



Mansfield & Ashfield Shared Services  
HUMAN RESOURCES



**Ashfield District Council & Mansfield District Council**

# **PEOPLE STRATEGY**

## **2016 – 2019**



**Mansfield  
District Council**

# Mansfield & Ashfield Shared Services HUMAN RESOURCES



## 1.0 Introduction

### What is a People Strategy?

- 1.1 In essence a People Strategy sets down how people will be attracted to, and retained by, the Council and how they are deployed, managed and developed within each respective Council. Linked to the objectives set down in each council's Corporate Plan, it identifies the people management implications and makes it clear that all employees are vital to the delivery of improving services for local communities.

To be effective, the People Strategy cannot operate in isolation. It will need to reflect external influences such as the Local Government Pay and Workforce Strategy, national employment negotiations and trends in the market place. It will also need to demonstrate clear links to each council's Corporate Plan and supporting strategies.

The People Strategy supports the achievement of the key themes in each respective council's evolving Corporate Plan. An effective People Strategy enables the Council to plan for the future with a clear focus on improving services through partnership. The People Strategy and associated Workforce Development Plan (WDP) is an integral part of each council's performance management framework. It provides the link between valuing and developing people, with improving and developing services and enabling local leadership.

### What does it mean for the communities of Mansfield and Ashfield?



**Mansfield  
District Council**

## Mansfield & Ashfield Shared Services HUMAN RESOURCES



- 1.2 The People Strategy provides a framework, along with the Workforce Development Plans (WDP), to ensure that we deploy the right number of trained and motivated people to deliver high quality services within the community.

### **What does it mean for employees?**

- 1.3 It clearly demonstrates that each respective council is committed to its employees and their ongoing development. As an employee, linking your own development to the development of your role and service will ensure that you contribute to the achievement of the objectives within the People Strategy. As these are linked directly to the Corporate Plan of each council, your contribution will enable the Council you are employed by achieve its objectives.

### **How is the Strategy's contribution assessed?**

- 1.4 Central to the People Strategy is an action plan for each council that includes milestones with measurable targets. As they will directly impact on the objectives set down in the Corporate Plan for each council, its contribution will be assessed on a regular basis by corporate management and review will also be embedded within the performance management framework for each council via service plans and the employee Personal Development Review (PDR) process.

### **Planning for the future**

- 1.5 This strategy, along with the WDP, provides an assessment of the current position for each council and a vision of where we would like to be over the next three years. It provides a framework to identify capacity within the workforce against future needs by identifying actions to be taken to bridge any gaps. This will then have further benefits in terms of costs, efficiencies and performance.



**Mansfield  
District Council**

## Mansfield & Ashfield Shared Services HUMAN RESOURCES



It enables resources to be invested in key priority areas that will provide direction not only for elected members, managers, employees and Trade Unions, but will also shape the services provided by the Human Resources Shared Service Team, and other teams that provide corporate support to each council, and how those services may be delivered.

### **2.0 Our Strategic People Objectives – the three themes**

The 'People Objectives' have been grouped under three broad themes. They are:-

- Valuing our People
- Transforming our Organisation
- Developing our People

It is important to understand that all the themes are interlinked and cannot be viewed in isolation. As a result, progress in one area will have an impact on other themes.

The three themes are underpinned by effective communication, supporting the principles of effective local leadership, valuing the service users and the community and equality and diversity. More details on each key theme are provided below.



### **Key theme 1 – Valuing our People**

Both councils aim to be good employers by providing a balanced approach to employment by:-

- Recruiting and retaining excellent people
- Recognising and developing our existing talent pool
- Ensuring our people are best placed to take advantage of the career progression opportunities that arise
- Ensuring equality and diversity is reflected in service provision and employment practices
- Fair and equitable treatment of employees in pay, grading and reward structures
- Developing and maintaining a range of flexible working options
- Motivating employees and valuing their contribution to organisational objectives
- Ensuring we fulfil our duty of care to our employees, including actively promoting Health and Well Being and Attendance strategies
- Employing a workforce that reflects the diversity of the local population

### **Key theme 2 – Transforming our Organisation**

Each council's aim is to create a framework that provides clarity and structure whilst promoting flexibility and empowers employees at all levels to achieve their potential within a constantly changing environment by:-

- Effectively engaging and listening to our employees
- Ensuring performance management is embedded throughout the organisations.



