



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

THURSDAY 8 JULY 2021

**Report of the Managing Executive Director
(Commissioning, Communities & Policy)**

**Derbyshire County Council's People Strategy
(Corporate Services and Budget)**

1. Divisions Affected

1.1 Not applicable

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 To provide an update and seek Cabinet approval for the Council's People Strategy.

4. Information and Analysis

4.1 Context

Following Cabinet approval in September 2019, the organisation has successfully reshaped its HR service offering, with key benefits already being visible despite the impacts of the current pandemic.

The key aims of the review were to deliver a HR model with the capability to:

- Ensure all elements of 'people' management within the Council support transformational change and a 'whole Council' approach.
- Develop and implement the behaviours and competencies necessary for culture change.
- Manage the risk and anxiety generated by change within the existing workforce across the Council.
- Ensure we have a workforce of the right shape/size and skill set now, and in the future
- Cultivate an environment which attracts, retains and develops talent
- Maintain the Council's reputation as a fair and transparent employer, resilient to scrutiny.

Running concurrently with the second phase of the HR transformation programme, coupled with the accelerated need for a clear workforce agenda as we undertake organisational recovery, work has been underway during the last 12 months to develop an organisational people strategy owned and led by senior leaders across the organisation, supported by the HR function.

4.2 Insights into the People Strategy

The People Strategy (appendix 2) incorporates the organisation's people ambition which reflects what we are trying to achieve with the overarching aim to be a diverse employer, an innovative employer and an employer of choice.

Coupled with a diverse range of roles and services, the Council's People Strategy has been developed with consideration of the Council's strategic programmes, aiming to capture the people ambitions within these:

- Enterprising Council
- Thriving Communities
- Vision Derbyshire

It is intended that the People Strategy supports the Council Plan, being the 'what' we aim to achieve. The People Strategy aims to outline 'how' the Council will enable and support our workforce to deliver the council's strategic aims, delivering change through five people priorities.

The People Strategy assumes that leaders of the organisation at all levels own the relationship with their people and aligns to the employee lifecycle. Employee engagement is crucial throughout the employee lifecycle and is central to the People Strategy, with continued focus on

'Our Spirit' ensuring we 'Listen and Engage' and 'Shape and Respond', coupled with our organisational culture, employee values and behaviours.

4.3 People Priorities

The following five people priorities focus on the employee lifecycle ensuring a holistic approach to our workforce agenda and people ambition in being an employer of choice, recognising the interdependencies within these priorities.

- Attract and retain the best people in the most effective way possible.
- Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies.
- Engage, nurture and develop our people and our future potential.
- Enable organisational transformation and effective employee relations.
- Enable and ensure the wellbeing and safety of our people.

To ensure the strategy is delivered and embedded, the people priorities will not only enable the development of the organisation wide workforce agenda but will also enable departmental and localised people plans to be developed by leaders at all levels of the organisation. Aligning the required activity within these five priorities will ensure cohesion when considering our differing workforce groups. Leaders will be responsible for driving forward the people priorities within their respective departments.

In addition, supporting the people priorities are HR led delivery plans for 2021-25 to support progress and outcomes in these areas, with manager enablement, development and upskilling being crucial. The HR delivery plans and departmental led people plans will complement and support one another in line with our people ambition.

The people priorities are underpinned by our employee values and behaviours which encompass what our organisation stands for and how our people will deliver their roles in the best possible way. The development of the Council's competency framework is key to the success of the People Strategy and work continues to refine and further develop this in readiness for expansion across the organisation.

4.4 Developing our culture through a clear Employee Value Proposition (EVP)

Aligned to our people ambition of being an employer of choice, our Employee Value Proposition (EVP) will provide clarity on the Council's offer and what is expected from our people as we develop a culture of mutual trust.

The Council's workforce represent our organisation and we aim to ensure our workforce also reflects our communities. The development of the Council's workforce diversity and inclusion strategy and approach will further detail our overarching aims focused on improving the age profile of our workforce, improving under-represented employee groups and ensuring we have a diverse and sustainable workforce.

In addition, the Council's EVP aligns to the five people priorities, supported by clear expected outcomes and engagement drivers. The EVP will connect to our future recruitment approaches, the total reward offering, the Council's Learning and Development Strategy and the ongoing implementation of the Council's Wellbeing Strategy.

