



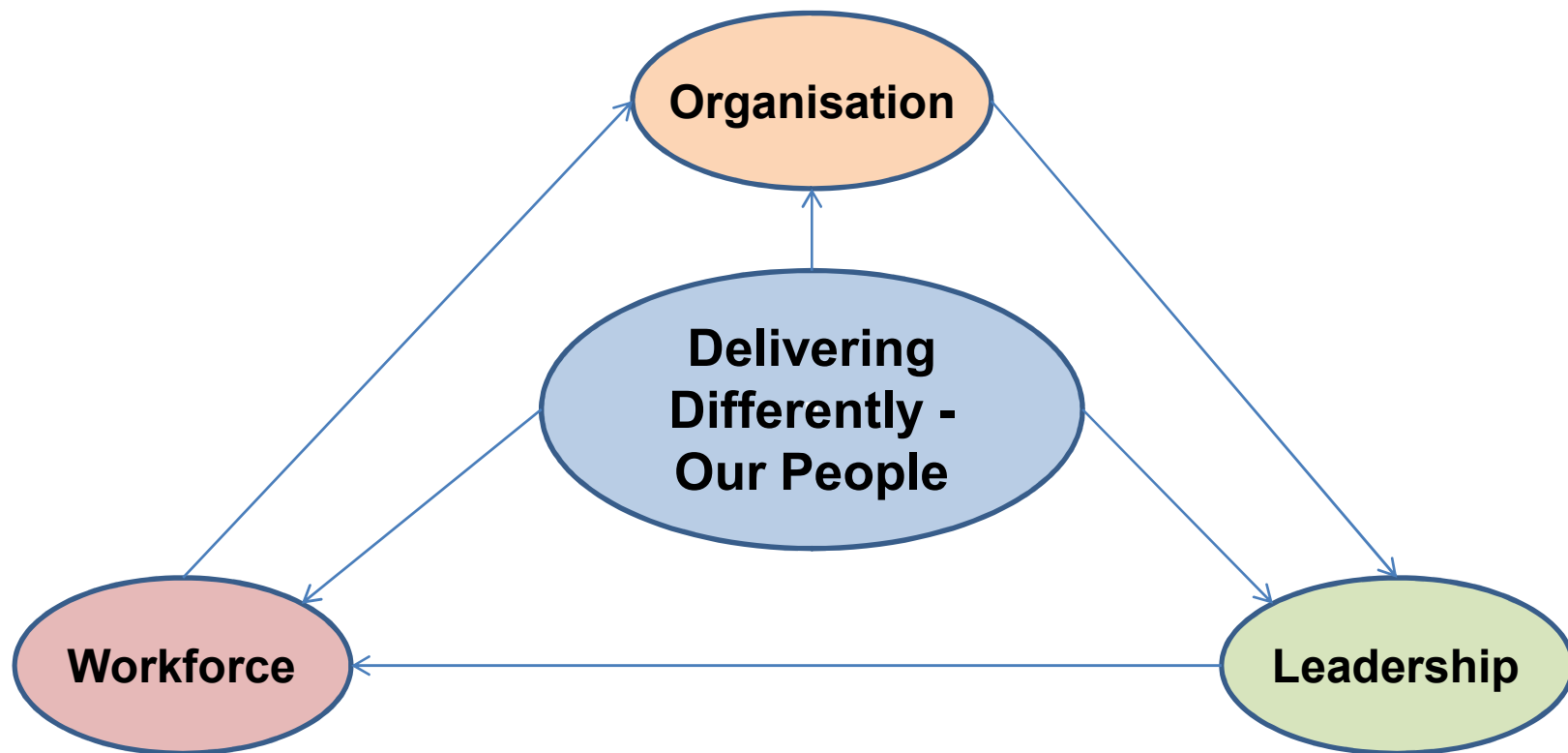
Derby City Council

Delivering Differently

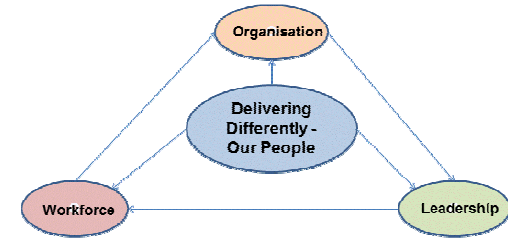
‘Our People’ Organisational Development Plan

Version 3 01/06/16

Delivering Differently – Our People



Our People – Vision

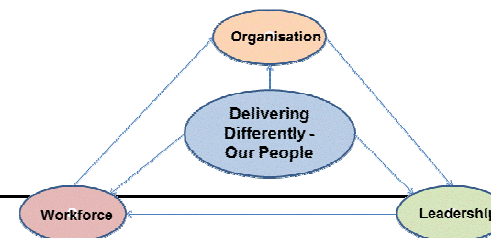


Leadership - Over the next three years, we will need to fundamentally change the way we manage and deliver our services. To do this we need managers that continually involve and encourage their staff to think about how they can deliver their services in different and innovative ways. Managers need to act as visible role models, actively seeking opportunities to deliver their services differently. They will be prepared to take risks, trust their staff and will actively recognise and reward achievement.

