



People Plan 2023 2027



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Shaping the People Plan



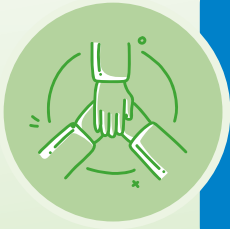
Our Vision

We will continue to build the culture, work environment, support and opportunities to ensure that all our people can deliver their best. And through this ensure that the Council can become the best for a borough that is greener, safer, fairer.



Our Values

Our values and behaviours underpin everything we do. They guide our interactions with residents, businesses, visitors, partners and each other. They are also a measure of how well we've done.



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.



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.



Respect

- We listen to everyone and value the personal experience 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.



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.

How it Fits Together

Vision

'Becoming the Best'
Council for a
borough that is fairer,
greener, safer

Grenfell Legacy
'Change at the Council'
Campaign

K&C Council Plan
'Let's Talk K&C'
Engagement Campaign

Council Plan 2023-27 launched in March 2023

Values and behaviours
How we go about doing it

People Plan
Ensuring our people have the skills and support to
deliver

Plan for the next phase of work on Grenfell

Budget and Medium Term Financial Strategy
Spending against our priorities

Strategic Business Plan 2023-24
Detailed delivery plan of council plan priorities
produced every year

The Four Pillars of our Plan

Health and Wellbeing



Teamwork and Collaboration



Skills Development



Equality, Diversity and Inclusion





Health and Wellbeing

We have	We will	How we will do this:
<ul style="list-style-type: none">• Improved our annual programme of activity and started our summer health and wellbeing programme• Developed our Bi-borough Health and Wellbeing Hub• Responded to the global Covid pandemic and recovery programme• Set up our Mental Health First Aiders network and widened learning and resources to support mental health• Supported participants of the Grenfell Public Inquiry• Developed Cost of Living support resources	<ul style="list-style-type: none">• Improve our people's health, wellbeing and productivity• Become advocates to improve resident health, wellbeing and life expectancy• Take a public health informed approach to wellbeing, focusing on prevention, early intervention and pandemic recovery. This includes basing activities on the Five Ways to Wellbeing• Reduce the impact of ill health and keep more people in work, for longer	<ul style="list-style-type: none">• Build and develop our wellbeing programme based on health evidence, including the pandemic recovery• Continuously improve working lives to meet the diverse needs of our workforce.• Recognise increasing workloads, complexity and demands, and ensure this informs our approach to employee wellbeing.• Champion and embed our mental health first approach through our people and people management. With the aim of delivering improved mental wellbeing to our communities• Deliver a programme to better connect our people with the communities we serve, with every person to spend at least two days a year volunteering in the borough• Build a package of support for line managers in their critical role of building inclusive teams, that feel empowered to deliver their best and thrive• Introduce a Customer Incident policy to ensure staff have the support they need, when they need it most• Continue our post-Grenfell support including through the publication of the inquiry report and ongoing Met. Police investigation



Skills Development

We have	We will	How we will do this:
<ul style="list-style-type: none">• Continued to support the National Graduate Programme, and apprenticeship qualifications for existing and new staff• Championed local recruitment initiatives for residents• Increased resident participation on interview and selection panels• Delivered new modules for managers' training to our people and communities (via K&C Social Council)• Introduced the We Are Learning Hub• Adapted our learning catalogue to increase hybrid, online and e-learning courses• Provided manager's coaching, developing a Bi-borough coaching hub and providing resources to support managing hybrid working• Introduced a new Performance Development Review process• Invested in our online learning systems	<ul style="list-style-type: none">• Promote a culture of curiosity and continuous learning to support becoming the best Council for our residents• Provide fairer and improved access to learning and development opportunities for all• Create an organisational knowledge and skills framework, targeting support for the core competencies that underpin excellent service delivery• Develop our current and future leaders, increasing senior diversity and building confidence and capability to drive service improvement and innovation	<ul style="list-style-type: none">• Design a Learning Strategy that supports a culture of continuous learning• Commission and implement a new HR, payroll and learning system, delivering a better user experience• Enhance our development offer to support our ambition, to move beyond customer service to focus on how we connect with people• Continue to invest in our Apprenticeship programmes to local residents and our people• Build flexible and accessible career development pathways• Develop a leadership programme, recognising the leadership potential in everyone• Continue to develop our managers recognising their essential role• Introduce a skills and knowledge development framework and embed across the Council and within our people management policies• Provide learning opportunities that use live examples of excellent work drawn from across the Council and share widely



Equality, Diversity and Inclusion

We have	We will	How we will do this:
<ul style="list-style-type: none"> • Completed Equality, Diversity, and Inclusion (EDI) external audits with the Local Government Association and Business in the Community • Published the results, launched our first EDI strategy and action plans, and reviewed our policies and processes • Developed an EDI Hub on the Council's intranet - KCnet • Established five new EDI employee networks, each sponsored by an Executive Director • Launched our Inclusive Recruitment programme, including a network of inclusive panel members • Established Council-wide EDI training • Refreshed our Equality Impact Assessment process • Introduced a new pay and grading scheme in 2021 that is simpler, fairer and more open. Improving maternity, paternity and carers leave. • Introduced a new corporate equalities board 	<ul style="list-style-type: none"> • Increase our knowledge and understanding of the diverse and unique needs of our people • Create a safe environment where we can bring our 'whole selves' to work, enabling us to deliver our best • Ensure our people better reflect our residents, are culturally competent, and are active contributors to fairer communities • Create better opportunities for, and fairer access to, career progression • Develop a new EDI Strategy that acknowledges what we've heard through the Council Plan, Grenfell Legacy, and People Plan • Build trust and improve the systems and processes that will ensure personal data can be used to inform meaningful change 	<ul style="list-style-type: none"> • Support our people to engage in courageous and difficult conversations • Invest additional resources to support effective reasonable adjustments for our people • Consolidate our partnerships with community groups and external bodies to inform and challenge our EDI people priorities • Launch our Future Leaders pilot programme, to advance career opportunities for under-represented groups • Continue to build our existing staff networks, promoting their membership and influence to encourage greater inclusivity and confidence to speak up at all levels of our organisation • Continue to develop our Council EDI training offer • Develop our systems to give simple and timely capture of personal data, and reports we can use to make changes



