio Member for Corporate Services and comment on draft documents was provided by CMT, Unions and staff.
- 2.4. The data and information from all these sources has been assimilated into the four key themes, each with a set of outcomes and Year 1 priorities, to be refreshed each year.

3. DETAILS AND IMPLICATIONS

- 3.1. The People Strategy has been prepared and this is attached for consideration by the Cabinet. The document sets out a vision and overall goals, expressed as key themes, and identifies the priority areas of action.

- 3.2. In terms of financial implications, the Council allocates an annual budget of £26,000 to corporate learning and development activities and consideration is already underway on how to use the 2021/22 allocation to contribute to delivery of the objectives contained in the strategy. At this stage it is not anticipated the strategy will require additional financial resource but were this to be the case, this would be subject to the usual approval processes.
- 3.3. There are no legal implications and an Equalities Impact Assessment has been undertaken.

4. COVID 19

- 4.1 The People Strategy sets out the priorities and actions for people development, taking the impact to date of the pandemic into account. In particular, the strategy reflects a need to prioritise the wellbeing of staff, as well as a drive to build on new ways of working.
- 4.2 Throughout the pandemic, the Council has prioritised the health, safety and wellbeing of staff and will continue to do so. It is clear COVID 19 will continue to impact the workforce over the year ahead and this may mean re-focusing the priorities within the action plan, with resources adjusted to best meet these needs.

5. CONCLUSIONS

- 6.1 The Council has a strong track record in developing its people, recognising that the way in which people are managed and motivated, and the availability of skills and expertise, is key to enabling the Council to deliver its Corporate Business Plan priorities..
- 6.2 The People Strategy builds on this foundation, and builds on the strengths of the current organisation, setting out the key principles that will shape the organisation's culture and ensure it has the right people with the right skills, attitudes and behaviours to deliver its priorities, achieve the ambitions for the community and secure its future as a great place to work.

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Rushmoor Borough Council
People Strategy

Welcome to the council's People Strategy



The council faces more concurrent challenges than ever experienced before. The political, economic, financial and social challenge and change is significant, from the impact of reducing resources, to the local and national impacts of COVID-19 and Brexit, the changing customer expectations of public services and the opportunities digital offers to transform service design and delivery, and open up new ways of working. The challenges are many and varied, but the political leadership of the council has the drive and determination to support officers to face these challenges head on.

The Council Business Plan articulates these goals, setting out what the council are committed to do over the next three years and part of that is making sure that the vision for the Borough – Your Future, Your Place – becomes a reality.



Councillor David Clifford
Leader of the Council

Central to the delivery of the council's priorities are our people – those the council employs to deliver its services. This strategy aims to ensure that the council has the right people with the right skills, attitude and behaviours going forward both in the short, medium and longer term to deliver its priorities and turn ambition into reality.

I want to ensure that the council values, supports and invests in its people, that it encourages diversity of thought and approach and welcomes open and honest communication. I along with the management team are committed to growing our reputation so that the best people want to work with us and to stay working with us.



We know that organisations where people feel supported and trusted are high-performing. They are places where people feel able to give their best, will challenge and improve how things are done and can continually learn and develop. They are organisations better able to respond to setbacks, better able to find new ways to solve new problems, better able to work with others - both inside the organisation and beyond – and better able to deliver for customers. It is these qualities that will equip us to navigate the road ahead.

The way we choose to lead will shape our culture, so we need leaders who make the right choices, who understand the vision for the future and recognise their role in translating the vision into reality. This People Strategy is their roadmap, setting out the standards we expect for our people management practices, so we will work with leaders right across the organisation to help them ensure the decisions they make, the behaviour they demonstrate and the integrity with which they act make certain the words in this strategy translate to everyday lived experiences.

We also know that delivering this future will mean change for everyone, and with change come opportunities and threats. We need to support people to manage and adapt, and to develop the skills and knowledge they need to deliver organisational priorities but we also need people to feel they work for an organisation that genuinely cares, that strives to put their wellbeing at the heart and helps them to be themselves at work. To do these, we will prioritise listening, we will help people feel they can speak up and we will encourage and act on feedback.

