

# East Suffolk People Strategy 2016 - 2020



## Our ambition

**We aim to deliver excellent 21st century services and recognise we need to develop the capability of our people to be able to do this.**

Change is now an every day part of public sector life in many ways. This could mean more devolution of powers and decision making from central Government to Suffolk, more empowered local communities and greater integration with partners. The ways in which we deliver services are changing dramatically. We need to deliver leaner, affordable services and challenge traditional practices. We also need to use our resources more effectively, optimising opportunities to work collaboratively and developing more innovative approaches. In line with the priorities contained within the Councils' Business Plan we therefore need to develop our people capability to deliver on these challenging objectives and respond flexibly to changing needs.

**We aim** to build a strong reputation as a good employer and to be seen as both a progressive and exciting place to work.

**We want** our staff to be able to achieve their potential, feeling valued and supported in a safe and healthy workplace.

**We wish** to attract and retain good quality people, by offering great opportunities for interesting roles and career development.

## Our key people priorities

This strategy focuses on three key organisational priorities:

### Developing Our People

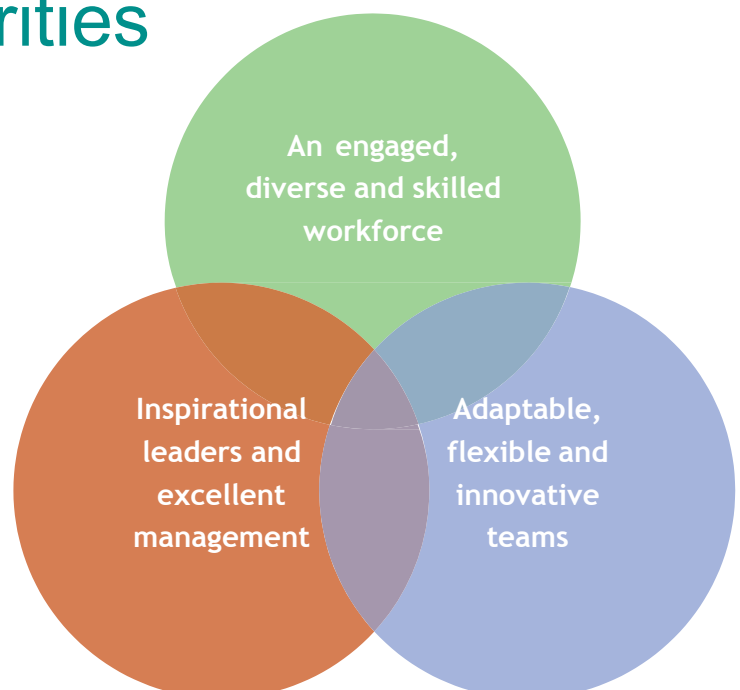
*An engaged, diverse and skilled workforce*

### Developing our Leadership

*Inspirational leaders and excellent management*

### Developing our Culture

*Adaptable, flexible and innovative teams*



# Our desired outcomes

*By 2020 we will have...*

A clear vision, strategy and priorities – helping our people to understand the bigger picture

A high degree of satisfaction and motivation amongst our people

A diverse and engaged workforce that feels empowered and involved, who are encouraged to put forward new ideas, and who receive praise and recognition

People with the confidence, resilience & skills to face the challenges ahead

Developed innovation and thinking, to continually improve our service delivery models and ways of working

A continuous learning environment which enhances opportunities for shared understanding & networking

A strong performance culture with a focus on achievement, personal growth, and wellbeing

## Developing our people

Clearly defined leadership expectations and behaviours

Competent managers who demonstrate core skills and effective leadership behaviours

Empowered managers who feel able to fulfil their roles effectively, while balancing skilfully the complexities and tensions involved

Developed transformational leadership capability throughout our organisations

Embedded system leadership thinking within and across organisational boundaries

Prepared our managers of the future by identifying aspirations and potential, and providing opportunities to grow

## Developing our leadership

A 'one team' ethos across the Council

High levels of employee engagement

Strong, agile and high performing teams

A more commercial approach within our workplace

Attracted and developed talent, making full use of people's skills, abilities and potential

People who are creative, innovative, less risk averse and more outcome focused

Career paths which span organisational boundaries

## Developing our culture

# Our success indicators

We will be confident that our strategy has been successful if:

Customer satisfaction & feedback is positive and improving

Staff engagement levels and feedback is high and continues to improve

Evidence of staff experiencing good management practice (positive employee relations, minimal individual complaints, high attendance levels, healthy levels of staff turnover)

Improving ratings of the quality of leadership and management in staff engagement surveys

Vacancies, including leadership roles, attract a number of credible and capable internal candidates



*This document was produced by the East Suffolk Human Resources team, December 2015. A comprehensive 'health check' list which will show whether the strategy is working has been produced as an appendix.*