

# People Strategy





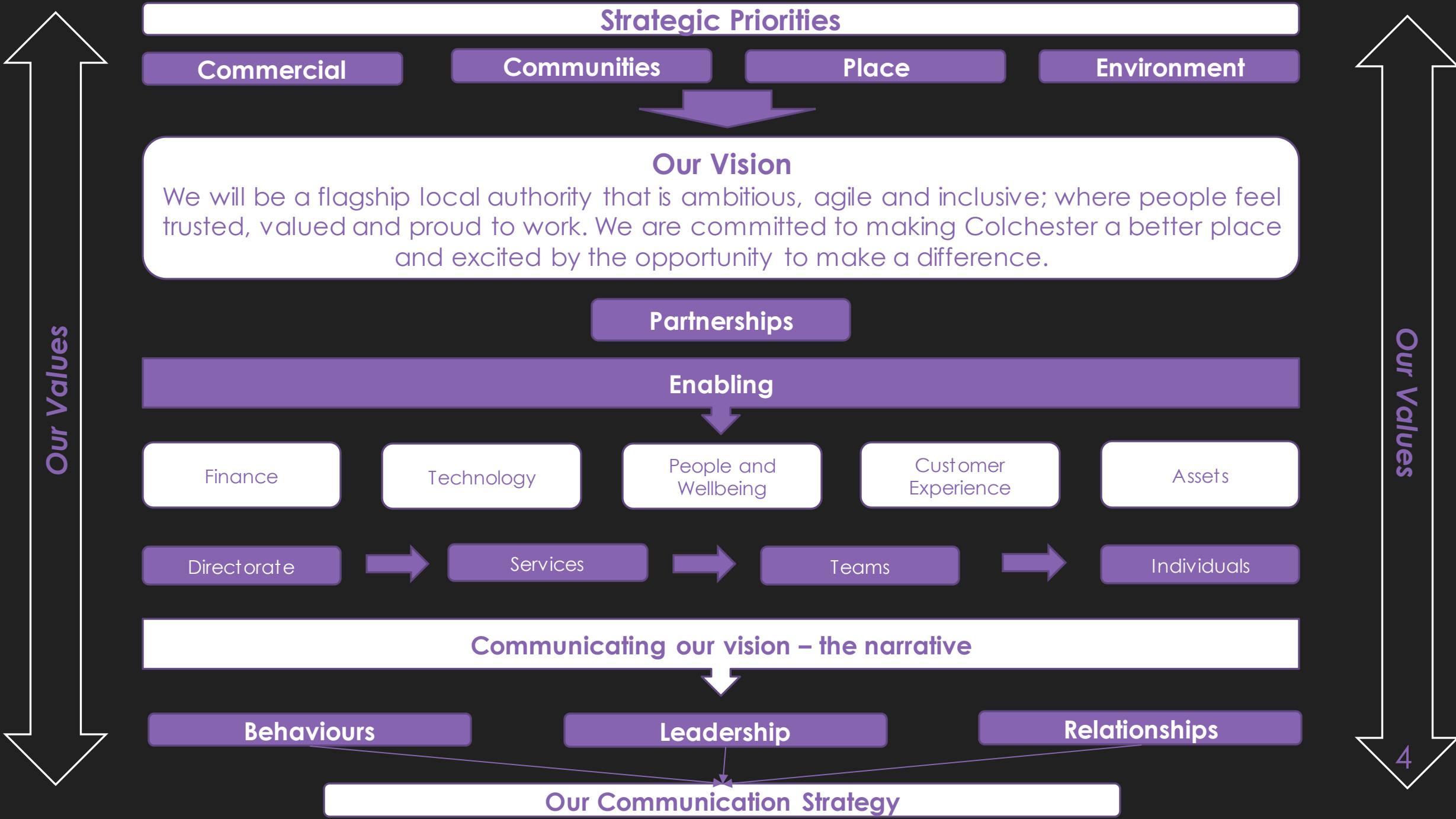
Our People Strategy sets out how we will recruit, retain and develop our staff to help support the delivery of our overall strategic priorities and will further embed our values and behaviours.

Our people strategy has been developed through consultation with our staff and builds on and refreshes the previous People Strategy

# Our People Vision

We will be a flagship local authority that is ambitious, agile and inclusive, where people feel trusted, valued and proud to work.

