

**Kent County Council's Organisation Development  
& People Plan 2011 - 2015**

**One Council**

**One Plan**

**How our People will Deliver**

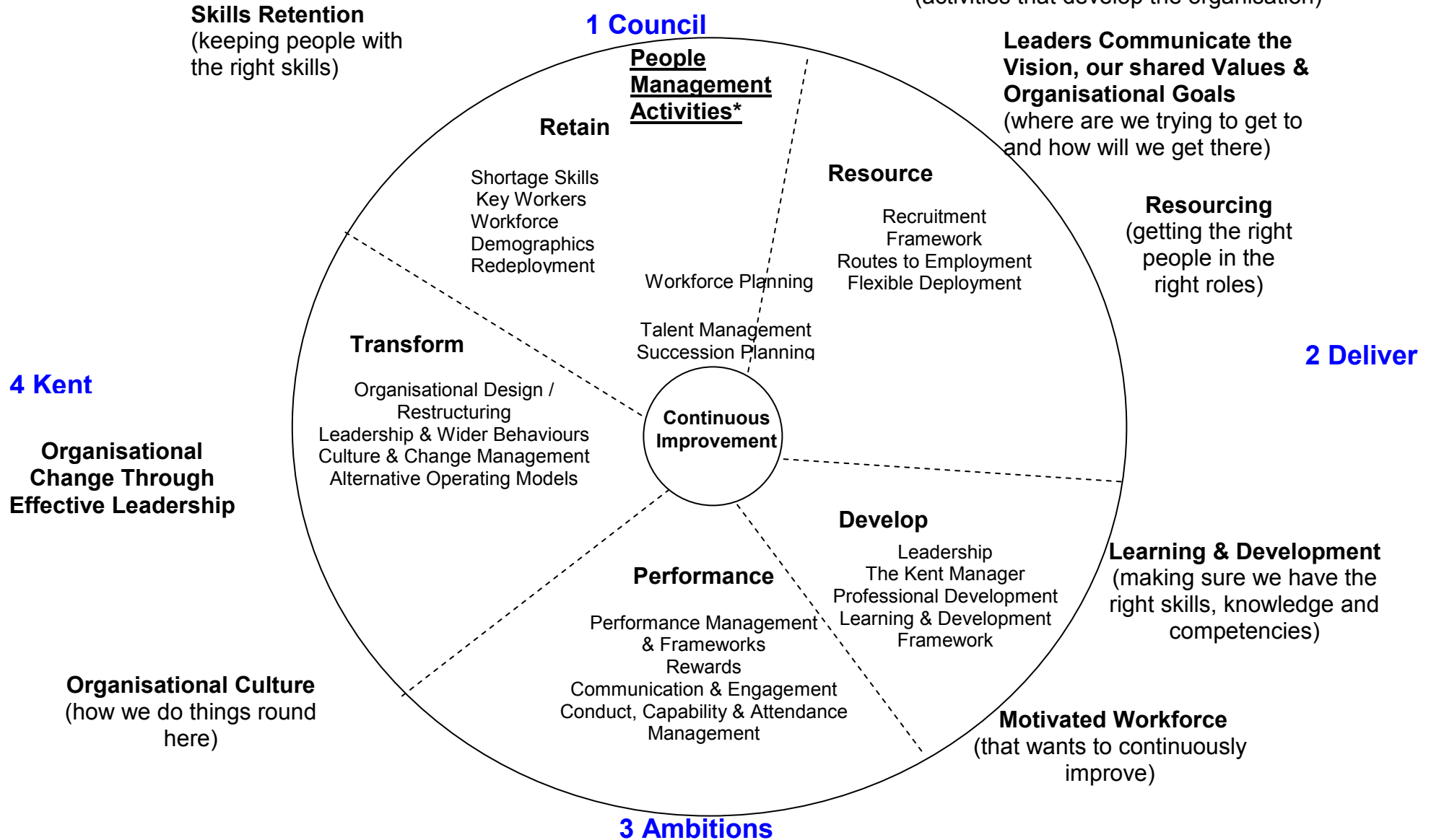
**Bold Steps for Kent**

**September 2011**

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**Bold Steps 4 Kent**

**Organisation Development Drivers**  
(activities that develop the organisation)



\*People management activities provide an indication of current priorities but are not exhaustive lists and will change over time

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## 1. Introduction:

Kent County Council's Organisational Development & People Plan outlines our key people activities over the next four years. It has been developed to help us deliver our medium-term plan, 'Bold Steps for Kent', and is both a strategic framework and a practical tool for managers to inform business planning. The strategy provides a framework on how managers, supported by the Human Resources Division, recruit, develop, lead, and retain a skilled workforce to deliver effective services.

