

Our People Strategy 2024 - 2028

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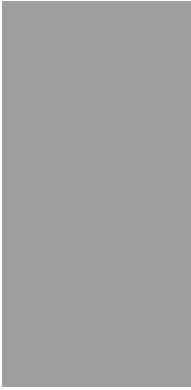
Foreword

Chief Executive

Our People Strategy is about all of us, and we all have a part to play in bringing it to life. The Strategy has been shaped by you and your priorities. You said we needed to invest in our workforce, review the way we recruit and retain staff, consider different ways to reward people for the work we do, provide modern flexible work practices and continue to be diverse and inclusive to ensure fairness and equity for our workforce, residents, and our customers.

Our workforce has gone above and beyond to support our local communities. This exceptional level of commitment and dedication has been recognised by Elected Members, Leadership Team and our partners.

It is this passion and commitment that underpins our Council Plan for 2024-2028 to work together to shape our environment, drive our economy, and support our communities.



Our People Strategy will provide us with the approach to invest, grow, and nurture our current and future workforce so that all employees can recognise their own unique contribution to our continuing success as a Council and feel supported, valued and at the heart of what we do. That's why we are continuing to explore and implement new ways to attract, develop, and retain talent.

Our People Strategy will help us become an employer we are proud to work for and be the best we can be, serving the people of South Derbyshire with commitment, pride and dedication. We want to be recognised as an employer of choice.

It is with our combined efforts, ideas, and mutual support that we will make a real difference.

Dr Justin Ives
Chief Executive
South Derbyshire
District Council



Context

Our workforce is at the heart of everything we do. We are a Council that puts our community first and delivers local services through building and nurturing local relationships is how we choose to work.

To support this, having a structured approach to employment, development, and investment in both our current and future workforce is essential. Our People Strategy sets out clear five priorities to achieve this and ensure the delivery of our Council Plan 2024-28.

The Council requires a skilled, professional, and inclusive workforce to drive our ambitions forward, respond effectively when we are asked to do things differently, and to continually evolve the way we work. We will continue to use technology in the most effective way, take action to enhance our natural environment, and help people who need support to live the life they want to. Our People Strategy will give us the direction to enhance and recognise the performance of our workforce.

Whilst our financial position is strong, a programme of financial sustainability has been developed to mitigate against the risks of reduced levels of funding, to maximise income, and ensure



a robust and visible grip on our budget. We want to invest in our workforce and ensure long-term success of the Council and our people within it.

Alongside our People Strategy we have developed a Delivery Plan that sets out when and how outcomes will be delivered. This Plan will be reviewed every year to take account of progress, new demands our services, and any further action required. We will update on progress and keep everyone informed as we go along. We expect the People Strategy to evolve as we receive feedback on our services, and we will use data and insight to help shape this.

The Council is also developing a Transformation Strategy. This goes hand-in-hand with and supports the People Strategy. Transformation is at the heart of how we evolve and change to enable us to provide our services in the most efficient way.



Vision And Values

Our strategic direction comes from our Vision and our Values and these form the foundation for all our activities.

Our Vision is to **Work together to Shape our Environment, Drive our Economy, and Support our Communities**. Our Values, developed with our employees, bring this to life and are at the core of everything we do. These are:

Being
Responsive



Working
Together



Respect



Excellence



Innovative



Accountability



Fairness



What We Have Already Done

We have made progress in several areas which will lay the groundwork to deliver our workforce priorities.

A selection of these are;

Our annual Service Plans identify key workforce issues in each of our services.



All of our people have an annual appraisal that is focused on performance and our values.



We take action to raise awareness and promote inclusion and diversity.



We regularly engage with our workforce and respond to their suggestions.



We have embedded flexible working as our employment model.



We have a comprehensive management and leadership development programme.



We employ apprentices and have exceeded national targets.



We promote health and wellbeing.



Opportunities And Challenges

Our People Strategy will ensure we continue to deliver high-quality and resourced people focused interventions to support our workforce. We operate in a complex financial and social environment with a mixed background of issues – some of which are highlighted below. We continue to use relevant data to inform and develop our approach.



