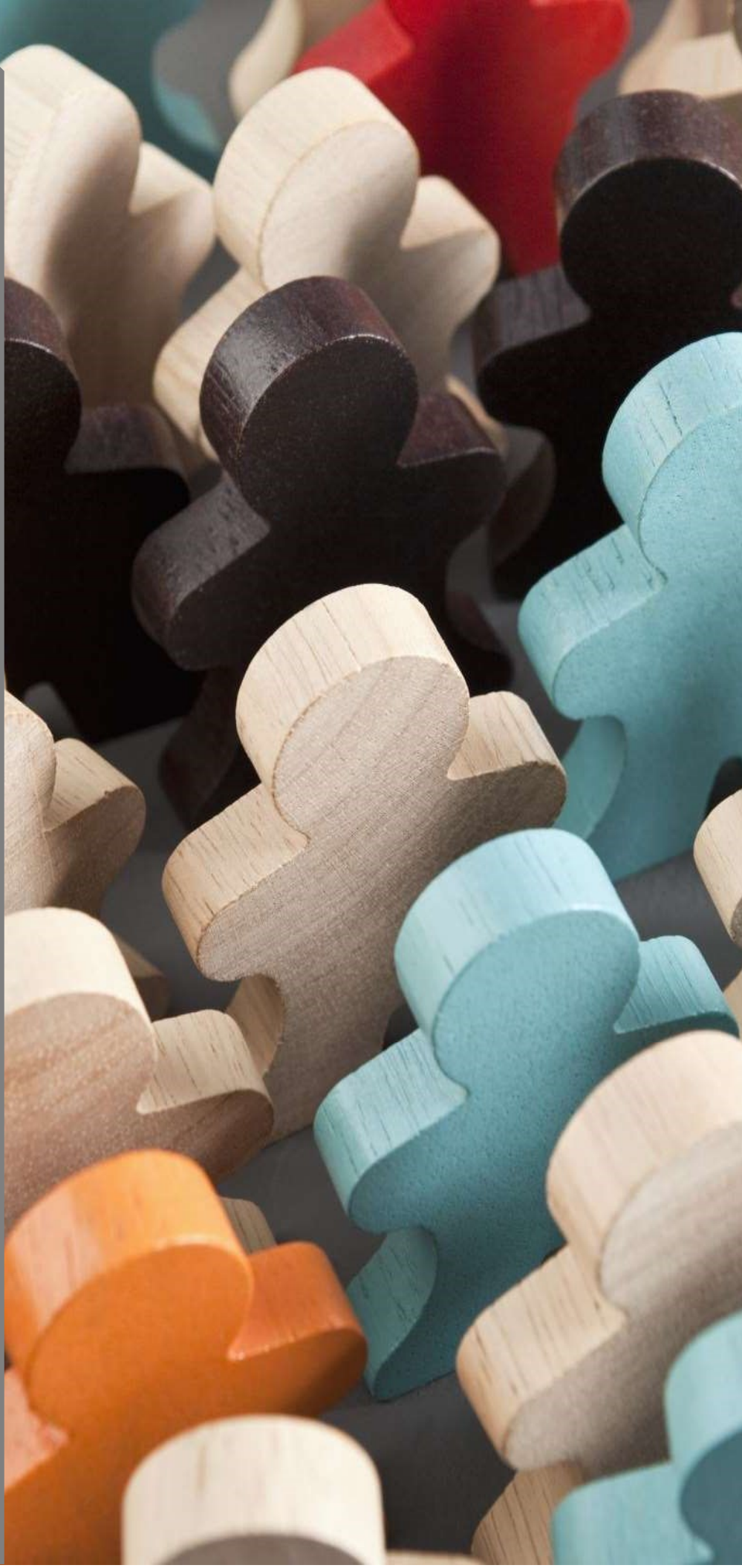


Oxford City  
Council

# People Strategy

September  
2020



# Contents

## Message from the Council Leadership Team

### 1. Where our People Strategy fits in

- 1.1 Purpose of the people strategy
- 1.2 The Council's strategic plan

### 2. External & Internal Strategic Context

- 2.1 Competitive environment
- 2.2 Technological advances
- 2.3 Demographic shift
- 2.4 Line management relationships
- 2.5 Future employee expectations
- 2.6 Employee engagement
- 2.7 Reward
- 2.8 Funding
- 2.9 Disruption & resilience