Teamwork and Collaboration

We have	We will	How we will do this:
<ul style="list-style-type: none"> • Delivered a Council-wide recovery and response to the Grenfell Tower tragedy and Public Inquiry • Maintained essential services, supported our most vulnerable residents and delivered our Council-wide response to the global pandemic. Working more closely and effectively with partners and communities • Implemented hybrid working at pace during the pandemic, rolling out new technology and providing services in new ways • Promoted Council-wide work opportunities e.g. Covid rapid testing and the Community Hub • Provided opportunities for wider participation in Council-wide and department change programmes e.g. Change Makers, Agile working and staff conferences • Developed a Working Together policy • Supported the Celebrating Co-production programme • Continued to deliver Bi-borough services where beneficial (reviewed by PWC, 2021) 	<ul style="list-style-type: none"> • Develop work environments and ways of working that provide greater psychological safety • Encourage effective communication and collaboration across teams, services and the Council • Provide greater opportunities for staff and residents to learn about Council services and the teams that provide them • Promote cross-department working, co-production and learning opportunities • Recognise and celebrate the contribution our people make to the Council and bringing its values to life • Embed the principles of Systemic Practice and support its application across the Council 	<ul style="list-style-type: none"> • Launch our new Values and Behaviours toolkit • Promote agile principles • Provide more opportunities for group problem solving and learning • Increase our opportunities to work in partnership with residents, communities and partners • Deliver staff marketplace events and spotlight teams and services • Provide more opportunities and increase access to secondments and job shadowing • Introduce tailored Systemic Practice training to enable greater partnership working • Make the most of our time together in workplaces and the borough, including opportunities to socialise more • Re-introduce Council-wide People Awards and encourage entry to external awards

Our Year One Priorities

The way we collaborate, learn and support each other is at the heart of how we deliver for our residents and communities. Your ideas and suggestions shaped our People Plan. We all need to be a part of its delivery too, recognising we are one Council.

We will:

- ▶ Continue to develop our managers recognising their essential role
- ▶ Introduce a skills and knowledge development framework and embed across the Council and within our people management policies
- ▶ Provide more opportunities and increase access to secondments and job shadowing
- ▶ Develop a new EDI Strategy that acknowledges what we've heard through the Council Plan, Grenfell Legacy, and People Plan
- ▶ Invest additional resources to support effective reasonable adjustments for our people
- ▶ Launch our Future Leaders programme, to advance career opportunities for under-represented groups
- ▶ Commission and implement a new HR, payroll and learning system, delivering a better user experience
- ▶ Re-introduce Council-wide People Awards
- ▶ Deliver staff marketplace events and spotlight teams and services
- ▶ Launch our new Values and Behaviours toolkit

How will we know we are making progress?

The plan will be a living document, continuously reviewed, celebrating what we get right, and being honest about what we need to continue to work on, or have not yet started.

- ▶ We will use existing channels, including the annual Our Voice survey and our staff networks. We will provide regular updates across a range of platforms and listen to feedback
- ▶ We will make opportunities to learn from partners and peers who have made progress in areas that are important to us. And offer our own advice and support to others, in return
- ▶ We will continue to open ourselves up to external review and feedback

Appendix 1: Bi-borough Read Across

	The Westminster Way	K&C People Plan
Everyone Has Talent	<ul style="list-style-type: none"> • We will create opportunities for our people to thrive. We believe that everyone has talent. We will coach and mentor our people, taking the time to nurture our own • We have a culture where our people embrace feedback and are constantly learning. We strive to set high standards and find innovative ways to provide a better service to our residents 	<ul style="list-style-type: none"> • Provide fairer and improved access to learning and development opportunities for all • Promote a culture of continuous learning to support becoming the best Council for our residents
Everyone is Valued	<ul style="list-style-type: none"> • Everyone is valued and we embrace our differences to bring new perspectives to the future challenges of our city • We are committed to diversity and inclusion, celebrating and recognising the contribution of our people in a fair and transparent way • We care about health and wellbeing and will create an environment that empowers our people to have the right work/life balance 	<ul style="list-style-type: none"> • Increase our knowledge and understanding of the diverse and unique needs of our people and our communities, so our work environment enables us to deliver our best • Create better opportunities for, and fairer access to, career progression • Improve our people's health, wellbeing and productivity • Take a public health informed approach to wellbeing, focusing on prevention, early intervention, and risk
Everyone is a Leader	<ul style="list-style-type: none"> • This is how we work and the way we work • We believe that everyone is a leader, whether that be leading a team or taking the lead in your own role • We champion modern and agile working and an open and transparent outlook to the way we work 	<ul style="list-style-type: none"> • Develop our current and future leaders • Develop work environments that provide greater psychological safety and encourage effective team working • Embed the principles of Systemic Practice and support its application across the Council