

The People Plan: South Holland District Council at its Best

Developing a strong working culture

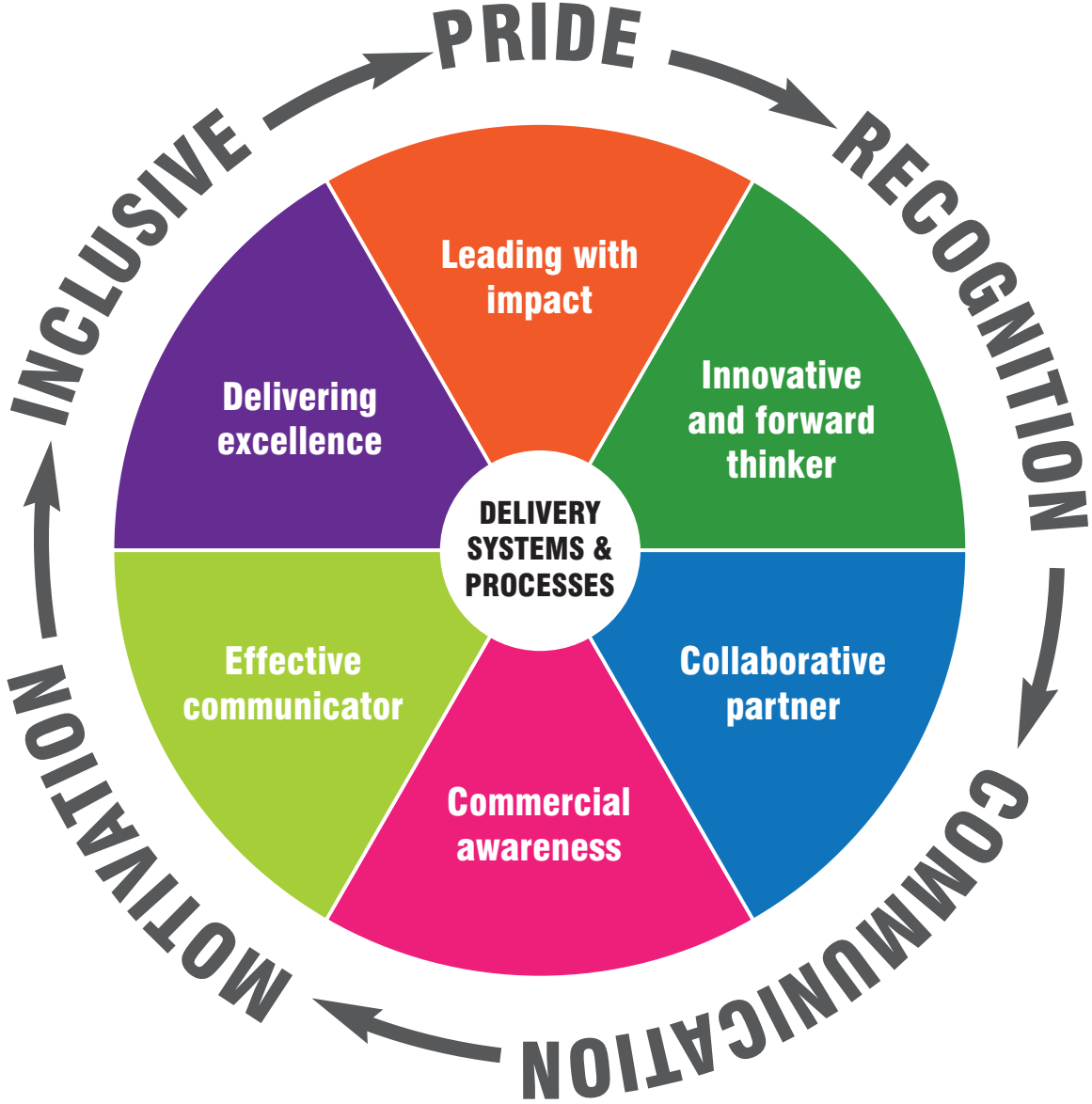


ORGANISATIONAL CULTURE

OUTPUT



PRIDE



OUTPUT



CUSTOMER FOCUS

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Our Corporate Ambition

In South Holland our Corporate Plan 2015-19 sets out our strategic ambition as a council, it is:

“To continue to increase the prosperity and wellbeing of our residents and businesses whilst striving to protect and enhance the district’s environment and its unique and historic character”

To achieve this, our four main priorities are:

- To develop safer, stronger, healthier and more independent communities while protecting the most vulnerable
- To have pride in South Holland by supporting the district and residents to develop and thrive
- To provide the right services, at the right time and in the right way
- To encourage the local economy to be vibrant with continued growth

These underpin everything that we do as a council and are the driving force behind our ‘Moving Forward’ Transformation Programme.