- Developing and delivering the Shared Service and partnership working Agendas, exploring various options for future service delivery, adopting a more commercial approach to conducting business and other council initiatives specific to transform services to be more efficient, resilient and customer focused.
- Addressing issues that inhibit or prevent flexibility and accountability
- Inviting and welcoming challenge, because we recognise that through challenge organisations improve
- Empowering employees at all levels to make informed choices that ensure the delivery of effective and sustainable services to the communities
- Working in partnership with employees, their Trade Unions and representatives, other organisations and the communities to ensure services are robust, resilient and sustainable; meet the needs of the local communities and are valued by service users

### **Key theme 3 – Developing our People**

In Developing our People, each council aims to develop its employees to deliver excellent, effective and sustainable services by:-

- Enabling regular discussions on performance and development with employees.
- Working with employees to enable them to identify the need for, and to source, appropriate development opportunities.
- Ensure evaluation of learning and development considers cost benefit analysis and return on investment
- Provide a range of learning opportunities for employees
- Develop, embed and maintain a leadership and management competency framework to inform both our recruitment , development and succession planning activity
- Provide opportunities for all employees to enhance key skills
- Develop opportunities for cross service and partnership working



- |   |
|---|
| <ul style="list-style-type: none"> <li>• Ensure effective leadership and management programmes are in place for managers and elected members</li> <li>• Ensure employees are developed in line with key competencies and skills to ensure we can effectively meet customer needs</li> </ul> |
|---|

### 3.0 Our Commitment to Employees

Underpinning the key themes of our People Strategy is our commitment to Employees:

- We will value our employees and will recognise their efforts and commitment.
- The Council will treat employees fairly and respectfully.
- The Council will engage with and consult with employees and Trade Unions on key issues affecting our organisation.
- The Council will maintain its commitment to workforce development and support employees through challenging changes.
- The Council will maintain its commitment to workplace health and wellbeing support for all employees.

### 4.0 Corporate Plan – Goals and Values

The continuing development and review of the People Strategy takes into account the goals, visions and values of Mansfield District Council and Ashfield District Council. Each council has specific corporate plans, goals, visions and values which feed into the People Strategy and are detailed below.

<b>Mansfield District Council</b>	<b>Ashfield District Council</b>
The vision of Mansfield District Council is:-	The goal of Ashfield District Council is:-



*“To maintain a safe and caring district where everybody can succeed*

The way the Council works to achieve the vision is defined by the Corporate Values. These are:

- Excellence
- Integrity
- Teamwork
- Empower and Involve
- Passion and Pride

Underpinning our values, and everything that the Council does, is our commitment to equality. We aim to treat everyone fairly and strive to achieve equality for all our diverse communities.

The Corporate Plan highlights the Council’s corporate priorities which ensure the Council is focussed on the issues which need tackling to make the district an even better place to live, work and visit. The current corporate priorities are:-

- *A thriving, vibrant and sustainable district*
- *Strong, safe and resilient communities*

*“To ensure the delivery of robust, resilient and sustainable local services that meet the needs of local communities and are valued by local people”.*

The way the Council works to achieve the goal is defined by the following Corporate Values:-

- Enterprising, Ambitious and Innovative
- Community and Customer Focused, Putting People First
- Positive, Proactive and Successful
- Collaborative
- Transparent and Accountable

Underpinning all the values and everything the Council does is the commitment to equality.