### 3. Our Approach

- 3.1 Values & culture
- 3.2 Our organisation
- 3.3 New ways of working
- 3.4 Learning organisation

- 3.5 Workforce engagement & feedback
- 3.6 Talent management & career development
- 3.7 Reward
- 3.8 Diversity & inclusion
- 3.9 Wellbeing
- 3.10 Guides, policies & procedures

### 4. Our People

- 4.1 Our employees
- 4.2 Our leaders
- 4.3 Our people team

### 5. Our New Direction

- 5.1 Strategic goals

### 6. Our Approach

- 6.1 People team vision & mission
- 6.2 How we work
- 6.3 Our service commitment

### Appendix 1 – Priorities

# Message from the Leadership Team

We are pleased to present the People Strategy for Oxford City Council for 2020 to 2024. This Strategy has been developed in line with the commitment in the Corporate Strategy to build an organisation that has a “customer-first” approach and a commitment to being an inclusive and diverse organisation that values our people. First, let us put into context where we are today.

The scale and scope of the COVID-19 pandemic has shocked the world. It didn’t even make the World Economic Forum’s top 10 list of global risks in terms of likelihood that was published earlier this year. That’s all changed - virtual has suddenly become the default way to live and work. As a result, issues of safety, financial stability, wellbeing, security, and ethics are becoming more prominent, and there has never been a bigger need for resilience, confidence, and trust within an organisation. Indeed, the pandemic has increased the trend of employers playing an expanded role in their employee’s financial, physical and mental well-being and we have provided support for employees through our leave and absence policies, adjusted working hours to accommodate childcare provisions, a wellbeing programme, access to office/technical equipment and training for all. We have also responded to the needs of our local communities by changing our services. Which all together, means a real shift in the way we do and view work.

Around the world and across industries, organisations are unshackling themselves from legacy siloes, systems and processes to rethink how they do business and position themselves for the future. Speed is critical, but employee and customer experiences are also higher priorities than ever before. Consider where we were at the beginning of the year – signing off our Corporate Strategy and preparing for Council elections. Since then we have built on our remote working experience to create a truly digital workplace. We have created locality Hubs, enabling frontline, responsive teams reacting to the needs of our most vulnerable people in our communities. All this was completed without a set of formal instructions or policies – because we had to react quickly to a crisis, yet everyone understood and was committed to the goal.

We have developed connections and insights into the difficult to reach communities all through our desire to make a difference to people’s lives during lockdown. Our response across the Council to our customers and our own employees has demanded quick thinking, agility, creativity, and a solution focused ethos and above all we have all got to know so many more people. What we experienced was a team that pulled together, who demonstrated they could work within a framework, who wanted to learn and to do things differently. The experience has highlighted great talent across the organisation and a willingness to step up and take personal responsibility in being part of the solution. Moving forward, we want to nurture and develop that talent as we look to our future challenges.

Even as we continue to deal with the ramifications of this global crisis, we must prepare for what comes next, as we will regularly face disruptions – societal, industrial, and technological. We need to expect this and be prepared. We must be in a constant state of readiness to Respond, Reset and Renew.

Names Pictures & Signatures

Together we shall make a real difference to the city we serve. Our vision is that we will continue to be an ambitious, confident, capable council, a leading authority. Our employees sit at the heart of that. If we're going to rise to the challenges of the next year and beyond if we're going to see things differently, and have the courage and confidence to try new ways of working; if we're going to take Oxford City Council and the City of Oxford, to the next level, each of us needs to be:

- Committed to working together as one team, sharing the same aims so that we can achieve our goals together
- Keeping our promises and delivering what we say we are going to do
- Learning and adapting to new ideas and new ways of working to bring innovation and continuous improvement to our business
- Being accountable, taking responsibility for our actions, working together, communicating with transparency, and having some fun along the way
- Creating our working environment that is based on trust, honesty, and integrity; being respectful and showing the strength of being diverse and making sure everyone is included

Our personal commitment to you is to create the conditions for everyone to perform at their best. We will improve processes and policies, invest in health and wellbeing, and continue the development of our teams and individuals, and:

- We will always set a clear direction and priorities for our work, so we all know our personal contribution to the corporate priorities.
- We will empower and equip you to help build your confidence and skills to perform at your best, whilst nurturing talent and helping to develop careers.
- We are committed to having honest and open dialogue – about the challenges we face but also ensuring we take the time to recognise and celebrate our successes
- We will be driven by our values, as how we go about our work is just as important as what we actually do. Our five values of “One Team, Service Excellence, Inclusion & Respect, Amazing Outcomes, and Stepping Up” will underpin our day to day behaviour.