The council is very proud of its people, and values the commitment and contribution shown every day to making Rushmoor a better place. We have many strengths and qualities and we passionately believe that if we build on these, together we will achieve our ambitions for our community and secure our future as a great place to work.



Paul Shackley
Chief Executive

Introduction

This strategy has been developed with evidence from a range of sources, to better understand the organisation now and to anticipate the organisational development challenges that are ahead.

The inputs included:

- listening to staff and leaders - through focus groups and surveys
- feedback from the LGA Peer Challenge Team
- understanding what customers want, using output from Customer Workshops
- understanding the current organisational demographics (see Appendix 1)
- understanding the impact of the pandemic on staff and on ways of working

The information has been assimilated into four key themes, each with a set of outcomes and Year 1 priorities, to be refreshed each year. In developing this People Strategy, the council has an opportunity to have a strategic approach to organisation and people development, and ensure it can continue to be agile, ambitious and able to deliver the services the community needs.

Staff Feedback – what do people feel is important?

Leadership – visible leaders who role-model the behaviours, adapt their style to the person, trust and empower their teams, provide supportive feedback and encourage decision-making and problem solving at the lowest possible level.

Flexible working – having a say in when and where work is done, the technology to support and enable this and options for flexible working as the ‘norm’.

Change – to be part of an organisation that engages people in change from the ‘ground-up’ and supports people through the change process.

Communication – open communication that cascades up and down the organisation, through multiple channels that offer choice and accessibility, with clear, frequent and timely messaging on the key issues.

Development – to continue to invest in people with further opportunities for growth and career development that everyone can access. A ‘learning organisation’ that encourages curiosity and testing assumptions, where there is time to reflect and learn.

Performance and process – outcomes to be more important than process, with policies that encourage flexibility and agility. A business-like approach to performance, recognition for good performance and honest feedback and action where there is under-performance.

Ideas and Innovation – to try new things and to learn by making a few mistakes, to put new ideas forward and to connect with others through projects, joint-working and networks.

Engagement – a say in the decisions that affect work, and input into determining the values. To work collaboratively as part of a community who believe in the value of the work, is focused on customers and residents and can celebrate what is achieved.

Health and Wellbeing – to continue to develop the strong focus on wellbeing and support everyone to thrive at work.

To achieve excellence and for people to do their best work for customers the council needs:

- people who understand and believe in the direction the organisation is going
- people who understand how their role and their team affects and contributes to the organisation's purpose and objectives
- agile and clear systems and structures that encourage everyone to take responsibility for their individual and team contribution, and for making change happen
- working practices that encourage collaboration, trust and openness
- honest communication, where people listen without judgement and are open to new thinking
- a high-trust culture where people and teams have clear accountability and authority to act



A positive culture enabling high performance

OUTCOME 1	Year 1 Actions
<p>Develop a strong set of shared core values that inspire a common purpose and flow through every aspect of working at Rushmoor – so that 'how we do things around here' is at the heart of what is done and how it is done.</p>	<ul style="list-style-type: none"> ▶ Co-create a set of clear core values with stakeholders that align to organisational priorities and give clear direction and purpose ▶ Review the Behaviours Framework to align to the core values ▶ Help people get behind these values and behaviours by embedding them into everyday activity, through recruitment, induction, development, performance management, rewards and internal communication processes ▶ Identify and understand actual practices in the organisation and act on the information to develop a positive climate
OUTCOME 2	Year 1 Actions
<p>Develop an internal communication culture that encourages openness and trust and leads to:</p> <ul style="list-style-type: none"> • high performance • improved wellbeing • an accelerated pace of change 	<ul style="list-style-type: none"> ▶ Review the people performance management/ development review framework to ensure it: <ul style="list-style-type: none"> • is clear and straightforward • aligns with the council's new Performance Management Framework • aligns with the values and behaviours framework • enables people to understand their contribution to the achievement of organisational objectives, through frequent and regular 2-way performance conversations ▶ Develop everyone's skills in seeking, giving and receiving honest and timely feedback, that is received positively, encourages people to express their views and encourages challenge as a healthy means of exploring different perspectives ▶ Use psychometric tools to help people understand their style, strengths and value to the team, and understand how to adapt their own communication style to get the best out of themselves and others ▶ Encourage leaders to openly talk about/share their experiences, in particular where they have challenged themselves to do things differently, encouraged decision-making at the lowest possible level or learnt from mistakes

