



Our people strategy

Bringing our workforce closer
to our communities



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Contents

3	Our vision
4	Our values
5	Key pillars
6	Teamwork and Collaboration
7	Diversity and Inclusion
8	Health and Wellbeing
9	Personal Development
10	Delivery
11	Appendix

Our vision

We will embed new values and behaviours for our workforce, the people that are here to serve our communities and provide the services they need.



These values will underpin everything we do.

They set out how we expect employees, contractors, and anyone associated with council services to behave in their day to day work and interactions.

Our values

	OUR VALUES	BEHAVIOURS	HOW RESIDENTS WILL FEEL
	PUTTING COMMUNITIES FIRST We put local people at the heart of decision making in everything we do. We seek to include and involve: all voices matter. We provide quality services that are responsive, effective and efficient.	<ul style="list-style-type: none"> I actively involve and include the communities that I serve in my work I will reflect the views of the communities in my daily work I will improve the service I provide through seeking feedback from others 	<ul style="list-style-type: none"> I have been included I can see how my views have been taken into account I can see improvements and developments based on my input
	RESPECT We listen to everyone and value the personal experiences of people in our communities and of each other. We adopt a fair, and involving approach, regardless of any way in which an individual is different to us.	<ul style="list-style-type: none"> I adapt my approach to take account of all differences and cultures in the community and with colleagues I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves I communicate in a way that is respectful, encourages involvement and meets people's needs 	<ul style="list-style-type: none"> I feel my culture and background are respected I have confidence that action is being taken I feel I am treated fairly
	INTEGRITY We act with openness, honesty, compassion, responsibility and humility. We let people know what we are doing and communicate why and how decisions have been made.	<ul style="list-style-type: none"> I demonstrate empathy in my interactions with others I am honest and transparent about the decisions I take I follow through on the actions I say I will take and take ownership for communicating the outcome 	<ul style="list-style-type: none"> I am told when something is not possible and the reasons why are explained to me I feel my perspective is listened to and understood I feel my views are valued
	WORKING TOGETHER We work together and in partnership with everyone that has an impact on the lives of our residents. We want to understand, learn from each other and continually adapt.	<ul style="list-style-type: none"> I work with others to provide an effective service for residents, local communities and other departments within the Council I seek ways to work with other departments to deliver a seamless service and find opportunities to improve I seek out opportunities to learn from my colleagues and build on good practice 	<ul style="list-style-type: none"> I can get my issue resolved without being passed around departments I find it easy to access the services that I need I feel the Council is open to new ideas

To help us get to where we want to be, and where our communities want us to be, our new strategy has four key pillars:

1

Teamwork and Collaboration

2

Diversity and Inclusion

3

Health and Wellbeing

4

Personal Development

1 Teamwork and Collaboration

We will promote better teamwork and collaboration between services, contractors, partners and communities

- We want our leaders to be "system leaders" focused on outcomes
- We need to communicate changes widely in an open and honest way
- We will look outside of our organisation for inspiration – whether we are tackling issues such as housing or crime, or looking to improve what we already do well

How we will do this

- “
- Review how we organise our services and work through the Futures Board
 - "Leading together" leadership development programme to bring in new ways of working
 - Cross service events and projects to deliver Council Plan priorities
 - Develop a "working together" policy
- ”



2 Diversity and Inclusion

We value the contribution people make and want to include everyone in our workforce

- We want our workforce to better reflect our local communities
- We will use our diversity network to understand where we need to improve
- We will review our policies, practice and processes to ensure they are open and transparent
- We will reduce our gender pay gap

How we will do this

- “
- A tailored diversity and inclusion programme
 - Increase the employment opportunities we offer to our local community through work experience, supported internships, local recruitment
 - A clear recruitment and resourcing strategy
 - Working with Timewise to improve our approach to flexible working
 - Provide apprenticeships for our staff and residents
 - Mandatory training on equalities, diversity and inclusion across our departments
- ”



3 Health and Wellbeing

We will promote “Five ways to wellbeing” to support the importance of health and wellbeing for staff

- **Be active:** We will encourage greater levels of physical activity and exercise
- **Be mindful:** We will focus on mental wellbeing through mindfulness, training managers, and via our employee assistance programme
- **Keep learning:** We will provide a wide range of online and face to face learning and development opportunities including lunchtime talks, activity groups and training for teams
- **Keep supporting:** We will ensure our managers are visible, supportive and available to staff. We will also support staff to volunteer on projects right across the borough to boost personal wellbeing
- **Keep connecting:** We will encourage social interaction and peer support in teams, and create a network for people involved in the recovery efforts at Grenfell

How we will do this

- “
- Health and wellbeing programme
 - Using the “five ways” as a framework for staff events and communications
 - Working in partnership with Kensington and Chelsea volunteer centre to increase volunteering
 - Support people to be, carers, school governors, armed service reservists, magistrates, volunteers
- ”

4 Personal Development

We will help staff develop skills, to improve performance

- Encouraging everyone to learn continuously, develop their talents and improve performance
- Embracing a learning culture with valuable feedback and regular one to ones and appraisals
- Self-directed learning using electronic and experiential learning
- Coaching and mentoring internally and externally across the organisation

How we will do this

- “
- Lunch and learn programme led by staff and by managers
 - A clear performance framework
 - An exciting apprenticeship programme for young people and local residents
 - A management development programme to get the best out of the people we have
 - Learning Zone development
- ”



How will our Strategy be delivered?

Each programme will have an identified lead and detailed plan. We will track progress on the work programmes that support our strategy pillars.

This framework will also be used by Directorates to develop their own Workforce Plans supported by HR Business Partners that align with service operational plans and reflect their future workforce priorities and needs.

This will help to embed the strategy in the day to day work of the Council. We will also produce a short summary of the strategy for communicating it widely to our people.



How will we know we are making progress?

We will monitor our progress through employee surveys and feedback gathered through events, exit interviews, appraisals and one to ones. We will analyse and review our workforce profile on a regular basis, publishing it once a year. Most importantly we will listen to what our residents, service users and visitors tell us about our people and how we are performing.

Appendix People Strategy summary

There are four key pillars of our People Strategy which are supported by clear work streams, all of which must be cross-cutting and led by staff and managers:

People Strategy 2019-23

Our Values and Behaviours underpin everything we do			
Teamwork and Collaboration	Diversity and Inclusion	Health and Wellbeing	Personal Development
<ul style="list-style-type: none"> We will promote better team work and collaboration between services, contractors, partners and communities 	<ul style="list-style-type: none"> We value the contribution of all our people and want to include everyone in our workforce 	<ul style="list-style-type: none"> We will support our people to support their own and others' health and wellbeing 	<ul style="list-style-type: none"> We will support our people to develop their skills, their career and improve performance
What we will put in place in 2019-20			
<ul style="list-style-type: none"> Review how we organise our services and work through the Futures Board "Leading together" leadership development programme Cross-service events and projects to deliver our priorities Continue to work closely with colleagues in BI-Borough services Develop a "working together" policy 	<ul style="list-style-type: none"> Diversity and Inclusion programme Local recruitment focus Recruitment and Resourcing Strategy Supported Internships, work experience and work placements New "working together" policy on flexible working and workplace improvements Pay and grading review 	<ul style="list-style-type: none"> Health and Wellbeing programme Using the "five ways" as a framework for staff events and communications Work in partnership with Kensington and Chelsea volunteer centre to increase volunteering Support people to be parents, carers, school governors, armed service reservists and magistrates 	<ul style="list-style-type: none"> Lunch and learn programme Performance framework Apprenticeship programme Management Development programme Coaching and mentoring programme Learning Zone development