The Corporate Plan highlights a number of cross cutting themes that are detailed in the plan to meet the challenges of achieving the Council’s goal and ensure that efficient and effective services are provided for the community in the priority areas the Council has identified are:

- *Health and Well-Being*
- *Housing*



<ul style="list-style-type: none"> <li>• <i>A clean and welcoming environment</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Economic Regeneration</i></li> <li>• <i>Place and Communities</i></li> <li>• <i>Organisational Improvement</i></li> </ul>
--	---

## 5.0 Key influences and challenges

The People Strategy is about looking forward to the future. Whilst it is impossible to accurately predict what the requirements of the workforce for each council is going to be over the next few years, it is important to take into account a range of issues that will influence future needs. These are identified below under very broad headings.

<b>National Factors</b>	<b>Local Factors</b>
<p>These include issues such as:-</p> <ul style="list-style-type: none"> <li>• Financial pressures / need for improved efficiencies / need to be accountable for public expenditure.</li> <li>• Shared services and partnership working</li> <li>• Financial Strategies</li> <li>• Competitive labour market</li> <li>• Image of the public sector as an employer</li> <li>• Advancement in technology and E-government agenda</li> <li>• Government Strategy and Policy</li> </ul>	<p>These include issues such as:-</p> <ul style="list-style-type: none"> <li>• Priorities identified in the Sustainable Community Strategy</li> <li>• Priorities identified in Corporate Plans</li> <li>• Customer expectations identified through consultation and surveys</li> <li>• Business transformation and process improvements, including improvements in efficiencies and organisational restructure.</li> <li>• Employing a workforce that reflects the local community</li> <li>• Development of local service plans</li> </ul>



<ul style="list-style-type: none"> <li>• Social responsibility to decrease the number of unemployed people within local communities.</li> <li>• Potential new employment legislation and new legal requirements</li> </ul>	<ul style="list-style-type: none"> <li>• As major employers in the districts of Mansfield and Ashfield, explore ways in which we can improve the employability of our residents.</li> </ul>
--	---

## 6.0 Key achievements

The following is a summary of the key achievements across both Councils in relation to the People Strategy since May 2014 to 31 March 2016.

Key theme	Ashfield and Mansfield District Councils
<b>Valuing Our People</b>	<ul style="list-style-type: none"> <li>• Several key HR Policies updated/ introduced and aligned.</li> <li>• All Flexible Working policies reviewed.</li> <li>• Working towards Achieving Level of Equalities Framework ADC. Achieving Level maintained at MDC.</li> <li>• Equality Impact Assessments completed throughout the organisation.</li> <li>• Attendance Management Policy reviewed and revisions implemented.</li> <li>• Focus on absence – snapshot reports extended to ADC, trigger reports extended to MDC.</li> <li>• Single Occupational Health provider for case work and health surveillance.</li> <li>• Employee Assistance Programme available to all employees.</li> <li>• Employee Benefits Portal developed and Employee Discount Scheme adopted - additional non-contractual benefits being promoted.</li> </ul>
<b>Transforming Our Organisation</b>	<ul style="list-style-type: none"> <li>• Senior Management restructure completed (MDC).</li> <li>• Elections payroll delivered through ResourceLink HR &amp; Payroll system at both Councils.</li> <li>• Successful migration of ADC employee training data onto ResourceLink system, following successful payroll migration in April 2016.</li> </ul>