We are committed to making Colchester a better place and excited by the opportunity to make a difference



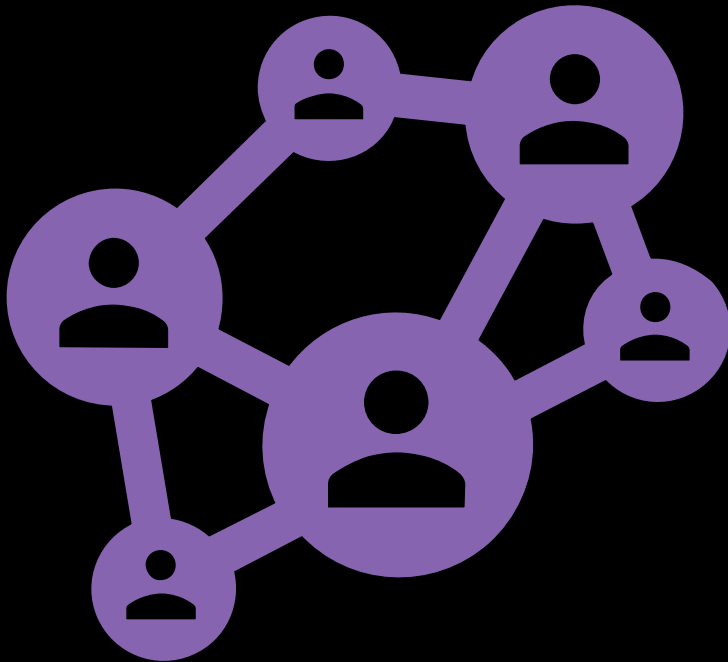
# Our Staff would like...



- Strong, visible and inspirational leadership with a clear direction
- An end to constant service reviews
- Advancements in technology and investment in their digital skills to adapt to changes quickly
- Recognition that resources are finite, and demand is increasing and there's a long hours culture
- To break down silos and work together and communicate better across services
- More career progression and succession planning
- Effective programme management and more prioritisation with fewer projects to be delivered at the same time
- Time to be creative and shape services
- Accommodation and facilities fit for the way we work