With this commitment, and the actions within this People Strategy, we will build the high performing organisation that Oxford City deserves and that we can all be truly proud of.

# 1. Where our People Strategy fits in

## 1.1 Purpose of the People Strategy

Our Corporate Strategy describes our vision and key priorities for the city of Oxford. This strategy together with our Medium Term Financial Plan (MTFP) plus the annual business plan, clearly highlights what we need to do, alongside the budget we need to work within, to achieve our goals to the highest standards possible.

Our people play a vital part in this and so our People Strategy is informed by the many challenges facing us and sets out a forward-looking and ambitious people agenda, designed to strengthen the Council's local position - addressing complex and pressing issues from a position of strength and confidence.

## 1.2 The Council's Strategic Plan

We have set a challenging and ambitious pace to become a council that people are proud to work for. In the face of ongoing change and financial challenges, we have made significant progress on this journey - but we have more to do.

**Our vision:** Building a world class city for everyone

**Our purpose:** By creating successful places in which to live and work, supporting our communities and addressing the climate emergency. We will build a fairer, greener city in which everyone can thrive.

**Strategic priorities:** Foster an inclusive economy; deliver more, affordable housing; support flourishing communities, and pursue a zero carbon Oxford.

**Our values:** Just as important as what we do, is how we do it. Our values and the behaviours they support underpin our organisational culture, which is truly about remote and flexible working. Our five values clearly set out the expectations on how we work with each other to achieve our vision and the priorities in the Corporate Plan



**One Team:** We work together as one team with the shared aim of achieving effective strategic outcomes and organisational success



**Inclusion & Respect:** We communicate with transparency and respect, creating a working environment that is based on trust, honesty, and integrity. We celebrate being diverse, where there are no barriers to inclusion and where we view the differences between people as a source of strength



**Service Excellence:** We keep our promises and deliver an agreed standard of work to all; always learning, and striving for excellence



**Stepping Up:** We step up, drive it, and deliver it, we collaborate, communicate and we're accountable. We do what we say we'll do



**Amazing Outcomes:** We can adapt ideas and new ways of working to bring innovation and continuous improvement to our business

## 2. External & Internal Strategic Context

A number of internal and external factors will influence the delivery of our strategy:

### 2.1 Competitive environment

We are operating in a competitive environment in which it is becoming increasingly difficult to attract, retain and reward high-performing employees.

The geographical area for attracting employees also extends beyond the normal geographical area through flexible working practices creating opportunities for a broader and more diverse and flexible workforce.

### 2.2 Technological advances

Given the increased use of technology, the workplace is becoming more agile and flexible with multiskilling and reskilling of employees, whose skills become obsolete. Employees will also use more remote working technologies and change their work habits.

### 2.3 Demographic shifts

As our workplace becomes more diverse, not only in terms of generation but also other attributes, it's important to take time to understand and provide opportunity for interaction with and between various groups. The more we are able to understand each other, the better we are able to work together.

### 2.4 Line management relationships

There is a shift in the employee – manager relationship, with employees wanting managers not simply to manage but to demonstrate strong inspirational leadership and vision to support them to achieve their full potential.

### 2.5 Future employee expectations

People typically select potential employers on the basis of a number of personal factors and no longer expect to remain with one employer for life – they will look for new opportunities if their individual needs are no longer being met. The employee of the future has an expectation of being able to achieve a work–life balance and to work flexibly in a way that is output-driven rather than governed by traditional working patterns.

### 2.6 Employee engagement

To compete today, organisations need to win over the MINDS (rational commitment) and the HEARTS (emotional commitment) of employees in ways that lead to extraordinary effort.

### 2.7 Reward

To attract, retain and develop talent total reward has to align with all aspects of work that are valued by employees, including elements such as learning and development opportunities, attractive working environments, flexible working arrangements in addition to the wider pay and benefits package.