The engagement drivers are central to our ongoing 'Our Spirit' engagement approach, enabling the organisation to apply these in our future pulse surveys and engagement initiatives to enable the Council to baseline, trend colleague views and subsequently shape and respond to these.

5. Consultation

5.1 Feedback and input in developing the People Strategy has been gained across various forums ranging from Elected Members, leaders across the Council, employees and joint trade unions.

5.2 The draft people strategy was presented to Improvement and Scrutiny Committee (Resources) on 4th March 2021.

6. Alternative Options Considered

6.1 The Council does not currently have a workforce or people strategy, with the options being to continue without an organisational wide people agenda or to develop a cohesive people strategy and ambition across the organisation.

7. Implications

7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 None identified.

9. Appendices

9.1 Appendix 1- Implications.

9.2 Appendix 2 – Derbyshire County Council People Strategy

10. Recommendation(s)

10.1 That Cabinet:

a) note the development of and approve the council's People Strategy and its associated five people priorities.

11. Reasons for Recommendation(s)

11.1 To enable the organisation to provide a clear and cohesive workforce agenda detailed within the People Strategy.

12. Is it necessary to waive the call in period?

12.1 No

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Implications

Human Resources

The Council's workforce is central to this strategy with all aspects of the employee lifecycle having been considered. Trade Union engagement has been undertaken in the development of this strategy, alongside wider stakeholder engagement across the Council.

Equalities Impact

The intention of the People Strategy is to support the Council in becoming an employer of choice, with diversity and inclusion being central to this approach. Progressing the priorities outlined within the report will be key as the Council also reviews and develops a clear workforce diversity and inclusion strategy and approach. In addition, the People Strategy will ensure the council embeds fair processes and practices across its workforce aligned to the people priorities.

Corporate objectives and priorities for change

The People Strategy aligns to the Council Plan, recognising its workforce as being at the heart of enabling change. In addition, this strategy reflects the ambitions of the Council's strategic programmes (Vision Derbyshire, Thriving Communities and Enterprising Council) recognising the interconnections between these.

People Strategy 2021-25



Enabling and supporting our people to deliver success



Our People Ambition

The next five years and beyond will continue to be exciting and challenging.

With a **diverse** range of roles and services, our **people** represent our organisation and we aim to ensure our workforce **reflects our communities**. Our people are at the **heart of enabling change**, ensuring our **partners and communities thrive** and our **organisation succeeds**.

Derbyshire County Council is a **successful community leader** and we will deliver change through our **five people priorities**.

- Attract and retain the best people in the most effective way possible
- Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies.
- Engage, nurture and develop our people and our future potential
- Enable organisational transformation and effective employee relations
- Enable and ensure the wellbeing and safety of our people

Our **employee values** encompass what our organisation stands for and our **behaviours** will support our people to deliver their roles in the best possible way at all levels of the organisation.

We will be clear about **what we offer** and **what we expect** from our **people** as we develop **our culture** of mutual trust.

At Derbyshire, our people are:

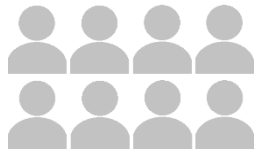
- **committed** and **motivated**, being proud to work for Derbyshire and valued for their contribution.
- **high performing** and **engaged**, being clear about how their role contributes to the organisation's success and having a voice to participate.
- **empowered** and **challenged** to lead at every level, to take opportunities, manage risk and learn from mistakes with regular feedback on their performance.
- **valued** and trusted to find the right solution based on their knowledge and that of our colleagues, our partners and our wider communities.
- **energised** to be responsible for their wellbeing and safety and that of their colleagues, supported to create enabling environments to succeed.

Our people represent our organisation so it is vital that we listen and engage and shape and respond.

We are a diverse employer. We are an innovative employer. We are an employer of choice.

Our Workforce

At Derbyshire County Council, we have a diverse range of roles and services. Our people represent our organisation and we aim to ensure our workforce reflects our communities.



We employ **12,281** people* (appointments)

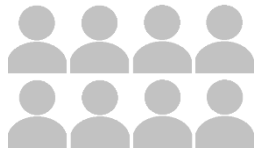


79% of our workforce are female compared to **21%** being male*, with 49% of the economically active Derbyshire population being female and 51% being male.