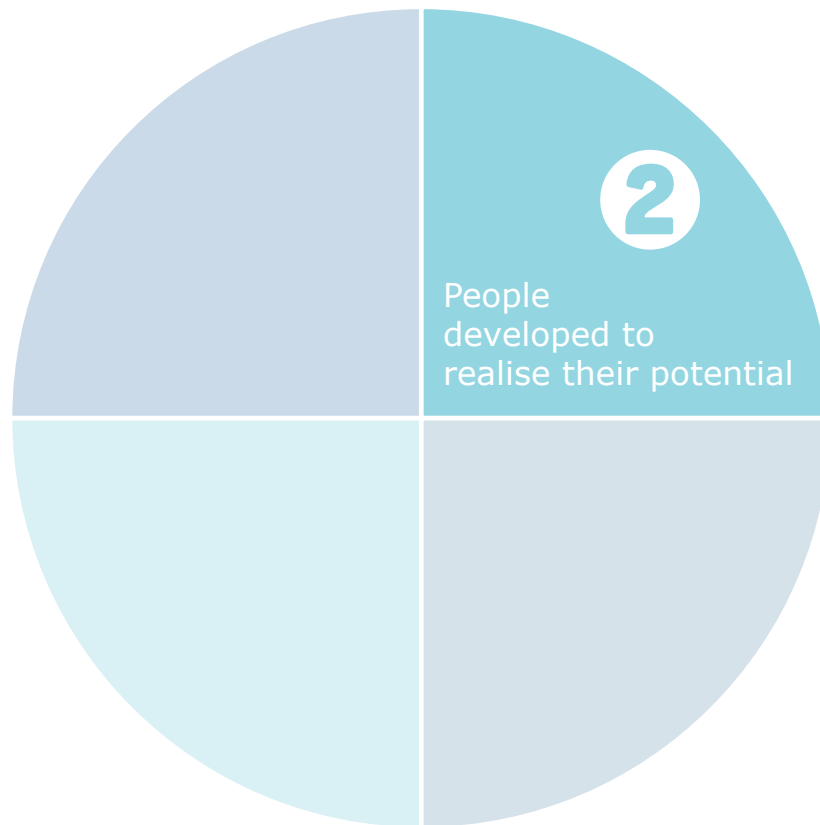
A positive culture enabling high performance

OUTCOME 3	Year 1 Actions
<p>Develop an agile organisation where 'boxes, lines and hierarchy' are less important and teams are built around end-to-end accountability for service delivery.</p>	<ul style="list-style-type: none"> ▶ Use the work of the ICE programme to: <ul style="list-style-type: none"> • encourage leaders/managers to develop well-designed jobs that help people have the right level of autonomy to get work done, and feel a sense of personal achievement • identify what gets in the way of people working across teams and encourage working across boundaries • share lived experiences of change with the wider organisation through open internal communication practices that tell colleagues what and how change is happening, and how it is benefiting customers and driving efficiencies

OUTCOME 4	Year 1 Actions
<p>Encourage work to be 'something I do' rather than 'somewhere I go'.</p> <p>Create physical and virtual environments where people can do their jobs in the environment that is conducive to them and can collaborate across and outside the organisation.</p>	<ul style="list-style-type: none"> ▶ Through the Community Hub partnership working, understand what people want from the work environment and develop physical and virtual work-spaces that reflect the organisation's values and ambitions, including for a carbon-neutral environment ▶ Continue to develop and roll-out the technology that enables mobile, agile and flexible working. Train and engage staff to maximise its capabilities ▶ Develop equitable mobile/flexible working principles and ensure line managers are equipped to manage remote teams in a fair and inclusive way

A positive culture enabling high performance

The council recognises the impact learning opportunities have on the organisation and its people and performance. It is proud of its investment in learning and development and will continue to develop a culture of continuous learning through:



- developing leaders at every level, who lead with impact and purpose and model the values and behaviours framework
- developing diverse, inclusive and accessible L&D opportunities that offer value for money, deliver outcomes and offer everyone the opportunity to be their best at every stage of their career
- encouraging people to shake off mistakes and setbacks and view them as opportunities to learn and improve

People are developed to realise their potential

OUTCOME 1	Year 1 Actions
<p>Develop purposeful and self-aware leaders, able to align decisions and actions to the organisation's values and behaviours.</p>	<ul style="list-style-type: none"> ▶ Develop what it means to be a leader at Rushmoor and the traits for success ▶ Use this framework to develop tools that will help managers become effective leaders, including a Leadership Development Programme for Senior Managers ▶ Build on the use of psychometric tools to help managers understand themselves and their style, and introduce 360 feedback ▶ Develop opportunities for aspiring leaders to continue to extend their learning and experiences

OUTCOME 2	Year 1 Actions
<p>Develop a L&D offering that:</p> <ul style="list-style-type: none"> • reflects a flexible/remote workforce and delivers accessible learning • delivers 'just-in-time' content that equips everyone with the skills and mindsets to underpin the organisational strategy • encourages on-going learning, where people build on and share knowledge and capabilities to develop in their roles and look for new ways of working 	<ul style="list-style-type: none"> ▶ Develop and communicate a L&D plan that supports people to deliver organisational priorities ▶ Expand and promote informal learning opportunities - eg: 'lunch and learns', Learning at Work Week, Staff Showcase/Show and Tell, Action Learning sets, networks, shadowing ▶ Encourage 'bite-size' learning - podcasts, videos, links to external content, infographics – and the sharing of ideas, learning and stories through internal social media networks - eg: Yammer, blogs, webinars ▶ Continue to develop the capacity of My Learning as the organisation's e-learning and digital learning platform ▶ Establish a Learning and Development Network to champion organisation-wide engagement in L&D and encourage personal responsibility for development

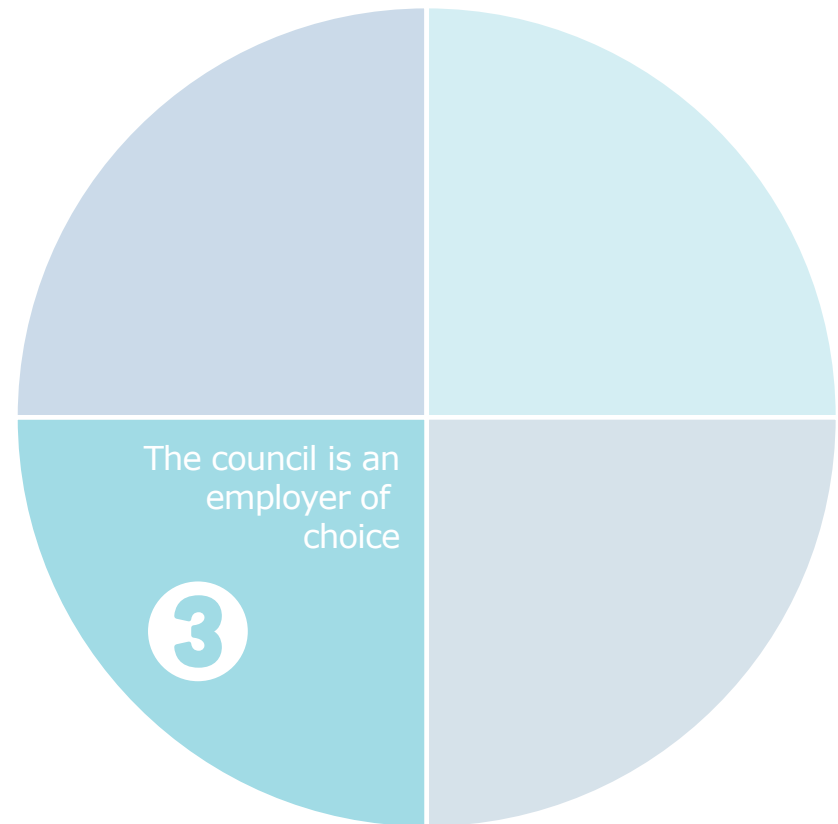
People are developed to realise their potential