### 2.8 Funding

The recent COVID-19 pandemic has had a significant impact on the financial position of Oxford City Council, and the annual deficit to be funded in the Medium Term Financial Plan (MTFP) is in the region of £3 - £4million. The

COVID pandemic has simply pulled the need to deal with the deficit forward by a number of years. Balancing the MTFP over the next 4 years will require the Council to be innovative in its approach to service delivery and its staff to embrace new ways of working that will result in efficiencies and cost savings.

## **2.9 Disruption & resilience**

Disruption from COVID, and other disruptors such as environmental or technological challenges will continue, and we will need to ensure we are resilient to manage potential future impacts.

## 3. Our Approach

The People Strategy defines Oxford City council's ambition for its workforce – the right people with the right skills, highly motivated, high-performing, and business-efficient delivering the best outcomes to the people of Oxford, particularly supporting the most vulnerable to improve their lives .

### 3.1 Values and culture

Our values and culture foster an environment that embodies our commitment to equality, diversity and inclusion, a positive culture, in which all employees treat each other with dignity and respect, and where we encourage and enforce appropriate behaviour towards each other. These features are essential to our recognition as an employer of choice.

We must set the highest professional standards and foster a truly inclusive culture. We recognise the importance of ensuring that all employees are seen to be making a valuable contribution to the success of the Council, working in highly effective and collaborative ways to create a vibrant and dynamic Council, in which all employees feel a true sense of professional fulfilment from stepping up to the task in hand.

Our working environment reflects the type of employer we are; emphasis will therefore be placed on creating a healthy working scenario. We are mindful of the need to achieve a fair work-life balance, ensure equitable workloads, and support employees in maintaining a healthy lifestyle.

### 3.2 Our organisation

Our working environment will be based on creating a healthy work environment, be flexible, inclusive, agile and efficient, fostering innovation, creativity and high levels of performance. The organisation will have strong inspirational leadership and engaged employees who understand Oxford City Council's vision and the contribution they can make to upholding and demonstrating their values and behaviours in everything they do. Employees will be empowered to be innovative and creative, work collaboratively across the organisation, and embrace and celebrate their diversity.

Our future operating model will make the best use of employees, enable the organisational strategy, reduce costs, ensure there is clarity of roles and accountability, support innovation and improve flexibility.

### 3.3 New ways of working

With a substantially remotely based workforce we continue to embrace new ways of working, harnessing the benefits of using the latest technology and collaborative ways of working delivering a work environment that enables employees to connect, communicate and collaborate. Supported by policies and procedures that are proportionate, simplified and consistently followed.

In the future, we will be using flexible processes and innovative technological solutions. By closely aligning with our business strategy and vision, we will sustain a culture of innovation, agility, responsiveness and creativity, with all of our end to-end processes customer-focused. Innovative solutions will transform our service experience and our connectivity with our stakeholder groups.

### 3.4 Learning organisation

The Council will derive its future success by embedding a culture of innovation and creativity in how we work.

A new model is required that aligns with our new ways of working and delivering services to our communities. We shall facilitate this through offering increased opportunities to gain experience across other parts of the council, whether through secondments, leading or participating in projects, and employees shall:



- Try out new ideas
- Not be afraid of things not being successful but learning and changing our approach as a result
- Celebrate learning and development of others
- Include the community in our development programmes

### 3.5 Workforce engagement & feedback

We want to achieve an environment where we listen to each other and as a result, improve motivation, ways of working and individual capability at all levels. Our strategy aims to:

- Bring to life the council's vision, values and behaviours
- Engage managers to confidently lead and engage with their teams to support them to develop and flourish
- Support and empower leadership to provide a strong, strategic narrative about the organisation and its future direction
- Embed employee voice throughout the organisation

### 3.6 Talent management & career development

We aim to create career pathways to nurture and develop our own from new joiners who are just starting out their careers to creating our leaders of the future. We will also complement growing our own talent with pipelines into the organisation. With BAME and women being particularly underrepresented in the workforce there will be separate activities to ensure we continue to make ourselves relevant and authentic in comparison to the communities we serve.

There is a need to move away from a more traditional model of career management, which defines career progression purely in terms of an upward, linear trajectory. In the modern, highly complex world of work, careers take many different forms, and follow many different courses. Emphasis will be placed on supporting employees to define their own career journey, so they can manage their own aspirations in a way that best aligns their personal career goals.

