



People Plan

2017-2020



With special thanks to the staff volunteers of the People Plan Project Group who co-designed this document



1 Message from Shaun (Managing Director)



What is a people plan?

It outlines the Council's approach to working with staff and line managers to help everyone reach their potential and maximise their contribution. It sets out the Council's plans, ambitions and commitments to all staff.

Why do we need a people plan?

If we align our People Plan (sometimes known as an Organisational Development Strategy) to our Business Plan this will provide a planned approach to improving organisational performance through staff involvement and development. This means ensuring staff have the right skills and training so that we can deliver great services for our residents.

How does a people plan work?

Senior managers and Human Resources work together to identify how best to support and develop staff to equip everyone to deliver the Business Plan. Staff feedback from the annual staff survey, the appraisal process, Unison and engagement through staff project groups is also instrumental in shaping the People Plan. The [action plan](#) is developed which outlines what we are already doing and what we plan to do in the future.

Our focus is on the delivery of the core priorities set out in the [Business Plan](#). To achieve this we must find new ways of working and provide opportunities for our staff to unlock their potential and enjoy contributing to the future we are building together.



2 Our Values

To best serve local people the Council is committed to the following values:

- **Customer-focused**
 - Serving local people and visitors to our District
- **Maximising potential**
 - Maximising staff potential to increase organisational potential
- **Proactive**
 - Encouraging staff to be proactive in their job roles and as part of the wider organisation
- **Innovative**
 - Value and reward new ideas and ways of working





3 Our Ambitions

- Attract and retain high quality staff
- Support staff in their jobs to work in line with the delivery of the [Business Plan](#)
- Encourage talent and ambition for future leadership capacity
- Maximise staff engagement in everything we do
- Use our [values](#) to change the way we work
- Develop a commercial approach
- Develop resilience

4 Our Commitments

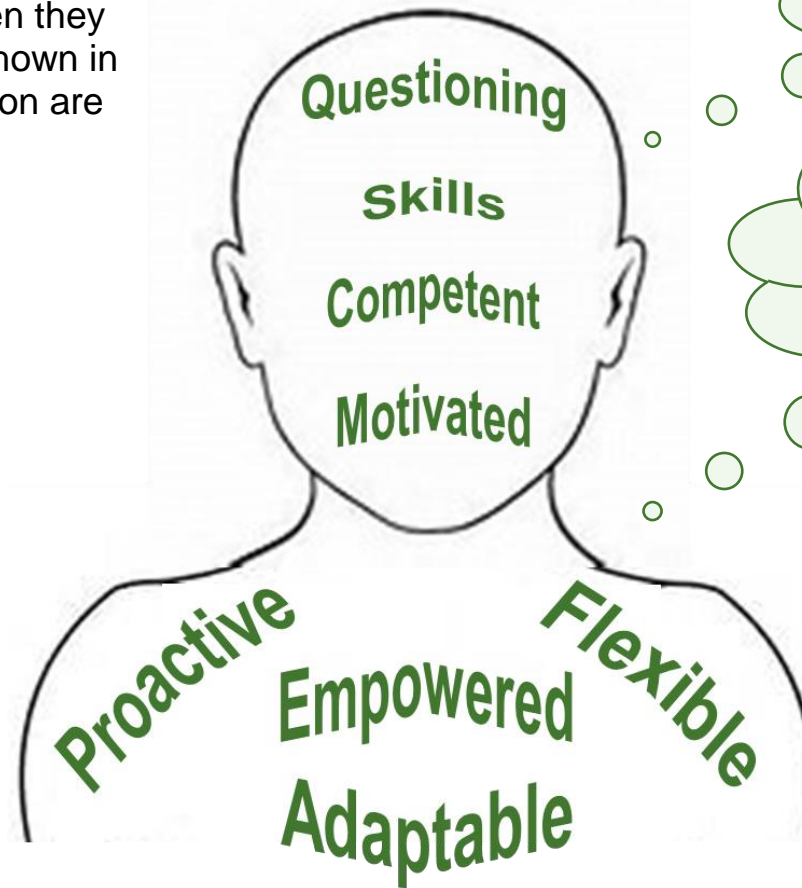
- Develop and maintain an [action plan \(Section 6\)](#)
- Involve staff in the monitoring and review of the effectiveness of the People Plan and associated [action plan](#)
- Recognise staff who demonstrate commitment to the [values](#) of the Council
- Demonstrate transparent and trustworthy leadership (including regular communication about what we are doing)



5 Your Commitments

Staff at Rochford District Council will be recognised and valued when they demonstrate the behaviours shown in the figure. Example of this action are staff who can:

- Focus on real outcomes
- Work together
- Show initiative
- Learn from each other
- Take pride in their own achievements
- Celebrate the success of others & value each others experience
- Go the extra mile
- Challenge poor practice



New Staff (recruited for their ability to do their job **and** embrace RDC's values and behaviours)

Existing Staff (invested in and recognised for their ability to do their job **and** embrace RDC's values and behaviours)

Leadership Team (leading by example to inspire staff to do their jobs to the best of their ability **and** embrace RDC values and behaviours)



6 Action Plan

Timescales Key: S = Short Term, M = Medium Term, L = Long Term, O = Ongoing = Achieved