National Challenges


 **90%** of the Local Government workforce identify as white

 **82.4%** of senior officers identify their ethnicity as white
(Chief Executive, Executive Directors, Heads of Service)

 **66.9%** are aged between 40 and 64

 **4.1%** mean gender pay gap

 **8.7** average sickness days

 **36.8%** reduction in the Local Government workforce

 **Over 94%** of Councils reporting recruitment and retention issues

Our Workforce

 **89%** of the workforce identify their ethnicity as white

 **86%** of senior officers identify their ethnicity as white
(Chief Executive, Executive Directors, Heads of Service)

 **72%** are aged between 45-65

 **0%** mean gender pay gap

 **8%** aged 16-25

 **9.54** average sickness days

 **8%** increase in number of posts

 **13.3%** turnover rate

Top Three Reasons Our People Join (Employee Survey)



Job Role/
Duties



Location



Flexible
Working

Top Three Reasons Our People Leave (Employee Survey)



More
Pay



Career
Opportunities



Retirement

Our Current Workforce



Key Priorities

Our People Strategy sets out to achieve the following five aims.

1. Attracting And Retaining Our People



Offering employment that promotes the Council as an employer of choice.

2. Rewarding Our People



Rewarding and recognising our people in ways which reflect our values and contributes towards achieving our priorities.

3. Developing Our People



Encouraging and supporting people to grow in their roles and feel inspired to be the best they can.

4. Inclusion And Equity For Our People



Having an open, diverse, and inclusive Council where everyone feels welcome and respected.

5. Supporting Our People



Ensuring we have healthy workplace practices and environments where people are happy to come to work.

Attracting And Retaining Our People

Having a consistent and balanced approach to the recruitment and retention of our current and future workforce is a priority for us. In a competitive recruitment market, it is vital we are seen as an employer of choice. Employees are all looking for different things and we need to reflect this in our recruitment, our employment practices, and by listening and learning from our workforce.

People assess a future employer by their values, reputation, and opportunities for personal and professional development.

We will develop our approach to recruitment and retention to align with our values and listen to feedback when people decide to move on. We need to offer realistic terms of financial reward whilst highlighting the overall employment offer that sets us aside from others.



Aim

Promoting the Council as an employer of choice.



How We Will Achieve This

Attracting and recruiting talented people who are proud to work for the Council.



Using our values to recruit and throughout the employment of people.



Having employment policies and procedures that are easy to follow and inclusive.



Our approach to appraisals is based around our values and we apply these consistently.



Using feedback from leavers to improve what it's like working here.



Raising the profile of Local Government as a rewarding career choice.



Rewarding Our People

We understand people have different motivations when coming to work. On their part, they're providing their time, talent and skills and we recognise this. For us, offering choice, responding to people's preferences, being fair and consistent will help mark us out as an employer of choice and build our reputation as a great place to work. As well as the financial side of employing our workforce we need to develop clear and transparent non-financial benefits in place with a range of options available for people.

In today's employment market, financial and non-financial reward are well-known and significant factors in attracting and retaining the right people and to keep them motivated, performing to the best of their abilities and receptive to the changing environment in which we operate. Our employment practices need to be modern, inclusive, easy to understand and promote choice for employees to achieve the life/work balance they want.



Aim

Our workforce feels valued.



How We Will Achieve This

Celebrate the achievements of our people, both at an individual and organisational level, recognising how all contribute to our success.



Increase our employee benefits offering.



Reviewing and developing our employment policies and procedures ensuring flexibility and choice.



Continually review and develop our approach to how we pay and reward our people.



Use equal pay audits to identify areas for improvement and we act on these.



Ensure that our people are clear about what is expected of them, their roles and how their contribution links to our priorities.



Developing Our People

As the needs of our local communities evolve and change over time, the skills and competencies of our workforce will need to adapt to reflect this. Workforce planning is at the heart of how we will ensure we continue to offer high-quality services delivered by trained and competent people.

Our workforce needs access to training, development, and other work experience opportunities to enable them to meet changing demands. We need to realise the potential of our workforce through a combination of: growing our talent, upskilling and reskilling our existing staff to reduce skills gaps, and providing access to young people to consider Local Government as a long-term career choice. We cultivate and manage succession through our many career pathways, with a focus on redesigning jobs and increasing the digital skills and knowledge of our workforce.



Aim

Invest in and develop our people.



How We Will Achieve This

Developing excellent leadership.