A graduate employment scheme to attract high-calibre early career employees to the Council, particularly those seeking careers in professional services, will be explored. This idea will form part of an evolving agenda to promote more cross Council experience, which both broadens the skills and knowledge of employees, and offers more creative and fulfilling career opportunities for them. We will also create our own resource pool of employees who live the Council values and can flexibly turn their hands to the task in hand.

Expanding the opportunities for employees to benefit from mentoring and coaching will also inform future investment in development provision.

A development programme for all employees based on the core behaviours we expect to see, and a leadership framework for managers will be an imperative for early delivery.

The long-term benefits of talent management is that it involves an ongoing evaluation of workforce capabilities and the development required to sustain these. Our employees should continue to have the skills and competencies and expertise to contribute to our future growth and development, and to be able to adapt to meet new conditions and changing demands.

### 3.7 Reward

We aim to modernise our reward proposition, through the development of a Total Reward Strategy, which includes:

- **Pay:** addressing pay challenges, balancing fixed and variable pay, aligning pay with external market and to support gender equity, legislative change and the rapidly evolving landscape of work
- **Benefits:** optimising the benefit portfolio, financing, delivery and employee experience to meet evolving talent and organisational needs

- **Careers:** transitioning from career management to career enablement through providing opportunities that optimise organisational and individual needs
- **Wellbeing:** addressing the full wellbeing spectrum: physical, emotional, social and financial challenges and opportunities.

### 3.8 Diversity & inclusion

We are committed to celebrating diversity and promoting inclusion and equality throughout our services and by engaging and empowering our local communities. Our ambition is to reduce the extent of inequality, to tackle unfairness and disadvantage and to support our communities to be strong, inclusive and successful. We will work to engage with minority groups within our communities on issues affecting them disproportionately, and redesign our services to focus on, using data to understand the real issues, learning together and working in communities, listening and responding to personal circumstances to design solutions that have the right impact.

In order to make this change we will put inclusion and respect at the heart of our culture. We will enable all employees to take part in decision making, and give them the ability to step up, ensuring those with lived experience are able to influence how we deliver services. This will be achieved through a range of activities including a volunteering day for all employees, an inclusive leadership development programme, and development of the Stonewall workplace accreditation, investing in digital skills and setting up an Equalities Advisory Group. We will improve levels of BAME and women particularly at senior levels with career development pathways and graduate development programmes.

It is important that we're able to recruit from a diverse talent pool to attract the best and help the organisation meet its future challenges. Valuing equality and diversity can have a substantial impact on our ability to be creative and foster innovation, and a diverse workforce will help us understand the needs of our stakeholders and customers.

### 3.9 Wellbeing

Fostering employee well-being is good for people and the organisation. Promoting well-being can help prevent stress and create positive working environments where individuals and organisations can thrive. Good health and well-being, providing a happy, healthy and productive work environment can be a core enabler of employee engagement and organisational performance.

Our continued focus will be to provide opportunities for managers and employees to develop their understanding of wellbeing and how to manage their own health. With changes to the way we work and in particular extended periods of working from home, or infrequent visits to the office brings its own set of mental and physical wellbeing challenges. Developing and understanding and overall resilience to different work environments, situations and the continuing changing landscape will be critical for our success.

### 3.10 Guides, policies and procedures

We've listened carefully to the feedback from our senior managers to understand their frustrations, challenges and aspirations for the people management agenda. We want to have fewer policies and procedures overall, and make them simpler to read and more accessible. We will also seek to provide:

- Access to user friendly guides, policies FAQ's on the intranet
- Improved opportunities for self-service so that staff and managers can resolve matters efficiently
- An effective help desk for people related queries

## 4: Our People

### 4.1 Our employees

Employees will be highly motivated, skilled, fairly rewarded, and encouraged to demonstrate creativity and innovation. They will work collaboratively and inclusively with their peers across the business, sharing the common aim of delivering the right business outcomes for the Council.

### 4.2 Our leaders

All levels of management will demonstrate inspirational leadership by listening to their teams, empowering employees to achieve their full potential and work with their peers to operate as one team, sharing the same values and vision to achieve the right outcomes for the Council.

We will develop our leadership competence at all levels, to ensure that everyone understands their own leadership styles, and can adapt them to deal with different situations, in order to motivate and energise their teams. We will prepare employees for leadership roles early in their careers, so that they have the necessary depth and breadth of experience to take on roles with greater responsibility.

