



# Our People Strategy



## Introduction

Over the next three years, the Council needs to fundamentally change and evolve, delivering services in different and innovative ways. The Strategy sets out the Council's aims and aspirations to develop our people in order to deliver our vision and objectives within a modern, flexible and resilient organisation. We will continue to create and maintain an environment that attracts and retains the best people, but also challenges them to deliver high performance and supports their development.

Alongside the 'Our People Strategy', the HR and OD Teams will provide development opportunities, professional people support and the tools to ensure that we get the basics right across the range of services. We will offer and deliver timely support, guidance and training to leaders and managers across the Council.

## Strategy Aims



Attracting...	Developing & Engaging...	Achieving...
<p>Potential employees who demonstrate the Council's values, leadership and employee behaviours</p>	<p>Employees, by providing an environment that supports and motivates them to become a modern, flexible and resilient workforce</p>	<p>The Council's Plan and priorities, through robust performance management and rewarding and recognising talent</p>

## People Strategy Deliverables - Visioning what needs to be in place by 2020

### Attracting

	<b>Deliverables</b>
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<b>Employer Branding and Marketing</b>	<ul style="list-style-type: none"><li>• A clear employer brand with a focus on our values and vision for the future, to attract talent who are the best fit for the organisation</li><li>• An effective benefits package including pension, development opportunities, flexible working where service demands allow and other staff benefits</li></ul>
<b>Recruitment Policy and Strategy</b>	<ul style="list-style-type: none"><li>• A Recruitment Strategy that attracts new talent to fit with the organisation's culture</li><li>• Policy that encourages career development and promotes internal talent management</li></ul>
<b>Comprehensive induction of new staff</b>	<ul style="list-style-type: none"><li>• A blended induction package which includes e-learning and departmental induction, to build engagement and performance</li></ul>

## Developing & Engaging

	<b>Deliverables</b>
<b>Talent Management</b>	<ul style="list-style-type: none"><li>• Leaders and Managers are developed to be confident and capable in their roles</li><li>• Managers embed and role model the principles in the People and Learning and Development Strategies</li><li>• Talent is harnessed and developed at all levels of the Council and career opportunities are provided, wherever possible</li><li>• Discretionary effort is rewarded</li></ul>
<b>Engagement and Communication</b>	<ul style="list-style-type: none"><li>• Employee Relations are positive, collaborative and focused on driving achievement and continuous improvement</li><li>• An Employee Communications Strategy that stimulates employee engagement, commitment and awareness</li></ul>
<b>Wellbeing</b>	<ul style="list-style-type: none"><li>• A Wellbeing Policy which supports a modern, flexible and resilient workforce</li><li>• An effective absence management process which supports staff to come to work and promotes a positive work environment</li></ul>

<b>Staff commitment</b>	<ul style="list-style-type: none"><li>• Staff Survey results will say that employees are “well managed, led and committed”</li><li>• A culture of open two-way communication. Staff surveys are responded to and communicated to employees quickly and honestly and agreed actions are implemented</li><li>• Employees are given a voice</li></ul>
<b>Culture and Values</b>	<ul style="list-style-type: none"><li>• We set high standards to raise productivity and performance and recognise and reward employees who exceed them</li><li>• Staff are valued and praised for their contribution</li><li>• Under performing employees are challenged, supported and encouraged to improve</li><li>• Policies and procedures are fair and transparent for all employees</li><li>• Values and behaviours are embedded in everything we do...<ul style="list-style-type: none"><li>➤ Being the best</li><li>➤ Brilliant customer experience</li><li>➤ Can do</li><li>➤ Honesty and respect</li></ul></li></ul>