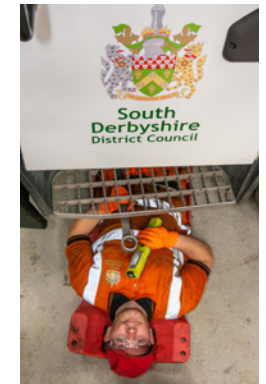
Equipping our workforce with the right skills and knowledge to succeed in their roles.



Ensuring our talent and succession pathways are effective.



Constantly assessing training and skills gaps and acting to address these.



Promoting opportunities for career and personal development.



Increasing the uptake of apprenticeships across the Council.



Inclusion And Equality For Our People

We will promote and encourage a positive and supportive workplace culture. We will continue to foster an environment where all our people, regardless of their background and experience, can contribute their best work, and influence the way we work together to get things done. We will recognise that barriers can exist in many forms and we will support our workforce to embrace difference and feel confident and empowered to share their ideas.

Fairness and equity underpin the priorities in our People Strategy. It is a fundamental right for all people to be treated with respect and decency and given access to information or employment opportunities that reflect their needs.

We will continue to raise awareness and educate people through the delivery of our Equality, Diversity, and Inclusion Strategy and Action Plan, and use this priority in our People Strategy to compliment this work.

Engagement and communication with our workforce is a fundamental aspect of this work. Our Leadership Team, managers and our people will positively and consistently encourage feedback, listen and learn to improve services, and build a workforce that is representative of the community we serve.



Aim

A fair and inclusive work environment.



How We Will Achieve This

Ensuring our Equality, Diversity and Inclusion Strategy and action plan is brought to life by how we act and what we do.



Identify barriers and solutions to make our services accessible to all.



Using the Equality Framework for Local Government to shape our approach.



Making employee engagement an ongoing, everyday priority.



Publish information on our progress and engage with our community with our future plans.



Raise awareness and celebrate difference.



Supporting Our People

We will encourage, promote, and support our people to be healthier, happier, and more productive. We acknowledge the importance of allowing time for reflection and support. There will be times when our people need additional support, not directly linked to their employment and to assist with this, we will provide an Employee Assistance Programme.

We are aware of the importance of positive physical and mental health and wellbeing on levels of attendance and performance. It is important to create fulfilling and rewarding jobs whilst providing space for our people to take personal action or obtain timely support when needed. We will continue to identify and access a range of support interventions to actively engage in wellbeing initiatives and monitor impact.

It is important our people are aware of the role they play in supporting each other alongside their responsibilities. We will look to develop employee charters, in collaboration with our workforce, that set down the expectations of managers and employees as well as aligning to the values in our Council Plan 2024-28.



Aim

Our employees are well supported at work.



How We Will Achieve This

Provide access to support for physical, mental health and wellbeing.



Promoting our mental health first aiders.



Developing our Employee Assistance Programme.



Work in partnership with our people networks and trade unions to continue to develop and evolve our approach to staff engagement and communication.



Encourage staff to work flexibly to ensure a healthy balance between their success at work and leading the lifestyle they choose.



Actively monitoring and managing attendance.





Obtaining Alternative Versions Of This Document

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General enquiries: Call 01283 595795
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ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਦੂਸਰੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਕਿਸੇ ਦੁਭਾਸ਼ੀਏ ਦੀਆਂ ਸੇਵਾਵਾਂ ਦੀ ਲੋੜ ਹੈ ਤਾਂ ਸਾਡੇ ਨਾਲ ਕਰਨ ਦੀ ਕ੍ਰਿਪਾ ਕਰੋ ਜੀ ਇਹ ਜਾਣਕਾਰੀ ਮੰਗ ਕਰਨ ਤੇ ਵੱਡੇ ਅੱਖਰਾਂ, ਬ੍ਰੇਲ ਜਾਂ ਆਡਿਓ ਦੇ ਰੂਪ ਵਿਚ ਵੀ ਉਪਲੱਬਧ ਜਾ ਸਕਦੀ ਹੈ।

اگر آپ یہ ڈاکیومنٹ کسی اور زبان میں چاہتے ہیں، یا اگر آپ کو کسی ترجمان کی خدمات درکار ہیں، تو براہ کرم ہم سے

Working together to shape our environment,
drive our economy and support our communities



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Derbyshire
District Council

South Derbyshire District Council

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