	<ul style="list-style-type: none"> <li>• Implementation of e-HR developments including MyView, self service module and on-line direct access to employee benefits portal.</li> <li>• Return of the e-payslip at ADC, implemented at MDC.</li> <li>• Procurement of web- recruitment portal to be implemented by April 2016.</li> <li>• Implementation of e-criminal record checks.</li> <li>• Electronic mileage sheet implemented (MDC).</li> <li>• Business Planning embedded.</li> <li>• Workforce Planning embedded in service planning.</li> <li>• Performance monitoring and Audit recommendations extended via Covalent</li> <li>• Cultural Change Programme via the Extended Leadership Team (ELT) and ALT.</li> <li>• Employee Survey completed (ADC).</li> <li>• Culture Survey completed (ADC).</li> </ul>
<p><b>Developing Our People</b></p>	<ul style="list-style-type: none"> <li>• Member Charter Status retained.</li> <li>• WDP in place to identify learning needs and support budget priorities.</li> <li>• Member and employee induction revived.</li> <li>• Developing managers in line with 360 outcome and talents/ competencies</li> <li>• Continued ‘needs based’ comprehensive training &amp; development programme delivered across all Council services.</li> <li>• Resilience training for all employees.</li> <li>• Significant Environment training programme.</li> <li>• People Strategy reviewed and implementing key actions.</li> <li>• Successful Adult Learning Week in May 2015.</li> <li>• Introduction and development of e-learning (ELA) in the workplace.</li> </ul>



**Mansfield  
District Council**

# Mansfield & Ashfield Shared Services HUMAN RESOURCES



## 7.0 Priorities and actions for the future

### **ASHFIELD DISTRICT COUNCIL**

Theme	Action	Target date for completion
<b>Valuing Our People</b>	Self-assess as meeting 'Achieving' level of Equalities Framework for Local Government.	June 2016
	Monitoring the job re-evaluation / evaluation process ensuring it is robust timely and suitably resourced.	June 2016
	Undertake a Gender Pay Gap Audit in line with statutory requirements.	March 2017
	Maximise access to use of e-recruitment with implementation of web recruitment portal.	June 2016
	Embed use of e-recruitment and reduce publishing spend.	April 2017
	Reduce employee absence to an average of 10 days per FTE per annum.	March 2017
	Reduce employee absence due to long term sickness to an average 55% of all absence.	March 2017
	Reduce employee absence to an average of 9.5 days per FTE per annum.	March 2018
	Reduce employee absence due to long term sickness to an average 50% of all absence.	March 2018
	Increase % of Young People (under age 25) recruited to the Council to reflect the local workforce profile.	March 2019
Increase % of employees benefitting from agile / flexible working practices.	March 2018	
<b>Transforming Our Organisation</b>	Implement e-HR self- service for managers including direct access to job descriptions; job description questionnaires; person specifications; policies and procedures.	Dec 2016
	Implement e-HR self- service for managers including direct on line access to annual leave; training records; PDRs; establishment lists; absence data and claim forms for their area of responsibility.	April 2017
	Embed and extend the use and application of Learning Together as a training and development tool and intervention.	April 2017



	Implement on-line PDR incorporating values, competencies and 360 evaluation.	Dec 2016
	Embed and extend the use and application of Learning Together as a training and development tool and intervention.	April 2017
	Increase % employees who feel valued by ADC as an organisation to 55%.	July 2017
	Increase employee satisfaction with ADC as an 'employer of choice' to 60%.	July 2017
	Increase employee satisfaction with ADC as a good employer to work for from 70% to 75%.	July 2017
	Increase employee satisfaction with their job from 62% to 65%.	July 2017
	Continue to shift the organisational culture to reflect the ideal of humanistic, encouraging, achieving and self-actualising and reduce avoidance behaviours.	Nov 2017
<b>Developing Our People</b>	Review Competency Framework and implement across CLT, ELT and ALT.	Oct 2016
	Extend competencies to all employees and Integrate Competency Framework into Recruitment and Selection practices.	Dec 2016
	Self-assess as meeting Corporate Investors in People standard.	March 2017
	Achieve Silver Standard of the Nottinghamshire Workplace Health Award Scheme.	Sept 2016
	Achieve Gold Standard of the Nottinghamshire Workplace Health Award Scheme.	Sept 2017
	Implement Elected Members Development Programme including: <ul style="list-style-type: none"> <li>• new member induction, skills audit, training needs analysis,</li> <li>• individual learning plans, Learning &amp; Development interventions.</li> </ul>	May 2016
	Implement Organisational Development interventions to equip and develop managers with:- <ul style="list-style-type: none"> <li>• Service Transformation tools and techniques.</li> <li>• Assessing alternative service delivery models c/w corporate programme and project management support to implement projects.</li> <li>• Maximising commercial opportunities/ income generation c/w corporate programme and project management support to implement projects.</li> </ul>	March 2017