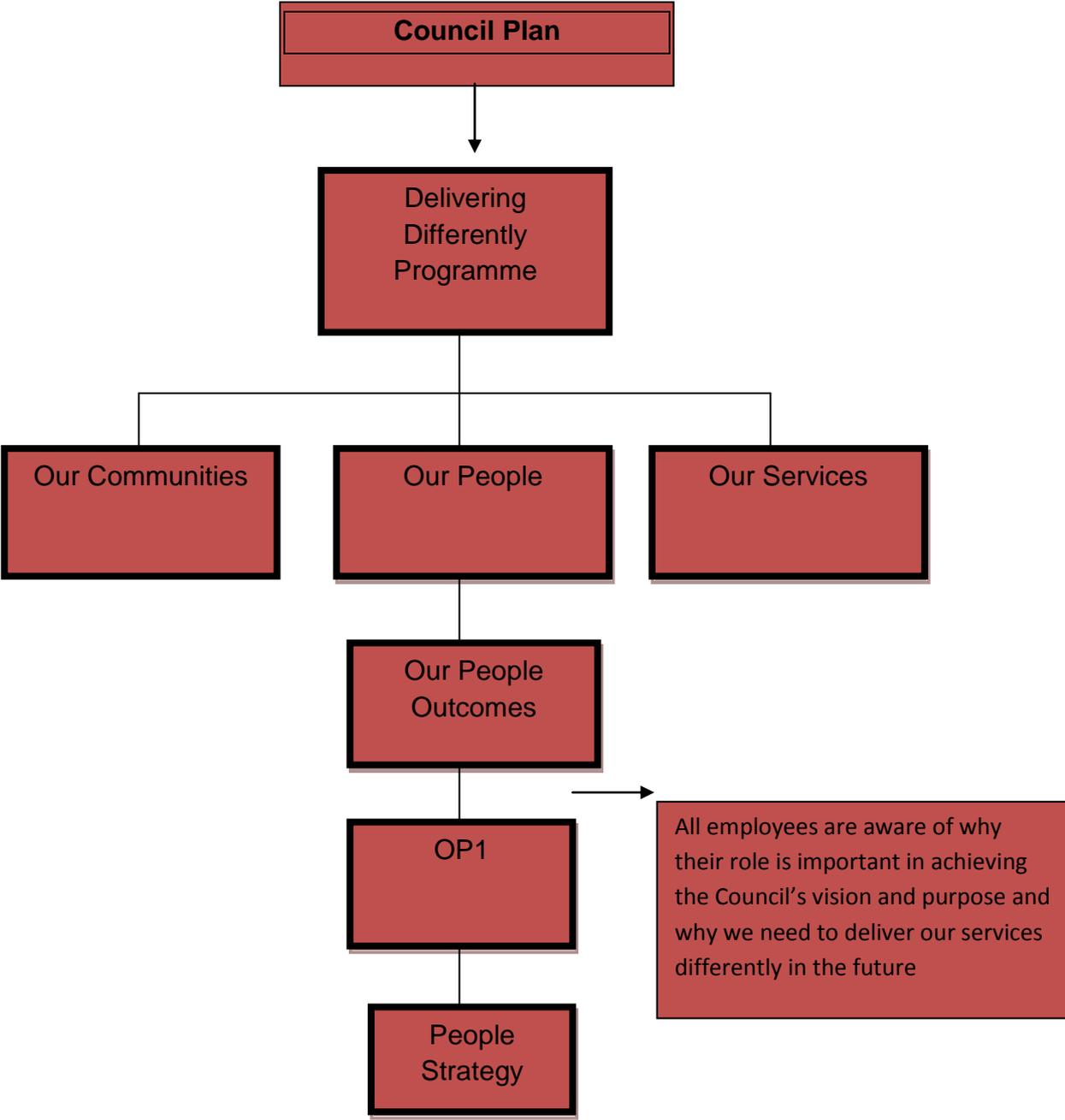
## Achieving

	Deliverables
<b>Performance Management</b>	<ul style="list-style-type: none"><li>• Performance management that drives employee capability to ensure the effective delivery of Council objectives</li><li>• A MIP process that defines the Golden Thread, focuses on outcomes, and challenges employees to demonstrate high performance, supports their development and uses a strengths based approach and honest feedback</li><li>• A productivity tool (<b>MyAPT</b>) is available, that enables managers to quantify and manage the outputs of their team, improve accountability and encourage employees to manage their own performance</li><li>• Performance management is supported by the Leadership and Employee Behaviours</li></ul>
<b>Recognition and Reward Strategies</b>	<ul style="list-style-type: none"><li>• Staff feel valued, involved and fulfilled in the work that they do.</li><li>• We have effective pay and reward structures in place that encourage high performance and recognise achievement</li></ul>

**Workforce Planning**

- Talent and succession planning is in place and will support our future business needs
- Staff contribute to the workforce and business planning process
- People analytics is used, linking people and business data to maximise productivity

# How does the Strategy meet the Council Priorities?





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Derby City Council