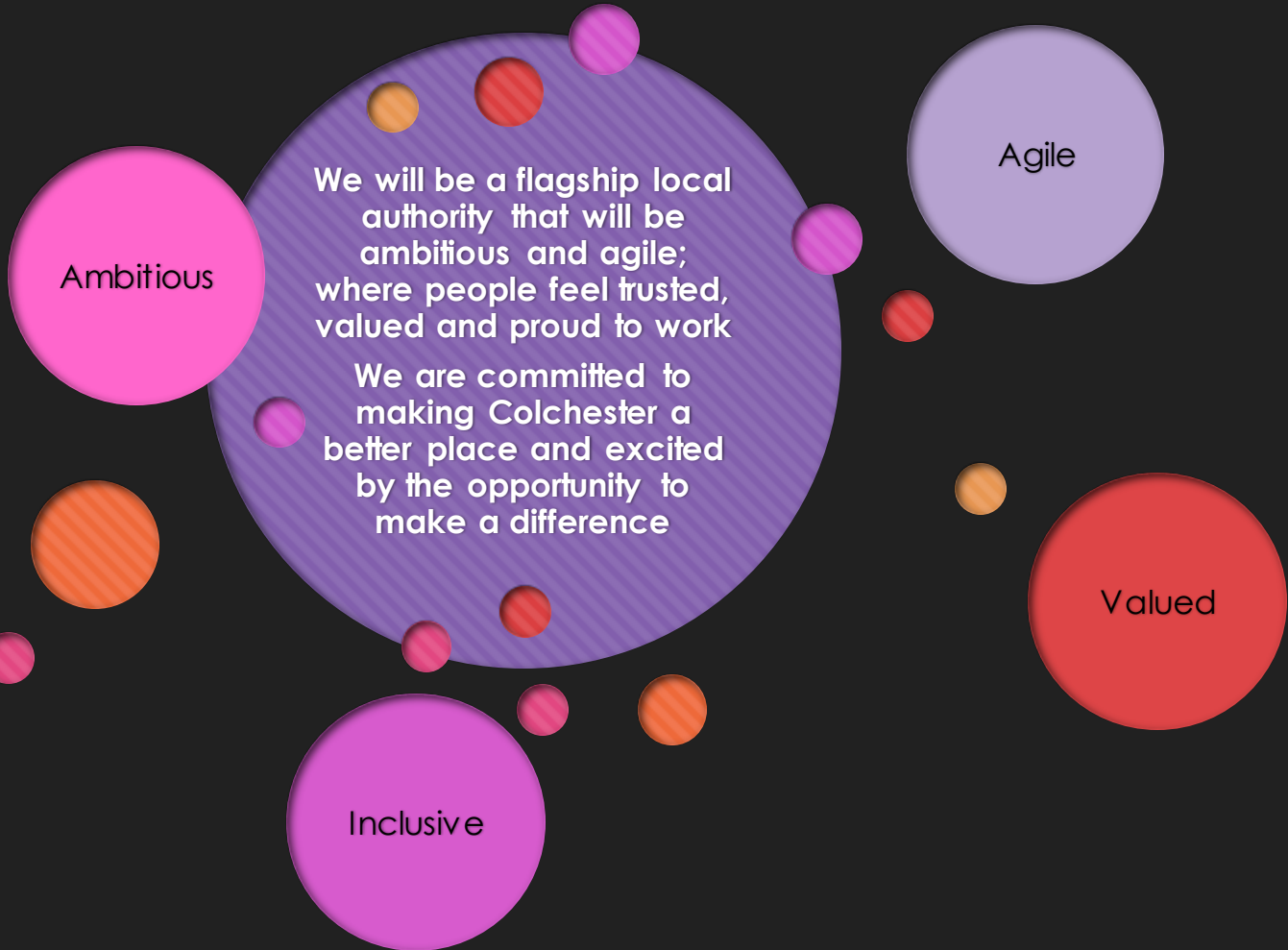


# Our People Challenges



- Ability to recruit and retain skilled staff in critical posts
- Understanding and supporting staff with poor physical or mental health to enable them to thrive at work.
- Economic uncertainty and operating in an environment of perma-austerity requires more creative solutions
- Future technological changes will change jobs and require different skills
- Ageing population and social care demands will increase the number of staff with caring responsibilities
- The need for systems thinking and opportunities to work in partnership with public sector partners to better deliver joined up services will need to increase
- Changing political landscape makes it difficult to plan in the long term.
- Flexible working and 24 hour access to technology is shrinking the boundaries of home and work
- Creating an organisation where we openly share information, knowledge, experience and learning both inside CBC and with other external partners.
- Managing Strategic priorities, significant projects and business as usual work with existing resources

# Our People Vision.....



Ambitious

***Drive a high-performance culture in which individual development and career aspirations are supported and aligned to our organisational goals.***

#### How we will do this...

- ❖ Drive a high-performance culture by focusing on promoting accountability and delivery aligned to our organisational goals.
- ❖ Encourage staff to contribute to a high-performance culture by striving, persevering and being ambitious for the Council.
- ❖ Investment in skills development to support organisational change, transformation and resilience.
- ❖ Develop inspirational leaders at all levels who are motivated and take responsibility
- ❖ Cultivate talent to enable development, progression and succession.



Agile

***Create a culture of flexibility, innovation and creativity where processes and systems deliver positive outcomes for our customers and communities.***

## How we will do this ...

- ❖ Develop our culture against our organisational goals.
- ❖ Empower staff to shape and improve services and support them to deliver
- ❖ Create the conditions for staff to succeed through collaborative leadership
- ❖ Create a climate of collaborative working across services to reduce silo working
- ❖ Promote open communications and the sharing of information so staff can make informed decisions and plans
- ❖ Create a culture of solutions-based working and encourage and support staff to problem solve.

Valued

***Creating a positive culture where our staff are trusted, given the autonomy to deliver excellent services and are recognised and valued for their contribution.***

#### How we will do this...

- ❖ Listening to staff and valuing their contribution and different opinions.
- ❖ Giving staff the autonomy to make decisions with confidence and without blame
- ❖ Trusting staff to develop solutions to make improvements and help redesign and transform our services
- ❖ Creating a positive working environment with modern facilities and working practices.
- ❖ Effective agile planning, prioritisation and programme management so our people and the council can succeed.

Inclusive

***Celebrating diversity by understanding our staff as unique individuals with different experiences and perspectives.***

#### How we will do this...

- ❖ Actively engage and connect with staff across all parts of the organisation to understand their needs
- ❖ Create a diverse and inclusive workplace where people are supported to reach their potential
- ❖ Valuing difference and the unique talents of our people
- ❖ Focusing on our people's physical and mental health and wellbeing so they can thrive at work
- ❖ Supporting staff to balance their work and life beyond work
- ❖ Assess whether existing policies, practices and procedures are inclusive and sensitive to all protected characteristics

# People Action Plan...

## Ambitious

Drive a high-performance culture in which individual development and career aspirations are supported and aligned to our organisational goals.

### **Drive a high-performance culture by focusing on promoting accountability and delivery aligned to our organisational goals.**

- Communicate the vision and direction of the Council
- Workforce plan to ensure staff resources are in place to deliver new strategic priorities as well as business as usual
- Encourage open communications
- Reinforce positive behaviours

### **Encourage staff to contribute to a high-performance culture by striving, persevering and being ambitious for the Council**

- Embrace change mindset
- Develop strong leaders
- Empower staff to make decisions that are currently made at higher levels
- Adopt a strategy of continuous improvement
- Develop a coaching and mentoring mindset
- Enhance training and development

### **Investment in skills development to support organisational change, transformation and resilience.**

- Create and deliver a staff engagement programme and learning and development plan to support strategic priorities and transformation.
- New managers toolkit created and rolled out.