1 Council 2 Deliver 3 Ambitions 4 Kent

This strategy will underpin and be measured against our three ambitions to:

- tackle disadvantage
- put the citizen in control
- help the Kent economy grow

## 2. Kent County Council's People Vision

KCC's vision is to develop a workforce that is flexible and adaptable to change and has the skills, knowledge & behavioural competencies to support & deliver effective services to (external & internal) customers. By achieving this, we will sustain and develop the County Council's reputation as a good employer. We will transform services in partnership by involving our employees & the public throughout the transformation. Given that services are sometimes delivered through employees not directly employed by the County Council, the principles contained within this plan will be recommended to our partners and third parties.

## 3. Organisational Development

Sustaining and improving performance is delivered through our people. We will ensure that the organisation has the capacity to deliver high performing services through effective Leadership & Management and timely people management interventions. The key Organisational Development drivers are summarised below.

### ***Vision, Values and Organisational Goals***

Knowing where the organisation wants to get, how it will achieve it, aims and objectives and the expected outcomes. A shared purpose that is clearly and simply communicated to employees so that individuals can make sense of it in their roles and are reflected in behaviours.

### ***Resourcing***

Attracting & recruiting new people to the organisation at the right time. Employees deployed (move to new roles) in a timely manner to respond to changing priorities by building the skills we require now and in the future. Routes in to employment will continue to be developed including work experience, volunteering, apprenticeships, internships and graduate employment as well as profession specific and other targeted initiatives.

### ***Learning & Development, Knowledge Management (ensuring we have the right knowledge)***

Managers & employees continuously improve skills, knowledge & behavioural competencies through development programmes, coaching and work experience including programmes

designed to identify & nurture potential. We will deliver a comprehensive programme of learning and development in leadership, management, profession specific and skills development programmes.

### ***Performance Manage: Engaged and Motivated Workforce***

Recognising & rewarding performance & employees' contribution in wide ranging ways that reflect manager & employee preferences & local circumstances. Keeping employees involved, motivated and inspired. Ensuring all people activities engage & retain a workforce capable of delivering high performing services to (internal & external) customers.

### ***Organisational Change & Culture***

A culture in which our people thrive as one Council, avoid inappropriate competition and continuously improve. Managing change effectively, keeping employees well, resilient and able to respond to change positively. Our people and teams are at the core of delivering change. Ensure the design and structure of the organisation is fit for purpose and managers and staff have practical tools that support transformation and the way KCC delivers services as One Council.

### ***Skills Retention***

Retain employees with the required skills, knowledge and behavioural competencies particularly in areas where there are shortage skills or key workers. Plan for new skills the County Council will require in the future. Identify and develop employees who will fill future roles through succession plans and developing talented individuals.

## **4. Achieving Outcomes**

This document provides an overview of what the organisation needs to do through its people to continuously improve, change the way it works to reflect the changing shape of public services and in doing so provide the very best services to Kent residents. However it is not simply a high level strategic document but also a practical tool that provides a road map of how the Human Resources Division will support the organisation and its people to deliver services. It is a template for managers to determine how they will achieve the priorities outlined in a way that meet the needs of individual services within a corporate framework. The Human Resources Division will vigorously monitor progress against planned outcomes. Action plans will be reviewed and developed in each of the five areas of people management activity. Priorities have been identified recognising that the emphasis in individual business units and how the priorities are delivered will vary according to local needs.

### ***Accountabilities***

The Human Resources Division is responsible for providing the frameworks and tools, working with managers to find solutions and is accountable for delivery. Managers are responsible for developing the plan and are accountable for implementing within their business area, working closely with their HR Business Partner who will co-ordinate appropriate HR advice and support.

### ***Strategic Objectives***

Our strategic objectives against each of the 5 areas of HR activity are as follows:

## **Resourcing**

*Objective:* To be an employer of choice. Workforce & succession plans (including key workers and in skills shortage areas) and nimble internal deployment (movement of employees) tools in place. Where there are skills gaps that cannot be filled internally high calibre candidates are attracted and recruited externally through targeted recruitment and rewards.