Significant steps will be taken to achieve greater diversity among our leaders. To this end, it will be important to understand how we can make leadership roles more attractive and appealing to a wider talent pool. Our leadership philosophy, to embrace collaboration and collegiality, is key to our future success.

### 4.3 Our people team

The People team will be a strategic business partner, embedded into the business, proactively advising and empowering managers to be great people leaders. Employment policies, procedures and interventions will be simple, clear and business-focused to enable the organisation to attract, retain, develop and competitively reward high-calibre employees.

## 5: Our New Direction

The People Strategy is a 'live' and dynamic plan, responding to changes in our environment, trends, employment legislation, and to HR best practice. More importantly, it's able to respond to Oxford City Council's future needs and ensures our People Team play an integral role by being an enabler for the organisation in maximising the potential of our people.

The People Strategy is divided into six key themes that define how we will address and respond to the external context and drivers that influence our business goals.

It links every aspect of a person's career cycle - from the factors that count when first joining the Council, covering recruitment, induction tailored to meet differing needs; to offering extensive development opportunities to support career, promotion, and succession planning.

From ensuring the highest standards of leadership to sustain a motivated and engaged workforce; to fostering a culture which is truly inclusive and balances stimulating work with the need for a healthy lifestyle.

The People Strategy sets the strategic People agenda focusing on six inter-related strategic themes, which are:



High performing & flexible workforce



Create a culture of wellbeing, diversity, & engagement



Attract, reward & retain talent



Promote, champion & support inspirational leaders



Support development



People team transformation

The People Strategy is intended to positively impact all employees by supporting them to perform to the highest level, fulfil their potential and achieve their business objectives.

There is a focus on leaders and managers, who have the key role in managing and developing people, and the People Team, who support them in that role.

In addition, it will act as a platform for enhancing the capability of all employees and encouraging a high performing and accountable workforce, who are:

### Empowered to:

Think creatively  
Enable communities  
Manage demand  
Champion change

### Adaptable by:

Taking personal responsibility  
Having the right skills at the right time  
Applying skills flexibly  
Embracing smarter working practices

### Valued through:

Ongoing development  
Career progression opportunities  
Celebration of successes  
Support for health and wellbeing

## 5.1 Strategic Goals



### High performing & flexible workforce

- Drive a high performance culture in which individual roles, personal development and career aspirations are supported and aligned to organisational goals.
- Actively engage and empower employees to act within a collaborative culture which encourages innovation and creativity.
- Introduce continuous performance management to support managers and employees to regularly review performance, have great conversations and develop team commitment to achieving ambitious performance goals.
- Undertake organisational design activities to plan for our future needs and meet changes in our workforce, so that we can strategically succession plan for the future.



### Create a culture of wellbeing, diversity & engagement

#### Wellbeing strategies:

- Create a working environment where employees wellbeing is an integral part, and business decisions consider the impact on employee's wellbeing.
- Create a safe working environment where employees feel able to discuss and ask for support to ensure both their physical, mental, and emotional wellbeing, so that they can reach their full potential and be an effective member of the team.

#### Engagement strategies:

- Build a strong engagement culture where employees feel they are listened to, valued, involved, and informed and, more importantly, have different opportunities and ways to feed back.
- Create an inclusive, respectful working culture in which employees are recognised and praised for their efforts, innovation, creativity, flexibility, and diversity.

#### Diversity, Equality & Inclusions strategies:

- Promote a policy and framework to ensure dignity and respect across all our interactions, in order to foster a genuinely positive, inclusive and supportive culture.
- Implement and embed the Council's Equality Action Plan to ensure the Council is regarded as an exemplar of good practice.
- Contribute to wider social objectives such as addressing youth unemployment, through active promotion of apprenticeships and Oxford Living Wage.
- Continue to focus on the development of a diverse workforce, so that the composition of the Council more accurately reflects the diversity of the local community. With an increased representation of women and BAME candidates at management level.



### Attract, reward & retain talent

#### Strategies to attract:

- Use our strong brand to create an inspiring and motivating employer brand, through tailored recruitment strategies that market our reputation, our packages and career opportunities.