**MANSFIELD DISTRICT COUNCIL**

Key theme	Outcome	Target completion date
<b>Valuing Our People</b>	Revise Recruitment and Selection Strategy, to include: use of competency framework in recruitment, testing competence and potential; advertising review.	March 2017
	Flexible and agile working and flexible recruitment opportunities to be fully explored and promoted	March 2017
	Implement and promote Corporate Reward and Recognition Scheme	June 2016
	Review pay and grading and employment reward offer to include reintroduction of professional fees	March 2017
	Achieve Silver Standard of the Nottinghamshire Workplace Health Award	June 2016
	Review and extend WPH Benefits – programme of work and promotion	Dec 2016
	Reduce employee absence to 9.0 FTE days	March 2017
	Reduce employee absence to 8.5 FTE days	March 2018
	HR policies to be review and updated to reflect legislative, best practice and changes arising from People First initiatives	March 2017
	Self-assess as “Achieving” against the Equality Framework	October 2016
	Review Workforce Report and actions required to ensure we work towards employing a workforce that reflects the community we serve	Jan 2017
<b>Transforming Our Organisation</b>	Performance Framework - update vision, priorities and values	July 2017
	Change for the Future – implement Work Programme 2016-17	March 2017
	Review competency framework and implement across CLT, ELT and ALT, integrate into PDR and 360 Feedback process	Dec 2016
	Develop and implement an internal communications and engagement strategy	October 2016
	Reaccreditation of Investors in People (IIP)	June 2016



	Implement e-HR self- service for managers including direct on line access to annual leave; training records; PDRs; establishment lists; absence data and claim forms for their area of responsibility.	March 2017
	Implement and embed E-Recruitment	October 2016
	Embed and extend the use and application of Learning Together as a training and development tool and intervention	March 2017
<b>Developing Our People</b>	Develop a Learning and Development Strategy bringing all strands into a cohesive whole.	Dec 2016
	Leadership and Development CLT Assessment and Development Programme	March 2017
	Extended Leadership and Aspiring Leadership Programmes delivered 2016-17	March 2017
	Competencies integrated into development programmes	Dec 2016
	Revisit and update Workforce Development Plan	Sept 2016
	Embed succession planning in the Service Review Programme	Jan 2017
	Pathways to Work programme – plan and prepare for Apprenticeship Levy introduction	March 2017
	Review and revise manager and employee induction process and experience	October 2016
	Reaccreditation of Member Charter Status	Sept 2016
	Review coaching and mentoring arrangements and capacity and integrate timeline therapy and NLP	Aug 2016
	Incorporate training and development requirements arising from Change for the Future Programme	March 2017



## **8.0 Workforce Planning**

The People Strategy sits alongside the Workforce Development Plan for each council and represents the framework for developing employees. The Workforce Plan involves longer term planning of capacity required to deliver services and specifically addresses actions under key themes 2 and 3 of the People Strategy.

## **9.0 Workforce Data and Analysis**

Service areas within each council are provided with their own workforce profiles as part of the service planning process to enable consideration of employee issues and the needs in developing services in the future.

## **10.0 Risk assessment**

A high level assessment has been completed to identify any areas of potential risk in the implementation of the People Strategy. Whilst the actions listed in each council's action plan are specific, there are key corporate issues that also need to be considered.

## **11.0 Responsibility and Accountability**

The responsibility for effective management and development of each council's workforce lies with both the elected members and managers of each council. It is expected that everyone will make a contribution towards the delivery of the three strategic people objectives.

## **12.0 Continuous improvement**

If you have any comments, ideas or suggestions to develop the People Strategy in the future please email:  
[humanresources@mansfield.gov.uk](mailto:humanresources@mansfield.gov.uk)