OUTCOME 3	Year 1 Actions
<p>Develop managers who:</p> <ul style="list-style-type: none"> • can translate the council's strategy and objectives into customer-centric action and results • are financially, politically, commercially and environmentally astute, as well as digitally proficient • can support and encourage change through skilled communication and empathy 	<ul style="list-style-type: none"> ▶ Re-assess the competencies required to be an effective manager at Rushmoor, assess the current gaps and re-focus the Management Development programme to deliver against this updated framework ▶ Develop formal and informal approaches to management development, delivered/accessed through a variety of channels ▶ Seek creative ways to maximise use of funding through the Apprenticeship Levy to support management development activity

People are developed to realise their potential

To attract and retain people who bring diversity of perspective, make a difference to performance and deliver its core purpose - and continual evolution – the council will:

- understand what people value from work, and what matters most to them, and develop an employee offering that fulfils these expectations
- develop innovative and flexible approaches to recruitment processes and systems, to attract a diverse applicant base



The council is an employer of choice

OUTCOME 1	Year 1 Actions
<p>Encourage wider diversity in the council's employment profile, to:</p> <ul style="list-style-type: none"> • reflect the local community demographic • place the council as an 'employer of choice' for all 	<ul style="list-style-type: none"> ▶ Develop a creative brief that showcases to prospective employees what the council stands for and what it can offer, and embed into social media communications and recruitment campaigns ▶ Partner with community links to gain insight into what different segments of the community want from work, and promote Local Government as a career of choice ▶ Encourage young talent through continued investment in Apprenticeships, T Levels and Work Experience ▶ Develop recruitment analytics that audit the candidate journey, use the data to identify aspects of the processes that need attention and implement strategies to improve these areas ▶ Automate all areas of the recruitment process, where technology provides the best solution ▶ Introduce employee self-reporting for protected characteristics, to deliver an accurate workforce profile

The council is an employer of choice

OUTCOME 2	Year 1 Actions
<p>Develop talent pipelines to deliver the skills and attitudes that are needed to deliver innovative services of the future.</p>	<ul style="list-style-type: none"> ▶ Use service-specific workforce plans to assess future need and use this analysis to develop targeted recruitment strategies ▶ Test and develop the concept of 'recruiting for attitude', based on the values and behaviours framework and, where appropriate the leadership framework ▶ Continue to build an employee-centred induction/welcome process, using digital tools where appropriate, that starts from the job offer, and ensures new people: <ul style="list-style-type: none"> • understand how the organisation works and its values/beliefs • meet new colleagues and Snr Managers, and have opportunity for a 'welcome buddy' • have practical information on the working environment and understand their legal obligations/management obligations • can quickly become effective in their roles • can provide feedback on the process and highlight areas for improvement ▶ Refresh the current approach to pay and grading, to further streamline processes and work towards developing a process that reflects the values and ambitions of the organisation and offers greater flexibility, whilst maintaining equity and transparency

The council is an employer of choice

The council is facing a demanding and challenging environment, made even more complex as a consequence of the pandemic. The scale and pace of change will be unlike anything seen before.

It is increasingly important for people to feel they work for an organisation that genuinely cares, recognises contribution and welcomes input. The council will do this through:



- encouraging and supporting people to achieve good mental and physical health and to feel they can be themselves at work
- recognising the positive impact that comes from involving people in the decisions that affect them
- celebrating success, however large or small, and finding ways to say thank you