- Create a new resourcing model, which will support our ambition to have a flexible workforce that can respond to business needs, while developing talent for the future.
- Where appropriate, use incentives to attract the best talent, achieve greater diversity, enabling us to effectively recruit in competitive skills.
- Implement an e-platforms to deliver a positive applicant and recruiter experience, and provide robust management information harnessing the latest technology and social media platforms to attract new talent to join the council to either start or further enhance their careers.
- Actively profile the diversity of our applicants to ensure we continue to be an inclusive employer and our workforce is reflective of our community.

### **Strategies to reward:**

- Reward excellence and success in a variety of ways through a total reward strategy aligned with the Council's goals, values and behaviours.
- Provide a package of affordable, simple-to-understand rewards and flexible benefits, which is transparent and encourages high performance.
- Regularly review our rewards and flexible benefits package to ensure it remains relevant and competitive and continues to support our need to attract the best talent to deliver our organisational aims and objectives.
- Review pay parity and equity on salary policies, through equal pay audits and review processes.

### **Strategies to retain:**

- Support effective employee retention through integrated and inclusive approaches to career development, succession planning and promotion.
- Implement a new on-boarding programme to ensure new employees can engage and develop into their roles effectively and feel immediately connected to the organisation.
- A grading and pay system which offers flexibility and provides the opportunity to bring in new talent from different business sectors.



## **Promote, champion, & support inspirational leadership**

- Invest in key skills development to ensure our leaders provide strong, clear, inspirational leadership by exciting their teams to achieve their full potential and achieve transformational change.
- Invest in the development of underrepresented groups, providing opportunities for advancement that are fair and provide employees with positive meaningful opportunities.
- Develop our leaders to be ambitious, creative, and business focused, to lead and motivate the teams they manage with inspirational leadership, resulting in individuals achieving their full potential. At the same time, our managers will have the confidence and skills to address under-performance to ensure the organisation continues to be high performing.
- Ensure our leaders and managers are the champions of our values and behaviours and are responsible for addressing colleagues who do not act in line with those values and behaviours.
- Identify and nurture talent early, to support effective succession planning, and build the next generation of leaders.
- Develop a flexible mentoring framework to support employees across all areas of the Council and extend coaching in order to foster leadership styles that suit the Council's ethos and culture.



## Support development

- Take a cohesive, inclusive and individualised approach to enhancing our employee experience that encompasses all aspects of their learning and development.
- Promote flexible, interdisciplinary team-working, secondments, providing opportunities for employees to broaden their experience and skills and knowledge and operate effectively in an increasingly cross-functional and interdependent work environment.
- Embrace new technologies as part of enhancing the learning experience.
- Promote new ways of working and learning across the boundaries of traditional disciplines and encourage community collaborations.
- Support professional and career development, planning and advancement
- Encourage new opportunities for growth and collaboration with partners, volunteers, communities, industry etc across the UK and internationally.
- Develop and implement a new behavioural framework that will apply to all employees across the organisation, ensuring consistent standards of behaviour in all our interactions, both internally and externally, with stakeholders, partners, colleagues, volunteers and customers.
- Take a holistic approach to career and skills development to ensure our employees are supported to seek opportunities to engage in projects, work with new colleagues, and gain new skills and experiences to enhance their development.
- Adopt a 'just in time' approach to learning, ensuring our interventions can respond to changes and the demands of the business.
- Create a virtual learning hub to support a culture and mind-set of continuous learning and development, to enable the sharing of ideas and experiences across the organisation.
- Create career pathways to enable employees to plan their career journeys within the council.



## People Team Transformation

- Create a "People Experience" structure and service-delivery model that supports and encourages manager and employee self-service; empowers managers to be confident 'people' leaders and provides employees with information when and how they want it.
- Continuously develop systems, processes and organisational agility to ensure excellent service delivery.
- Continually review the organisation's people management processes and procedures to remove/reduce 'bureaucracy' and make them simple, business focused and compliant with legislation.
- Empower and challenge employees to achieve excellence through shaping and delivering transformational change.
- Create and sustain relationships and partnerships with other organisations to help us benchmark our performance, develop our metrics, identify new practices and trends, exchange information and deliver key projects.
- Articulate and embrace leadership and core behaviours which support our values and promote a diverse, inclusive and enabling culture.
- Recognise and value engagement and achievement and celebrate success.
- Actively engage as Business Partners with senior leaders to truly transform the Council through workforce evolution and organisational design.
- Build on our constructive employee relations climate with trade unions/employees within a progressive policy framework.
- Promote a healthy workplace and work-life balance.