We have an annual pay bill of over **£300 million***



52% of our workforce are aged 50 years and over and **18%** are aged 34 and under*



We have over 1,000 different roles in **17** different job families*



3.2% of our workforce are from black, minority and ethnic groups* compared to 1.4% of the Derbyshire population

We work with **416** schools (including academies) directly employing approx. **12,082** schools employees (appointments)



4.9% of our workforce have told us they have a disability* compared to 15% of the Derbyshire population



Our employee turnover is **16%** with an average of **8.7** days lost per appointment to sickness absence*



73% of our workforce are part-time and **23%** of our part-time workforce work for us on a relief basis*

*Excluding Schools as at March 2021.

Derbyshire Population 2019 Data: 2019 Mid-Year Population Estimates-Office of National Statistics, Census 2011 and the Annual Population Survey 2013-15 & 2019-20

Our Strategic Programmes

Our strategic programmes are interconnected and our people are at the heart of enabling change, ensuring our partners and communities thrive and our organisation succeeds.



Alignment to our Council Plan

Our Council Plan and People Strategy will support us in continuing to be a successful community leader.



Our Council Plan sets out **what** we will do and the future direction of the council.

- Resilient, healthy and safe communities
- High performing, value for money and resident focused services
- Effective early help for individuals and communities
- A prosperous and green Derbyshire



Our People Strategy sets out **how** we will enable and support our workforce through our people priorities to deliver success.

- Attract and retain the best people in the most effective way possible
- Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies
- Engage, nurture and develop our people and our future potential
- Enable organisational transformation and effective employee relations
- Enable and ensure the wellbeing and safety of our people

Our People Priorities

Our focus on the employee lifecycle will ensure we remain diverse and innovative in our approach to becoming an employer of choice. We will deliver change throughout our organisation through five key people priorities, working collaboratively with leaders, employees and Trade Unions.

Attract and retain the best people in the most effective way possible

- We will recruit, attract and retain our people using innovative approaches to ensure our people have the right skills, experience and values, enabling our organisation to succeed both now and in the future.

Promote diversity and inclusion, enable responsive workforce plans and develop credible reward strategies

- Our people will be clear about what our organisation stands for, supported by people policies which promote diversity and inclusion, credible reward strategies and effective workforce plans that ensure we can meet current and future needs.

Engage, nurture and develop our people and our future potential

- We will enable professional and personal development, clear career pathways, a performance culture and succession planning to support the potential, performance and diversity of our workforce.

Enable organisational transformation and effective employee relations

- We will support to enable organisational and cultural change, underpinned by fairness and consistency within our employment procedures, whilst ensuring our people are adaptable and resilient.

Enable and ensure the wellbeing and safety of our people

- We will ensure we have safe and enabling environments, which support the wellbeing, motivation and retention of our people. We will integrate wellbeing into our day to day activities to promote a positive environment where employees are engaged, energised and supported to perform and achieve to their full potential for the benefit of themselves and the organisation.

Our Employee Values

Our employee values encompass what our organisation stands for.



We work with colleagues, partners and local communities, because we know that we cannot tackle complex problems on our own.



We are open minded, honest and accountable, ensuring the decisions we make are fair and transparent and we are respectful of the opinions of others.



We spend money wisely, making the best use of the resources that we have.