Our Ambitions	What we do	What we will do
<p>Attract and retain high quality staff</p>	<ul style="list-style-type: none"> • Offer funded professional development in key professional roles for example Planning/Legal/Finance • Offer access to relevant training and development for all staff • Support Continuous Professional Development (CPD) for professionally qualified staff and continuous development of all staff • Maximise use of recruitment advertising budget to attract staff in hard to fill posts • Offer a generous flexi scheme • Long service awards • Offer market supplements for key posts with identified skills shortages in Planning and Regeneration 	<ul style="list-style-type: none"> • Launch a new Value Based Recruitment policy; a way of recruiting new staff for skills and desired behaviours (M) • Offer Value Based Recruitment training for recruiting managers (M) • Launch a new job description template supporting our values • Review Pay Policy and consider wider market supplements (O) • Review job evaluation scheme (L) • Improve induction process (S) • Develop a strategy for skills shortage roles/areas (M) • Recognise the experience and knowledge of all staff (O) • Explore the introduction of a 'Recommend a Friend' Scheme (S)

People Plan



Our Ambitions	What we do	What we will do
<p>Support staff in their jobs to work in line with the delivery of the Business Plan</p>	<ul style="list-style-type: none"> • Encourage and support the importance of 1:1s and performance related discussions • Ongoing continuous objective setting and performance review within the Leadership Team involving relevant Elected Members 	<ul style="list-style-type: none"> • Roll out of new appraisal process and training for staff and line managers (S) • Continuously review the effectiveness of the appraisal scheme and listen to staff feedback (O)
<p>Encourage talent and ambition for future leadership capacity</p>	<ul style="list-style-type: none"> • Provide formal Leadership training for the Leadership Team • Explore external mentoring arrangements for senior staff where relevant • Invest in training for line managers 	<ul style="list-style-type: none"> • Develop a talent management approach for aspiring future line managers and leaders whilst continuing to support staff who do not aspire to progress to a leadership role (L/O)



Our Ambitions	What we do	What we will do
<p>Maximise staff engagement in everything we do</p>	<ul style="list-style-type: none"> • Staff involvement in project work • Director Blog • Unison Meetings with Directors to hear staff views • Staff attendance at Leader/Deputy meetings to celebrate achievements • Directors meeting all new staff in week 1 • Away days within directorates • Meet the Directors sessions • Staff Survey • 'All Ideas Matter' staff suggestion scheme • 'Back to the floor' visits for Leadership Team 	<ul style="list-style-type: none"> • Launch 'Experience our Council' for staff to see our Elected Members at work in the Council Chamber (M) • Continue to encourage all staff to contribute to a project group to develop their skills and experience (O) • Run future staff surveys and update action plan to reflect staff feedback (O) • Work with line managers to create good communication within teams (O) • Continue to improve internal communication (O) • Assistant Directors to work with their teams on specific actions arising from the staff survey feedback (O)

People Plan



Our Ambitions	What we do	What we will do
<p>Use our values to change the way we work</p>	<ul style="list-style-type: none"> • Culture and Transformation projects focussing on staff reward/recognition, internal communication, training & development, appraisal and People Plan 	<ul style="list-style-type: none"> • Value Based Recruitment; a way of recruiting new staff for skills and desired behaviours (M) • Develop value based reward scheme for staff who demonstrate the Council's values (M) • Continue to roll out the work of the Culture and Transformation project teams (O) • Leading by example at all levels (Values) (O) • Allow workplace tensions to surface in a healthy way through good conversational practice (O)
<p>Develop a commercial approach</p>	<ul style="list-style-type: none"> • Staff involvement in commercial projects 	<ul style="list-style-type: none"> • Clear communication to all staff from Leadership Team on strategic direction and vision (O)

People Plan



Our Ambitions	What we do	What we will do
<p>Develop resilience</p>	<ul style="list-style-type: none"> • Facilitate Mindfulness Courses • Wellbeing initiatives/Live well group • Flexi scheme • Leadership team with input from Finance & HR review staffing requirements regularly • Portfolio Holder for People works with Directors, HR and Finance to undertake an annual review of staffing priorities identified by the Leadership Team • Flexible approach by staff working overtime and helping in other departments 	<ul style="list-style-type: none"> • Personal Resilience training (L) • Identify single points of failure and plan for contingencies (M) • Mental Health awareness (L) • Stress Audit (L) • Remove/reduce unnecessary procedures and processes (O) • Improve communication to staff about staffing resource decisions (S) • Subsidise Mindfulness Courses (S)



7 Learning and Development (Current and Future)

**Councillors
(39)**

Member training programme
E-learning on key subjects such as
Safeguarding

**Leadership
Team**

- Leadership Development Programme
- Coaching/Mentoring
- External development opportunities
- Peer support
- Demand Management

**Line
Managers
and
Supervisors**

- Accredited management training
- HR training including recruitment, appraisal, sickness absence, capability
- Informal coaching

All staff

- E-learning on mandatory subjects i.e. Safeguarding and Whistleblowing
- Level 2 Safeguarding training for front line staff
- Role based development and CPD
- Professional Sponsorship for key roles
- Induction inc. values, behaviours, e-learning, 'Meet a Director', on-the-job

**Key Skills for Line
Managers**

Briefings/e-learning/
face-to-face training/
coaching i.e.

- Partnership working
- HR Policy training
- Health and Safety
- Financial Awareness
- Project skills
- Digital Transformation

Key Skills for All

- Technical skills such as ICT skills
- System skills such as Uniform, Comino etc.
- Personal skills such as resilience and capacity building
- Developing knowledge on topics such as Safeguarding, dementia awareness, commerciality
- Employee Volunteering Scheme
- Health and Safety