# 6: Our Approach

## 6.1 People team vision & mission

The People Team **Vision** and **Purpose** is aligned and supports the Council's Mission, Vision and Values



Create conditions for people to do the best work of their lives



Provide an excellent customer focused service aligned with our strategic objectives that values our people, enabling the realisation of their full potential

## 6.2 How We Work

Our People Team will operate in strategic partnership with leaders and managers across the Council to deliver the People Strategy.

We will provide practical and professional tools and advice to meet the people needs of the Council striving to attract and motivate the very best talent available.

We will nurture the highest standards of leadership to sustain a motivated and engaged workforce, fostering an inclusive high performance and client focused culture that balances the need for stimulating and challenging work with a healthy lifestyle.

Our activities support our people from attraction & recruitment through orientation & early career development, personal & professional development supported by performance & talent management to career development & succession planning.

As well as implementing the strategy, our People Team will continually review and improve the services they deliver across the organisation, providing proactive, pragmatic and business-focused advice and guidance to empower and develop our managers and leaders to be greater 'people managers' of the future.

## 6.3 Our service commitment

Our interaction with our stakeholders will be:

**Professional** – a service which is diplomatic, discreet and maintains high standards of conduct and professionalism at all times.

**Proactive** – constantly forward-thinking and horizon-scanning to ensure our services, advice and support address issues before they arise.

**Business-focused** – providing pragmatic advice and support, which is not only legislatively compliant but is driven by the needs of the business and is 'business fit'.

**Enabling** – empowering our managers to make informed decisions based on sound advice and support so they can become confident 'people' leaders, increasingly using the People team as a consultancy service as their reliance on the team reduces.

**Monitoring progress** - we will regularly assess our progress against our year one plan to ensure we remain focused and deliver our objectives. The mechanism for review will be regular quarterly progress reports to CMT and ODG.



# Appendix 1 – Stage 1 Priorities

High Performing & Flexible workforce	Outline Programme	Promote, champion & support inspirational leaders	Outline Programme
Developing Smart Flexible Working	<b>Engage with managers' and employees'</b> to understand the challenges of "Flexible Work and Flexible Location Working" for the development of on-going support, resources and guidance. Create and deliver programmes that will enhance Flexible Working and the development of Smart working.	Leadership development programme	<b>Develop Leadership Framework</b> that includes values, competencies and behaviours to guide the development and performance of our leaders.  <b>Develop Leadership Mentoring and Coaching programme</b> to support the delivery of the Leadership Framework
Support Development	Outline Programme	People Team Transformation	Outline Programme
Generic skills development employee programme	<b>Develop Employee Alignment</b> that includes values, competencies and behaviours to guide the development and performance of all our employees.	Create the structure	Create the structure within the People Team that delivers the service delivery model.
Culture of wellbeing, diversity & engagement	Outline Programme	People Team Transformation	Outline Programme
Focussing on Diversity Engagement & Wellbeing	<b>Review policies and opportunities</b> to facilitate positive action to improve BAME and women's representation in Leadership positions.  <b>Develop and deliver Positive Action Leadership Programme</b> for aspiring BAME and women, to be leaders of the future.  <b>Develop a Diversity &amp; Inclusion Education programme</b> to promote diversity and inclusion and cultural competency  <b>Assess employee engagement</b> actively and frequently through short and inclusive surveys and questions	Create People Service Delivery model that supports and encourages self-service	<b>Create a "People Experience" service-delivery model</b> that supports and encourages manager and employee self-service; empowers managers to be confident 'people' leaders and provides employees with information when and how they want it.  <b>Create and review 'as is now' process maps</b> for each people management process. Create and review 'to e' process maps for each people management process. Automate where possible.  <b>Review the contents of all of all people policies</b> and procedures, to ensure they are business fit and legislatively compliant. Create new templates. Identify any unnecessary policies, processes or stages in procedures or policies that need to be removed or revised. Create relevant FAQs, guidance notes and flow charts upload onto intranet.  <b>Create new People intranet pages</b> constructed around 'employment life cycle'. Upload guidance fact sheets, flow charts, FAQs, checklists, policies, and procedures.