Engaged people who feel valued and supported

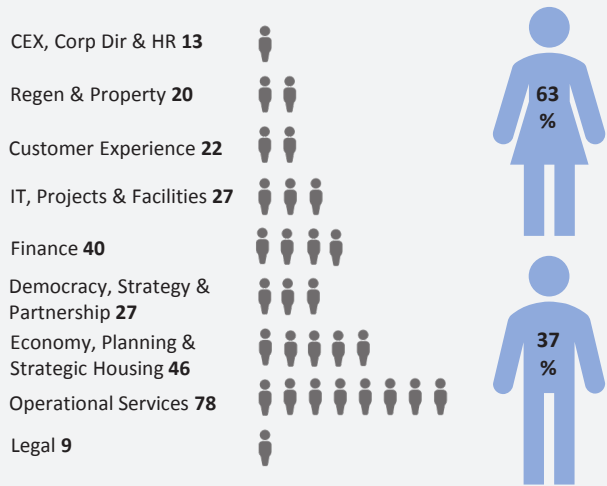
OUTCOME 1	Year 1 Actions
<p>Continue to develop the strong focus on wellbeing, encourage wellbeing as an integral part of routine conversations and support everyone to thrive at work.</p>	<ul style="list-style-type: none"> ▶ Continue to build resilience through investment in well-being initiatives – eg: Wellbeing Day/Week, support for national campaigns – and consider widening the range of support available - eg, through the introduction of Mental Health First Aiders ▶ Continue to build on health and wellbeing in the L&D offerings and increase managerial capability to support people through change ▶ Regularly publicise the Employee Assistance Programme and review its effectiveness ▶ Incorporate Health and Wellbeing into induction activities ▶ CMT to champion employee health and well-being through active support of initiatives and through including wellbeing as a routine part of check-in conversations

OUTCOME 2	Year 1 Actions
<p>Develop a culture of open and honest 2-way communication, that encourages listening as well as speaking, makes room for disagreement and diversity of opinion, and recognises where things are done well.</p>	<ul style="list-style-type: none"> ▶ Using the work of the ICE programme, develop 'principles for change' that include engaging employees in the design and implementation of service improvements and digital solutions ▶ Develop opportunities for regular and timely feedback from staff, through, for example, focus groups and pulse surveys and use feedback to further develop processes and practices ▶ Continue to build on opportunities to openly celebrate successes and achievements, and recognise when people demonstrate the values

Engaged people who feel valued and supported

What does the organisation look like now?

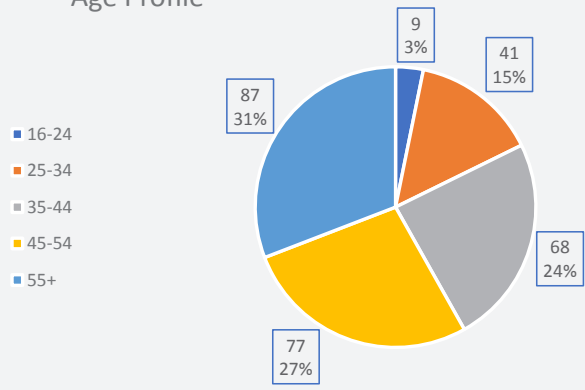
Workforce report 2019/20



32 Leavers

24 Starters

Age Profile



14 Members of staff undertaking an apprenticeship

4 Apprentice Positions **10** upskilling professional qualifications



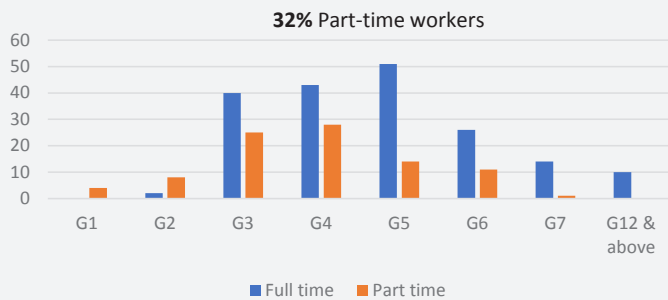
Corporate L&D initiatives



Learning at Work Week	Staff Showcase	Leadership Development Programme cohorts 1&2
Mental Health Awareness	Office 365 and Yammer	Management Development
Introduction to Agile	Working in a Political Environment	Leading Remote Teams



Gender Pay Gap 12%



Ethnicity	Council workforce	Rushmoor population (2011 Census)
White	75.2 %	85.9%
Black and Minority Ethnic (BAME)	2.2%	14.1%
Not stated	22.6%	

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