Workforce - As the Council changes, our workforce needs to adapt and change too. Over the next three years, our teams will get smaller and we will have fewer people working for the organisation. Staff will need to be flexible and adaptable, embracing the changes we need to make, they will need to think and act differently. Staff will focus on their needs of their customers both now and in the future. We need to maximise the existing skills and strengths of our employees and recognise their potential.

Organisation - Over the next three years, we will become a smaller more focussed organisation. We will need to deliver our services in different and innovative ways. We will become more commercially focussed in the way we provide our services. This won't happen overnight and so we will evolve, learning from others and from our own experiences. Change is never easy so we will support each other on the journey making sure that despite the challenges we face, we will make Derby City Council a great place to work.

Our People – Outcomes



Leadership	
OP1	<i>All employees are aware of why their role is important in achieving the Council's vision and purpose and why we need to deliver our services differently in the future.</i>
OP2	<i>All managers aspire to improve their leadership skills based on the leadership behaviours.</i>
OP3	<i>Managers have access to more up-to-date, relevant management information to support making workforce decisions in planning how to deliver their services differently in the future.</i>
Workforce	
OP4	<i>Everyone understands the employment lifecycle and their journey along it.</i>
OP5	<i>All employees have access to appropriate and blended learning and development opportunities to help them meet their agreed objectives.</i>
OP6	<i>Employees are valued and feel their contribution is recognised and rewarded.</i>
OP7	<i>The right people with the right skills in the right place at the right time.</i>
OP8	<i>All employees understand and demonstrate the standards and behaviours expected of them.</i>
OP9	<i>Identify and maximise the potential of all employees.</i>
Organisation	
OP10	<i>Senior managers understand the current culture of the Council, and put actions in place to bring about organisational change necessary to become a different council.</i>
OP11	<i>All employees have the opportunity to contribute to securing the future of the organisation.</i>
OP12	<i>Employees are able to fully contribute to delivering services differently.</i>

Leadership



Over the next three years, we will need to fundamentally change the way we manage and deliver our services. To do this we need managers that continually involve and encourage their staff to think about how they can deliver their services in different and innovative ways. Managers need to act as visible role models, actively seeking opportunities to deliver their services differently. They will be prepared to take risks, trust their staff and will actively recognise and reward achievement.

OP1 All employees are aware of why their role is important in achieving the Council's vision and purpose and why we need to deliver our services differently in the future.

High Level Action: Communicate the overall vision and purpose of the Council as a modern, flexible and resilient organisation.

OP2 All managers aspire to improve their leadership skills based on the leadership behaviours.

High Level Action: Promote and embed the leadership behaviours. Seek to develop leadership capacity within the Council to improve performance management.

OP3 Managers have access to more up-to-date, relevant management information to support making workforce decisions in planning how to deliver their services differently in the future.

High Level Action: Review the management information that is currently available and determine what additional information is required. Move to a system of predictive workforce planning based on high quality management information and intelligence.

Workforce



As the Council changes, our workforce needs to adapt and change too. Over the next three years, our teams will get smaller and we will have fewer people working for the organisation. Staff will need to be flexible and adaptable, embracing the changes we need to make, they will need to think and act differently. Staff will focus on their needs of their customers both now and in the future. We need to maximise the existing skills and strengths of our employees and recognise their potential.

OP4 Everyone understands the Employment Lifecycle and their journey along it.

High Level Action: Fulfil the Employment Lifecycle through providing the policies and practices which support each element of the journey.

OP5 All employees have access to appropriate and blended learning and development opportunities to help them meet their agreed objectives.

High Level Action: Equipping employees to think and behave differently

OP6 Employees are valued and feel their contribution is recognised and rewarded.

High Level Action: Develop the Council's approach to employee reward and benefits.

OP7 The right people with the right skills in the right place at the right time.

Action: Develop a corporate approach to workforce planning which enables services to plan their future workforce needs based on delivering services differently

Workforce



OP8 **All employees understand and demonstrate the standards and behaviours expected of them.**

High Level Action: Promote and embed the values and behaviours of the organisation.

OP9 **Identify and maximise the potential of all employees.**

High Level Action: Understand the skills and strengths of our teams and how we can use these to deliver services differently.

Organisation



Over the next three years, we will become a smaller more focussed organisation. We will need to deliver our services in different and innovative ways. We will become more commercially focussed in the way we provide our services. This won't happen overnight and so we will evolve, learning from others and from our own experiences. Change is never easy so we will support each other on the journey making sure that despite the challenges we face, we will make Derby City Council a great place to work.

OP10 Senior managers understand the current culture of the Council, and put actions in place to bring about the organisational change necessary to become a different council.

High Level Action: Develop feedback mechanisms for staff. Review the results and determine what needs to change.

OP11 All employees have the opportunity to contribute to securing the future of the organisation.

High Level Action: Supporting employees to think about how they can deliver services in different and innovative ways.

OP12 Employees are able to fully contribute to delivering services differently.

High Level Action: Making the best use of our people by improving productivity.