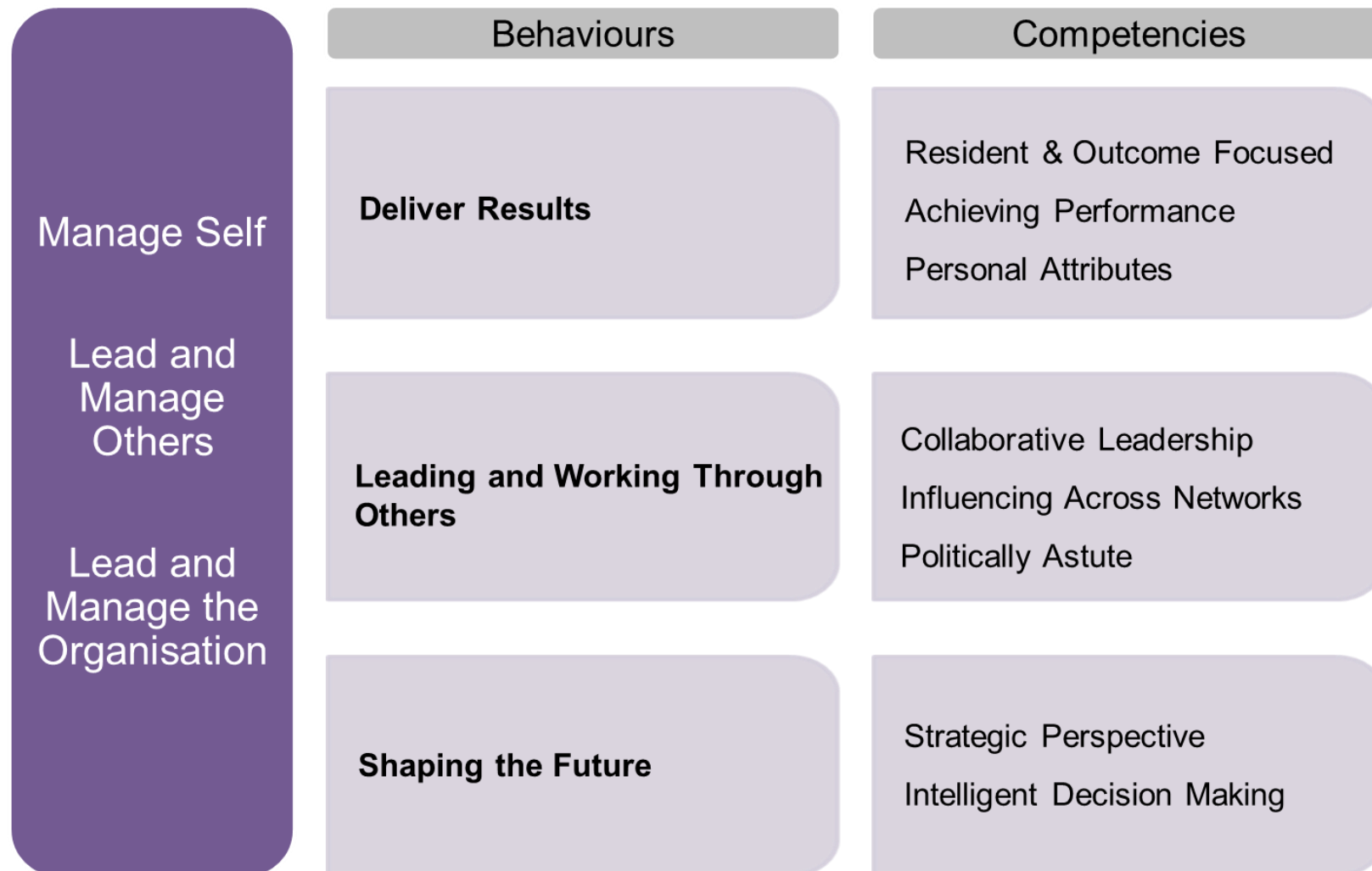
We listen to, engage and involve colleagues and local people, ensuring we are responsive and take account of the things that matter most to them, enabling our communities and our organisation to thrive.



We are aspirational about our vision for the future, encouraging everyone to be the best they can be and to achieve the full potential of Derbyshire.

Our Employee Behaviours

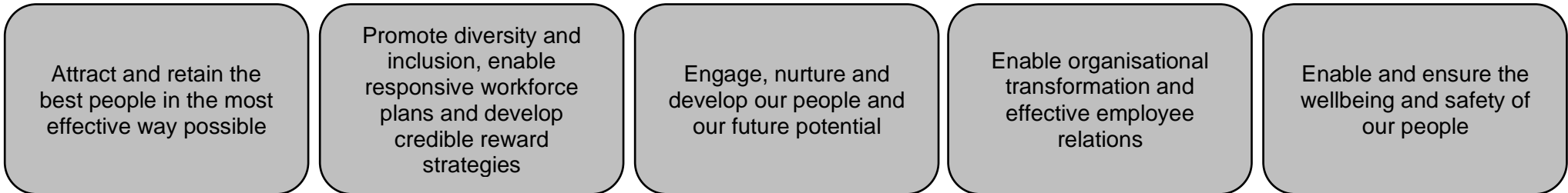
A clear competency framework will support our people to deliver their roles in the best possible way at all levels of the organisation.



Developing our Culture

We will be clear about what we offer and what we expect from our people through our employee value proposition as we develop our culture of mutual trust.

We will:



Our people will be:

