



Human Resources - People Strategy 2010/15

SUMMARY

- 1.1 The Council's existing People Strategy was published in 2007 and covered the period up to 31 March 2010. The expiry of the current strategy coincided with the emergence of the one Derby, one Council transformation programme and work has been undertaken to develop a new People Strategy that takes account of this significant impact on our workforce. Help and advice has also been given in the development of the strategy by PriceWaterhouseCoopers in their capacity as our delivery partners for the one Derby, one council transformation programme.
- 1.2 An action plan for the development of the HR function to give it the capacity and capability to help deliver one Derby, one council has been agreed with PwC. The action plan sets out a range of things that need to be done with strict timeframes. The adoption of this strategy by Cabinet is one of the key actions in the plan, which shows this for completion by the end of September.
- 1.3 We are discussing the strategy with the trade unions ahead of its publication with the papers for Cabinet.
- 1.4 Implementation of the strategy is the responsibility of the organisation as a whole and all senior managers in particular, not just HR.
- 1.5 A copy of the strategy is attached at Appendix 2 to this report.

RECOMMENDATION

2. To approve the People Strategy 2010/15.

REASONS FOR RECOMMENDATION

3. The strategy will drive the development of the workforce we need for the present and the future.

SUPPORTING INFORMATION

4. The strategy is designed to set a new direction for our workforce in the context of transformation and of the very significant reduction in budgets that the Council – along with the whole public sector – is facing.

OTHER OPTIONS CONSIDERED

5. None.

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Background papers:	None
List of appendices:	Appendix 1 – Implications Appendix 2 – People Strategy

IMPLICATIONS

Financial

1. None.

Legal

2. None.

Personnel

3. The strategy will set a new direction for our workforce.

Equalities Impact

4. None.

Corporate objectives and priorities for change

5. The People Strategy will contribute to giving excellent services and value for money.

DERBY CITY COUNCIL PEOPLE STRATEGY 2010/15

- 1.1 The five years covered by this strategy will be a period of unparalleled challenge and change for the Council. There will be a big reduction in the Council's budget over this period - at a time when demand for and expectations of public services are going up. Over this same period the Council will also be undergoing a bigger transformational change than anything in its history. We will have to do more for less and do it in very different ways.
- 1.2 These factors fundamentally change the context in which the organisation will have to operate. As a result, we need to transform the way we get things done along with the size, shape, agility and skills of our workforce.
2. The new Council will:
 - be a leaner, more efficient organisation
 - be characterised by a can-do culture with an emphasis on delivering for our customers
 - listen to all of our stakeholders and respond effectively
 - use modern best practices
 - be driven by clear priorities
 - take tough decisions about service priorities and the resources available
 - have strong leadership at all levels
 - deliver on time and to the highest standards
 - be exciting and innovative to work with and for
3. **Our vision for a workforce for the future**
 - 3.1 The future workforce will be significantly smaller than the one we have now. The one Derby, one council programme will reduce and reshape the workforce, but we know we need to go further in order to meet the challenge of the public sector cost reductions to come. Further reductions in the directly employed workforce are likely to come from partnership arrangements and through outsourcing. Trying to be the direct service provider in over 70 separate services is no longer realistic in the new context of austerity and change. We will explore all opportunities to provide better services at less cost.
 - 3.2 The new workforce will be a highly skilled, professional group of people capable of delivering or commissioning high quality, value for money services. Our people will work in the best possible settings and have choices to do their work flexibly in a way that strikes the right balance between the needs of our customers and our employees' needs as people. Workers will be fairly paid and will get to see the value of all elements that make up their rewards package as we adopt a total rewards approach.

- 3.3 All jobs will be part of a job family backed up by a competency framework. This will allow us to define the skills and abilities needed for high quality service delivery and give employees clear progression routes. Our highly engaged workers will be supported to continuously develop their skills and knowledge. High performers will be recognised and helped to achieve their full potential. Underperformers will be helped to improve and moved out of the Council when they can't. Agility will be a key asset of Derby City Council workers, so people who can quickly fit into new roles and adopt new ways of working as our customer needs change will be highly valued.
- 3.4 Our workforce will be diverse. We will promote equality of opportunity and fair treatment. We will strive to make sure our employee group is fully representative of the community that we serve.

4. **To develop the workforce that the Council needs for the future, we will . . .**

4.1 **Develop and implement a new pay strategy**

We need to make sure that the overall rewards – financial and non-financial – of working for the Council attract and retain people with the right skills. We need to complete our pay review in a way that does that. Introducing a new pay structure based on job evaluation scores for historic roles is no longer viable given the scale of change we face. But we still need to make sure that we can recruit and retain the people that we need, and comply with our statutory duties and our commitment to equality. We will develop and implement a new pay structure that is forward, rather than backward looking. The new roles emerging from the one Derby, one council programme will be evaluated and valued. The roles will be grouped into job families. On completion of the one Derby one council programme, all of our workforce will be placed in a new role with a new rate of pay. Adopting the job families approach will give us the basis for much more effective performance management and career development practices.

4.2 **Move our employees from their existing services to the new one Derby, one council structures that will emerge from transformation.**

We need to develop the capability and capacity of HR to support the process of transformational change and budget reduction. The new job roles that we create will have competency profiles and we will have transparent processes for matching people to roles and developing them to meet the challenges of their new jobs. We will develop a strategy for the HR function to show how it will help the Council to implement the one Derby, one council transformation programme – as well as cope more efficiently with the HR “business as usual”.

4.3 **Improve the way we engage with our people.**

We need our people to buy-in to the transformation of services and contribute to its development. We will introduce new ways of talking with and listening to our employees. It is assessed that only one in every three of our people is a member of a trade union. This means that the majority of our employees are not represented in our formal consultation processes. We will recognise this as a weakness and construct new consultation mechanisms that allow all employees a voice.

4.4 Redesign all of our employment policies, procedures and processes to create a more agile workforce whose efforts can be redirected very quickly.

As we ask managers to take a more active role in developing and redefining their workforce, we will adopt policies, procedures and processes that are much quicker and easier to operate. We also need to be able to change and update these much more quickly than we have in the past. We need a new, simpler and more flexible relationship with our employees than we have at present. We will also use information technology to give our managers access on demand to accurate information about their workforce so that they can plan and lead more effectively.

4.5 Build on the Managing Individual Performance - MIP - scheme to make sure we identify and develop talent across the Council.

MIP will be the basis of investing in and developing the skills of all of our people and allowing them to develop and display leadership at all levels. Top performers will be recognised and helped to develop into positions where their talents can best be utilised. Underperformers will be helped to improve and moved out of the Council when they can't. We will build on our existing good practice in leadership development to enable managers to display the strong leadership that is fundamental to the Council's vision for the future.