### **Develop inspirational leaders at all levels who are motivated and take responsibility**

- Create a new leadership development programme to develop inspirational leaders and enhance leadership capacity.
- Internal movement and promotion first when recruiting

### **Cultivate talent to enable development, progression and succession.**

- Review and relaunch of Career Track (Talent Management)
- Apprenticeship levy used more widely to develop existing staff.
- Launch of CBC's coaching strategy and toolkit.

## Agile

Create a culture of flexibility, innovation and creativity where processes and systems deliver positive outcomes for our customers and communities.

### Develop our culture against our organisational goals.

- New vision and people priorities communicated
- Review of goals and behaviours through staff engagement and involvement

### Empower staff to shape and improve services and support them to deliver

- Agile decision making - staff empowered to make decisions.
- Shifting operational decisions to the front line.
- Encourage faster decisions with clear delegated authorities.

### Trusting staff to develop solutions to make improvements and help redesign and transform our services

- Encourage alternative points of view
- Inspire people to voice their opinions
- Reward innovative ideas

### Create a climate of collaborative working across services to reduce silo working

- Participate in the LGA 21 Century Public Servant pilot.
- Shift culture from traditional to collaborative leadership.
- Breaking down silo's and encourage collaborative working.
- Give staff opportunities to be involved in projects outside usual remit.

### Promote open communications and the sharing of information so staff can make informed decisions and plans

- New internal communications strategy.
- Shift in culture to more open communications unless management, business or politically sensitive
- Promote open communications and engagement so staff are all working to deliver the CBC priorities and goals

### Create a culture of solutions-based working and encourage and support staff to problem solve

- Cultivate solutions based mindset.
- Encourage staff to identify solutions to problems themselves.
- Encourage our people to be curious and ask questions.
- Shift mindsets from "Can I?" to "How can I?"



## Valued

Creating a positive culture where our staff are trusted, given the autonomy to deliver excellent services and are recognised and valued for their contribution.

### **Listening to staff and valuing their contribution and different opinions.**

- New internal communications strategy in place.
- Staff forums created to gain feedback from staff and to shape and improve services

### **Giving staff the autonomy to make decisions with confidence and without blame.**

- Share the Vision and involve staff in decision making
- Create a workplace culture of positive accountability in which employees feel empowered to accept responsibility and have the confidence to try and not be afraid to fail

### **Trusting staff to develop solutions and help re-design and transform our services**

- Supporting teams to take ownership of their ideas
- Giving both individuals and teams ownership of their ideas and the freedom to make decisions

### **Creating a good working environment with modern facilities and working practices.**

- Creation of Workforce strategy that reflects strategic priorities and informs accommodation strategy.
- Investment and refurbishment of Shrub End depot.
- Investment in technology to support efficient ways of working.

### **Effective agile planning, prioritisation and programme management so people and the council can succeed.**

- Create a working mindset that helps a team respond effectively to changing requirements
- Promote collaborative working involving the customer
- Agile approach to build accountability and encourage diversity of ideas

## Inclusive

Celebrating diversity by understanding our staff as unique individuals with different experiences and perspectives.

### Create a diverse and inclusive workplace where people are supported to reach their potential

- Refresh our Diversity training offer.
- Staff focus groups to explore and identify how we can promote inclusivity.
- Applying data understand our workforce and put in place an action plan to address areas under representation.

### Valuing difference and the unique talent of our people

- Promote diversity through our leadership, recruitment and learning and development.
- Take steps to ensure our staff demographics reflect those of the community we serve.
- Gender pay gap – positive balance between men and women monitored annually.

### Focusing on our people's physical and mental health wellbeing so they can thrive at work

- Deliver the new wellbeing strategy action plan
- Mental health stress risk assessments.
- Research the causes of stress by talking to all staff and understanding the causes.
- Managers toolkit to better manage workloads within their teams

### Supporting staff to balance their work and life beyond work

- Refreshed flexible working policy to support business outcomes and consistently applied
- Staff proactively supported to manage workloads within their hours
- Take steps to resolve the long hours culture on some services.

### Assess whether existing policies, practices and procedures are inclusive and sensitive to all protected characteristics

- State our commitment to being inclusive through our policies
- New equality and diversity framework developed to promote inclusivity
- New menopause policy launched
- New sickness policy launched