

# 'Our People' - Warwick District Council

## People Strategy 2023 - 2027

### Purpose

A strategy to create a framework for the effective leadership and workforce planning of our people in order to provide the organisational capacity to meet our corporate objectives in delivering excellent services.

### Aims of the strategy

To establish our strategic approach to ensure we have the right people in the right place with the right knowledge and skills, working in an inclusive, positive, and supportive culture in relation to the following themes:



## **Smarter Working and the Working Environment**

We understand that smarter working empowers us all to make the right decisions about where, when and how we work, optimising the use of 'agile' workplaces and technology and reducing our carbon footprint. It improves the focus on outputs and enables a positive work life balance.

## **People (Workforce) Planning, Organisational Development & Performance**

We understand the aspirations and potential of our people and take action to meet them. We manage our people resource and capacity through effective development and deployment. Managers at all levels are clear about what is expected of them and developed to lead their teams in line with the Council's values. Structures and roles are designed to ensure clear accountability, flexibility, efficiency and maximise scope for innovation and improvement, taking account of future workforce requirements.

## **People Learning and Development**

We understand the development needs of our people and provide opportunities to meet those needs, in support of our business objectives and workforce planning. We develop our people to meet current and anticipated future skills requirements.

## **People Equality, Diversity and Inclusion**

We understand that promoting and delivering Equalities, Diversity and Inclusion in the workplace is an essential aspect of good management. Creating the culture where everyone feels a sense of

belonging and the opportunity to achieve their full potential.

## **People Communications & Engagement**

We understand open two-way communications and engagement exists at all levels, creating and maintaining an environment characterised by transparency and trust. Managers know their people and all employees trust that Managers will be open and fair, in line with the Council's values.

## **People Recruitment Retention and Brand identity**

We attract high quality applicants through our effective recruitment processes and brand identity. Our range of employee benefits are routinely reviewed and enhanced to maintain our attractiveness as an employer. People feel valued, motivated, and satisfied that they make a difference to the organisation.

## **People Health and Well-being**

We understand all our people are actively supported to maintain their health and resilience. Managers know how to support their team's health and well-being through training, signposting and processes.

## **Our Values**

Our corporate values are core to the success of this strategy.

- Honesty and Integrity
- Openness and Transparency
- Fairness and Equity
- Community Focus
- Environmental Sensitivity

## **Delivering and Monitoring the Strategy**

The strategy will be delivered through maintaining existing methodologies and developing new practices where required. The timeline is underpinned by four fundamental approaches:

<b>Year 1 BUILD</b>	Build on our existing successes, realign our priorities.
<b>Year 2 CONSOLIDATE</b>	Bring together key areas and assess our next steps.
<b>Year 3 STRENGTHEN</b>	Reinforce our actions and develop further plans.
<b>Year 4 REVIEW</b>	Evaluate and learn lessons.

We will use continual improvement to make changes where necessary in order to meet the aims of this strategy.

The success will be ultimately tested through outcomes, in relation to the overall purpose of the strategy at various points through the following:

### **'Thrive at Work Wellbeing Award'**

We will continue our journey with 'Thrive' from the success of Bronze to utilise the framework to achieve the Silver award. This will be attained through face-to-face interviews, desk research and online surveys. This provides us with an external assessment, accreditation of our organisation and how we benchmark/share best practice with other organisations.

### **Annual Staff and 'Pulse' Surveys**

We will continue to use surveys to provide quantitative and qualitative data as part of our engagement with our people.

### **HR Metrics**

Regular updates to the Senior Leadership Team will provide an overview of performance in key areas. These will provide an opportunity to assess the impact of this strategy in terms of 'hard' and 'soft' measures.

### **Factors that may influence the Strategy:**

The development of government priorities will inevitably influence actions under this strategy, although they should not fundamentally change our purpose or aims. Examples of factors which may influence our approaches include:

- Council elections in 2023, if this results in any significant shift in culture or policy.
- Any fundamental restructure of the functions of the authority brought about by external or internal factors.
- Fundamental changes in market economics influencing our approach to recruitment retention; or alternatively precipitating significant service provision changes.

### **People Strategy Workplan**

The strategy is underpinned and monitored through the People Strategy Workplan and associated underlying actions. These will be regularly reviewed and updated throughout the life of the strategy.