Why Do We Need To Transform?

There are a number of reasons why we need to transform how we are currently operating as a council:

- **We want to continue to be an innovative council**
This means we continue to be a forward looking council leading the way, looking to continuously improve and capable of delivering services in different ways as new technologies and ways of working emerge.
- **We are going to grow the district**
We are rewarded for growing and improving the local area for its residents, therefore, it is important for us to develop the district in terms of delivering housing, infrastructure, business and employment in order to make it a vibrant place where people want to live and businesses want to be situated.
- **We are going to save money and be efficient to achieve a balanced budget**
We want to do this in a way that minimises the impact on our residents. This will enable us to deliver value for money services to our residents in ways that meets their needs but best suits them.
- **We are going to be financially independent; by being commercially astute**
Enabling us to generate more income, by trading our services. This will enable us to reduce our reliance on central government funding to deliver our services, effectively safeguarding them from cuts.
- **We must be responsive and flexible to the changing expectations**
About how, when and in what way services will be delivered to residents and business.

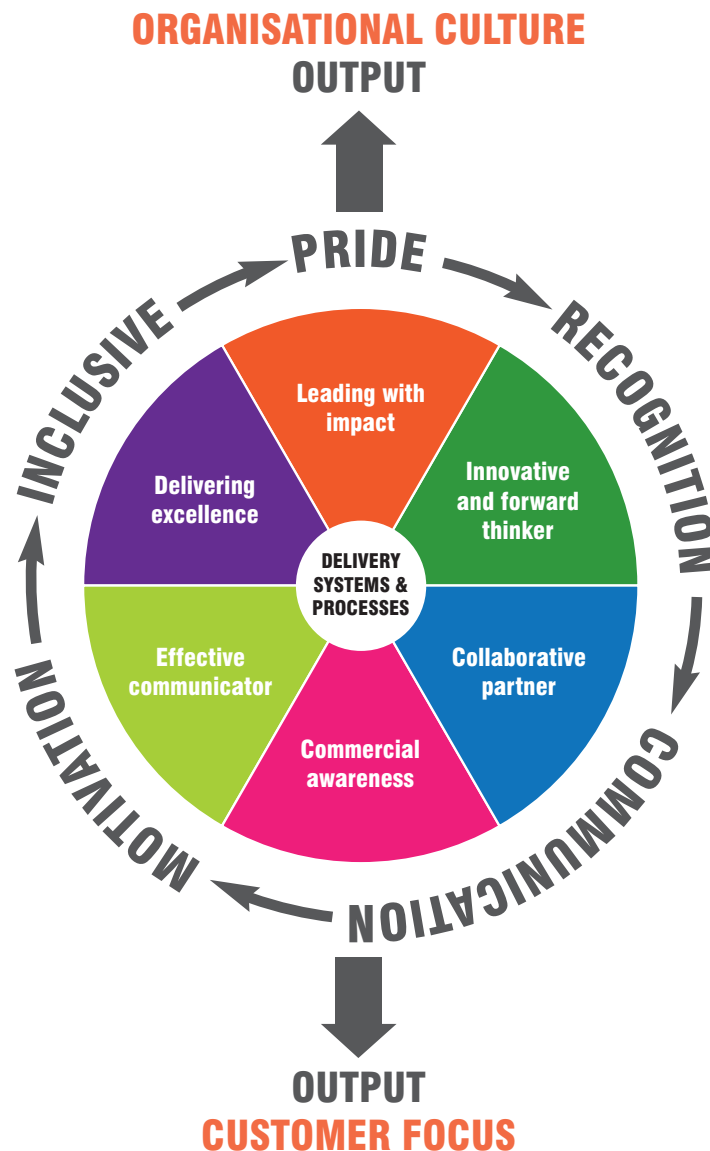
To achieve all of this we need to ensure that we support and develop our workforce to have the skills and experience to deliver our corporate ambition. We acknowledge that change and transformation is a challenging and anxious time for most staff especially as we look to change organisational culture. This strategy and its delivery plan sets the direction of travel for the council and sets out the building blocks for how we will move the organisational forward and effect culture change.

Each organisation has its own ways of working, it can be defined by the systems and processes in place, the existing culture, the design of the organisational structure as well as individual and team behaviours. In order for organisations to be successful they must continually review their ways of working to ensure that all these factors are supporting the organisational objectives.