*Planned Outcome:* Employees move around the organisation to meet business needs. Succession plans and capacity building interventions deliver a sustainable skilled workforce. The majority of roles could be filled internally if managers choose to, resulting in a high proportion of external recruitment filled being at entry levels to the organisation or in shortage skills areas. A significant proportion of entry level posts are filled through KCC's employment programmes for apprentices, graduates and vulnerable groups. When we do look outside the organisation we can attract the right people, particularly for key workers and in skills shortage areas.

## **Employee Development**

*Objective:* Employees are developed in the skills, knowledge and behavioural competencies required to achieve their potential. Skills and knowledge required in the future will be identified and planned ('future proofing'). Development is delivered through a range of interventions including job moves, coaching & mentoring, e-learning, qualification and training programmes. Development is high quality and provides value for money by avoiding inappropriate competition and internal charging wherever possible. The *Kent Manager* sets out the standards required of all our managers supported by a programme of core training. New skills are developed that will be required in the future (future proofing).

*Planned Outcome:* Employees have the right blend of skills, knowledge and behaviours to undertake their current role to a high standard. Employees are developed to undertake new roles in their current or a new job in response to business requirements and new skills that will be required in the future. Managers possess all the core the skills to be effective managers as set out within the Kent Manager. Leaders are exposed to cutting edge thinking and have the skills, behaviours and capacity to lead the organisation through change over the next 4 years (and beyond).

## **Performance Management**

*Objective:* Managers and staff are able to do what they do best every day, to be creative and innovative within a framework of freedoms and operating norms. Outcomes are monitored and measured, employees are recognised and rewarded for their contributions in a range of ways. Where performance and conduct does not reach expected standards appropriate action is taken to remedy in ways that are fair, transparent and timely.

*Planned Outcome:* Performance is effective as measured against Bold Steps for Kent and translated through business plans and employees' action plans. Employee motivation is maintained during periods of significant change, and increases over the 4 year period. Instances where performance is not effective are exceptional and data demonstrates effective management of such cases.

## **Transformation**

*Objective:* Leaders clearly articulate the vision to transform the organisation (know where the organisation wants to get to and how it will get there). Managers implement this vision and

communicate to employees in a way that makes sense both in terms of the organisation's goals and individual employees' job roles and personal objectives. Leadership and employee behavioural competencies are core to the achievement of objectives. KCC changes to meet the new demands placed on local government and the wider public sector through different operating models and a new relationship with the public.

*Planned Outcome:* Leaders and managers are confident and are able to manage change (both cultural and structural) by having access to a range of tools that are easily understood that focus on outcomes (not process). The County Council achieves its objective of transforming to an organisation fit for delivering modern services in the 21<sup>st</sup> century through operating models that result in high levels of customer satisfaction that can be delivered within budget. Savings targets are achieved, should there be any exceptions appropriate action is taken to remedy. The focus of the Council is on delivery and outcomes, employees understand how they contribute to these.

### ***Retention***

*Objective:* As well as current shortages managers are aware of gaps that are expected to arise during the medium term (4 years) and take steps to mitigate by developing employees to fill future vacancies (talent & succession planning). The rewards package is ahead of our competitors and is flexible to retain key workers. Where there are shortage skills and key workers business specific targeted plans are in place to address.

*Planned Outcome:* The County Council is able to retain employees with the right skills, knowledge and behavioural competences and turnover is at healthy levels (as determined by the organisation). When key staff leave plans are in place to fill posts.



## Action Planning

- This Organisation Development & People Plan will be delivered through action plans for each of the five areas of people management activity (resourcing, development, performance, transformation and retention)
- Each plan is set out in two parts.

Part One – One Council One Plan interventions that apply across the organisation to meet business needs as appropriate

Part Two – One Council One Plan interventions tailored to achieve individual service requirements that supplement and dovetail with the corporate interventions

- The Human Resources Division will provide the framework and tools, working closely with managers to provide solutions that meet business needs, and is accountable for delivery
- Managers are responsible for developing and delivering the plan and are accountable for implementing within their business area

## Governance

- The Human Resources Divisional Management Team will challenge, monitor and measure progress and outcomes against performance indicators. At its highest level the plan will be measured against the delivery framework for Bold Steps for Kent, where appropriate. Where priorities require additional support resources will be deployed (within available budget).
- Outcomes will also be challenged and monitored by the Performance Assurance Team and Delivery Assurance Team as appropriate