



People Strategy

2011 - 2014



People Strategy

1. INTRODUCTION

We value our employees. Without them, we could not deliver the services needed by our communities. Our People Strategy has been developed to highlight how important our employees are and it identifies five themes to show how we will support them across the organisation.

The Council recognises that there is a two-way commitment and looks to all employees to buy in to the People Strategy and support the vision and values of becoming a high performing council that others aspire to match, being ready to face the challenges of the future.

This strategy supports the Corporate Improvement Plan which sets out the Council's overall aims and priorities and provides a clear framework for improvement.

The Council's vision for Denbighshire County Council is:

Denbighshire in 2025 will be the ideal place to visit, live, work, conduct business and pursue a wide range of activities.

The population will be more balanced, retaining and attracting more young people who, with the support, skills and experience of our older population, will help to sustain our communities and grow our economy.

The delivery of this is underpinned by a set of corporate values

- **Unity**

We all work for the same organisation. We as Councillors and staff should aim to reflect this in the way we behave and serve our communities

- **Pride**

We aim to create a sense of pride in working for our organisation. We should take pride in the work we do and what we achieve as an organisation.

- **Respect**

We aim to treat all people equally and with fairness, understanding that there are views and beliefs that differ from our own.

- **Integrity**

As councillors and staff we aim to manage ourselves to maximise performance, act with high standard of conduct and present a positive image for Denbighshire.

The challenges currently facing local government are considerable. This Strategy will support the review to service provision which is a key requirement of the Collaboration Agenda together with the medium term financial efficiency plan to achieve budget reductions of £20m over the next four years without having detrimental impact on direct services to the public and limiting the impact on our workforce.

The People Strategy supports the five Improvement Objectives

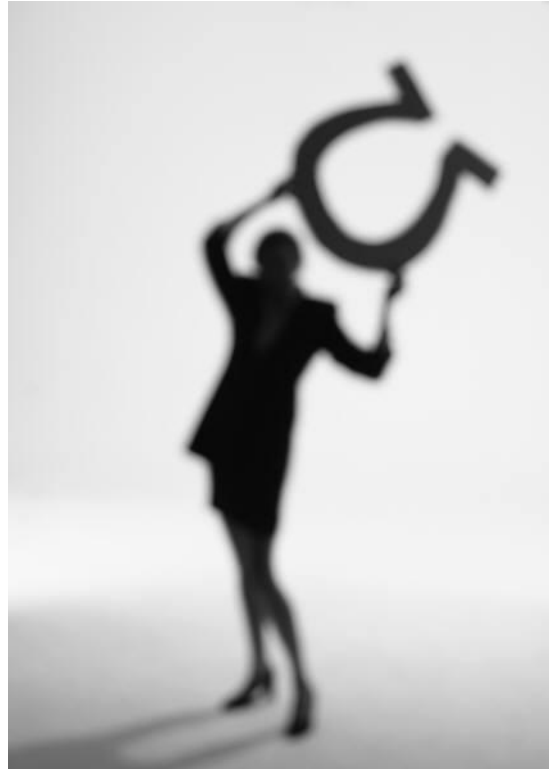
Corporate Priority	Improvement Objective
Demographic Change	Adapting service delivery to address demographic changes
Regenerating our communities	Reducing deprivation and growing Denbighshire’s economy sustainably by strategically targeting resources
Modernising Education	Modernising the education service to achieve a high level of performance across the county
Roads and Flood Defences	Securing a sustainable road network and flood defences
Improvement Themes	Improving the way the council works

The aims of the People Strategy is to ensure people employed directly or in partnership are:

- the best people for their role
- developed appropriately to meet business objectives
- involved, engaged, empowered, and recognised in supporting council priorities
- confident to deal with change and collaboration
- confident that they are operating in a safe and healthy environment

The People plan will outline how we will deliver these aims, through development of the organisation, through encouraging performance management, adopting flexible working practices and creating structures and partnerships, which enable us to continuously improve the services we provide to our customers.

People Strategy - Themes



1 Attraction and Retention of Skills and Talent - Ensuring we have the best people for the role

Devise and implement recruitment and retention strategies, which will assist the Council to attract and retain the workforce it needs to deliver its corporate and service plans.

Aims

- Be effective in recruiting and retaining high calibre employees
- Offer an attractive employment package which supports recruitment and retention and values employee contribution
- Identify and develop people with potential, providing opportunities for career development as appropriate.



2 Workforce Development - Ensuring we develop people appropriately to deliver business objectives

To develop the skills and capacity of the workforce, so the Council possesses the right skills to deliver corporate and service plans and so that performance is increased and savings achieved through improved business processes

Aims

- Develop the skills of our workforce to meet current and future needs
- Develop Leaders and Managers who are confident and competent to be accountable for their service area, through effective management of performance.
- To ensure leadership development supports the economic and political climate



3 Employee Engagement - unlocking people's potential at work

Promoting a culture of engagement and recognition, gaining commitment, energy and desire to do a good job.

Aims

- Develop a culture of engagement and recognition through improved communication, consultation and involvement
- Empowered to make decisions at the most effective point possible to the service user
- Build organisational confidence by celebrating success



4 Managing Change

Having a resilient, flexible adaptable workforce, open to change & improving ways of working

Aims

- Develop organisational confidence to deal with change so that managers are confident and competent in being able to lead and manage change effectively
- Promote a culture of flexibility where employees and teams understand and participate in organisation change
- Consistently manage change effectively
- Empower more innovative and creating solutions to service delivery



5. Healthy Workforce

Creating a safe and healthy working environment.

Aims

- Develop a culture of wellbeing & resilience
- To provide work life balance initiatives to create a flexible and motivated workforce.

Delivering, Monitoring and Evaluating the Strategy

The key themes and objectives of the People Strategy have been developed into an action plan which will be delivered through the Progress Through People Workstreams.

The action plan will support each of the key themes within the strategy and will link into the HR Business Plan which will be reviewed on a quarterly basis through our Corporate Performance Management.

In measuring our performance against the People Strategy, we will use a combination of Statutory and local indicators.

Progress on the delivery of the action plan will be through regular Workstream Reports to the Business Transformation Board from the Progress through People work group and monitoring by the Senior Leadership Team on a 6 monthly basis.

The People Strategy will be formally reviewed on an annual basis in line with the Business Planning timetable. The Strategy, together with its action plans will be “living” documents which will be adapted and developed alongside the Council’s Improvement Plan.