This document outlines the Councils expectation around organisational development which has been designed by various stakeholders including: customer and staff feedback, senior manager and member expectations.

Our organisational culture is defined by three core principles which support the Councils’ ambition to develop a high performing work culture that is solution focused and improves customer service delivery:

- Values
- Behaviours
- Systems and processes



To deliver this, it is recognised that we need to develop a strong working culture. A set of values have been created in consultation with our staff in order to embed this.

Our Values

We have five values which employees across the organisation share. They represent the expectations we have for ourselves and each other. They are underpinned by our behaviour framework and guide our day to day decisions and the way in which we deliver our services.

Our five values are:

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

By living and breathing our values our staff will help us to maintain and improve:

- Our reputation and that of our area
- Our engagement with staff, stakeholders and residents / customers
- Our performance (effectiveness and efficiency) to meet customer needs
- Build, enhance and support partnership working to maximise opportunities to collaborate with others

Behaviour Framework

The Councils' behaviour framework has been designed as part of our ongoing commitment to personal and professional development. These behaviours support our corporate ambition and values by identifying the behaviours which can bring these to life; this in turn will help to identify development opportunities and maintain a high performing work culture and customer focus.

Our behaviours are:

Leading with Impact

The Council, through its Senior Management Team and People Managers will **lead with impact** by...

- Providing staff with clear direction and objectives
- Being a role model
- Motivating and inspiring others to perform to their best
- Explaining decisions to staff for shared understanding
- Creating the right environment and creating the right culture
- Recognising and valuing high performance
- Managing performance issues effectively
- Taking responsibility for team decisions

In return, the Council expects its entire staff to...

- Provide positive suggestions to improve the way we work
- Seek clarity on objectives, ensuring a good understanding of expectations
- Be open and honest
- Seek support to meet their own needs should they face difficulties
- Understand that you are responsible for your employment and performance

Innovative & Forward Thinkers

The Council, through its Senior Management Team and People Managers will be **innovative and forward thinkers** to find new and improved ways of delivering our services by...

- Challenging own ways of working
- Looking at opportunities to refine services
- Inspiring others to capture and share learning to build capability, knowledge and to improve outcomes and services
- Using change as an opportunity and influence others positively
- Demonstrating positive solutions to key issues
- Keeping up to date with new insights

In return, the Council expects its entire staff to...

- Look for new and improved ideas and question inefficient ways of doing things
- Evaluate own work
- Respond flexibly to changes that will enhance the Council's sustainability

Collaborative Working

The Council, through its Senior Management Team and People Managers will create and maintain positive, professional and trusting working relationships with colleagues, members and stakeholders enhancing **collaborative working** by...

- Building, enhancing and supporting partnership working to maximise opportunities to collaborate with others
- Encouraging a collaborative and matrix approach by working across organisational boundaries and disciplines
- Sensitivity to local political priorities and agendas
- Fostering an environment where others are able to share their thoughts
- Adapting style to work effectively with others

In return, the Council expects its entire staff to...

- Work with others to achieve shared goals
- Represent the council positively
- Actively build relationships inside and outside of own area of work
- Understand how own work impacts on other service areas

Delivering Excellence

The Council, through its Senior Management Team and People Managers will **deliver excellence** and strive to improve the quality of services taking account of diverse customer needs and requirements by...

- Showing commitment to and passion for their service and its customers
- Maximising the use of technology to improve service delivery, reduce costs and increase access
- Ensuring we have the right skills in the right places as our resources reduce
- Promoting continuous improvement by investing in others
- Creating an environment for others to strive for excellence
- Setting stretching objectives and ensuring all staff have regular 1-1 performance reviews
- Role modelling high performance and motivating and inspiring others to perform to their best
- Challenging under performance quickly and effectively

In return, the Council expects its entire staff to...

- Be aware of the corporate priorities and how they contribute to these
- Take responsibility for delivering personal objectives
- Strive to deliver a high quality service to colleagues and customers
- Take responsibility for the quality of their own work
- Be open to constructive suggestions, new ideas and change

Effective Communicator

The Council, through its Senior Management Team and People Managers **will communicate effectively**, presenting a professional image of the organisation and improve relationships with key stakeholders...

- Always be open and honest
- Communicate with all staff on issues affecting the Council
- Ensure that all staff receive regular and consistent information
- Communicate difficult messages with appropriate sensitivity and conviction
- Ensure message is understood
- Provide and encourage effective feedback
- Ask staff for their views through an annual staff survey and produce an action plan as a result of responses

In return, the Council expects its entire staff to...

- Provide feedback if communication channels break down
- Always be open and honest
- Always listen
- Raise concerns and challenge issues constructively, suggesting new ideas
- Maintain a positive attitude
- Check for understanding
- Ask others for feedback and act on it

Commercial Opportunities

The Council, through its Senior Management Team and People Managers will look at **commercial opportunities** which can add value to the Council and our customers by...

- Identifying opportunities for growth
- Delivering efficiencies through effective ways of working
- Being open to reshaping and remodelling services as our resources reduce
- Identifying opportunities for joint working to minimise duplication and delivering shared goals
- Procuring contracts responsibly across a diverse supplier base
- Driving down costs
- Encouraging ideas to identify new income generating opportunities

In return, the Council expects its entire staff to...

- Understand the need to grow, develop and transform
- Understand the need of efficiency, cost effectiveness and customer care and the economic climate
- Question how would this be seen and felt by the customer
- Understand how the service adds value to the community
- Deliver results
- Openly share knowledge, information and contacts

Our Direction for the Future

We recognise that a number of our values and behaviours are aspirational and that we need to work hard to embed them to truly effect culture change within the organisation. Our working environment, systems and processes are also fundamental to achieving our strategic organisational development principle.

Our strategic organisational development principle is:
“South Holland at its best”

This recognises that from an organisational point of view we are looking for our staff to be the best they can be to deliver the best outcomes for our residents.

To achieve this over the next 3 years we will need to:

- Be open to reshaping and remodelling services to improve customer satisfaction
- Maximise the use of technology to improve service delivery and reduce costs
- Build, enhance and support partnership working to maximise opportunities to collaborate with others
- Ensure we have the right skills in the right places.

By doing this we will ensure our workforce is:

- Motivated and empowered in their work
- Sustainable, flexible and affordable
- Efficient, effective and equipped to deliver the Council’s goals for our customers

We understand that organisational development is a journey and as a result we have created this organisation development strategy to help us achieve this.

It consists of seven strategic work areas they are:

1 Ways of Working:

This is focused:

- How we improve our systems and processes to work in more flexible ways
- How we tell you things: keeping you informed
- How we improve policies and procedures
- What the working environment will look like in the future

2 Managing Change:

This is focused:

- How we support staff through change
- How staff tell us things: making suggestions, influencing decisions, telling us what needs to change
- How we communicate to staff effectively
- How we provide a safe environment for staff to feedback and challenge change

3 Staff Development:

This is focused:

- How we help staff perform well: recruitment, induction, performance review
- How we will support staff in their learning needs

4

Values & Behaviours:

This is focused:

- How we develop options for a revised appraisal process that links performance to values and behaviours
- How we recognise staff performance

5

Rewards and Benefits:

This is focused:

- How we create an attractive benefit packages for staff
- How we create benefits options that promote staff health and wellbeing
- How we implement a new scheme to reward high performance in line with agreed budget

6

Succession Planning:

This is focused:

- How we help you learn and develop: for now and for the future
- How we promote opportunities for growth and development
- How we plan to meet the future needs of the organisation

7

Employee Relations:

This is focused:

- How we support you to stay well
- How we support you to stay safe
- How we support you to feel happier

How will we deliver this?

It is important that we work with everyone in the organisation to ensure that this is successful.

We will use the following mechanisms to help deliver this:

■ Organisational Development Champions

This will be a group of people who will champion and help deliver the strategy and the delivery plan

■ Staff forum

It is important that the staff forum help and support a number of actions to ensure that we are considering the views and ideas of staff through.

■ HR & Training Team

The team will help support the development of new systems and processes, while ensuring that employee relations is considered throughout

■ Transformation Projects

There will be a number of interdependencies with some of the transformation programmes and we need to ensure that these all work seamlessly together and do not negatively impact on other projects.

■ Managers

All people managers will need to support their direct reports to help and encourage their development, they will be expected to embody the organisational values and behaviours

■ All staff



All staff will need to take ownership of their own development, give feedback on changes and to live and breathe the organisational values and behaviours

■ Staff surveys & consultation feedback

We will continued to use all forms of staff feedback to ensure that we are constantly listen and adapting to staff views



South Holland District Council
Council Offices
Priory Road
Spalding
Lincolnshire
PE11 2XE

 01775 761161  info@sholland.gov.uk  01775 711253

 [@SHollandDC](https://twitter.com/SHollandDC)  [South Holland District Council](https://www.facebook.com/SouthHollandDistrictCouncil)  www.sholland.gov.uk