

# Our People Strategy

## 2025-2028



South Gloucestershire Council – **A great place to work**

# Message from our Chief Executive, Dave Perry:

**Our People Strategy sets out our ambition for greater collaboration, innovation, communication and performance.**

It supports the delivery of our key priorities by committing to recruit and retain people with the right skills so they can continue to deliver high quality services to our communities, people and partners.

It outlines our ambition to be an employer of choice, where employees feel involved, supported, valued, engaged and listened to and know their contributions really matter.

It sets clear leadership and management standards and plays a critical role in ensuring that we provide the right culture, leadership, development and environment for our people to thrive and do their jobs to the best of their ability in line with our values and behaviours.

It sets out our absolute commitment to promoting wellness, equality, diversity and inclusion amongst our people – our most important resource and asset.

I am proud to be part of the South Gloucestershire team and confident that Our People Strategy will enable us to meet the challenges ahead, and to fulfil the tremendous potential that exists within the organisation.

I know we all share these ambitions. Our staff survey results show we start from a good base, and I am confident that by working together we can go further and be even better as a team.



# Our Values:

## PEOPLE FOCUSED



Being people focused means placing residents, communities, and colleagues at the heart of every decision, service, and interaction. It reflects our commitment to listening carefully, acting with empathy, and responding to what genuinely matters to the people of South Gloucestershire. A people focused mindset asks us to consider the impact of our actions on others, to take personal responsibility for the quality of our relationships, and to recognise that clarity, kindness and trust are essential to how we work.

## COLLABORATIVE



Collaborative speaks to how we work with one another, across teams, services, departments, partners, and with our communities. It recognises that our greatest successes occur when expertise and insight are shared, when we plan together rather than in silos, and when trust and openness underpin our relationships. Collaboration requires clarity of purpose, respect for colleagues' contributions, and a willingness to listen, adapt and co create solutions. A collaborative culture strengthens organisational resilience, improves outcomes for residents, and ensures that our work feels joined up, supportive and aligned with the vision and goals set out in the Council Plan.

## INCLUSIVE



Inclusive describes a commitment to equity, fairness, and belonging. It means valuing the diversity of our workforce and communities and recognising that different perspectives strengthen our decisions and outcomes. Inclusivity requires us not only to welcome difference, but to design processes, spaces, and services that actively remove disadvantage. At its core, being inclusive means making choices that broaden involvement rather than narrow it, and ensuring that policies, services and behaviours work for all of South Gloucestershire.

## INNOVATIVE



To be innovative is to be curious, forward looking, and open to doing things differently. This value reflects our need to evolve in response to financial pressures, changing community expectations, and the rapid development of digital tools and approaches. Innovation isn't only about technology though, it includes creativity in problem solving, encouraging new ideas, learning from others, and being brave enough to challenge assumptions. It means creating space for experimentation, supporting staff to develop confidence in new methods, and recognising that responsible risk taking is part of improvement.

# Our Behaviours Framework:

Our behaviours framework underpins effective performance and application of our values in the workplace.

It provides us with a map of the behaviours we must all demonstrate and expect to experience in others.

It defines what good looks like in any given role.

We have five behaviours for every member of staff and an additional 'Leading Others' behaviour for managers:



## **ADAPTABLE**

- We have a 'can-do' attitude



## **WORKING TOGETHER**

- We work well with others to reach our common goal



## **COMMUNITY AND CUSTOMER FOCUSED**

- We work in partnership with customers and communities



## **DELIVERING RESULTS**

- We take responsibility for our part in delivering towards our goals



## **EMPOWERING OTHERS**

- We value diversity and make the best use of available knowledge and skills



## **LEADING OTHERS**

- Leaders exemplify the council's values and role model these behaviours

# A Commitment to Equality, Diversity and Inclusion

South Gloucestershire Council Staff Population (March 2024):

Our People Strategy is underpinned by a meaningful commitment to equality, diversity and inclusion.

Our policies, procedures, customs and practice reflect this commitment.

We will set aspirational targets for continuous improvement, measuring ourselves against peer organisations with the goal of leading the way in local government.



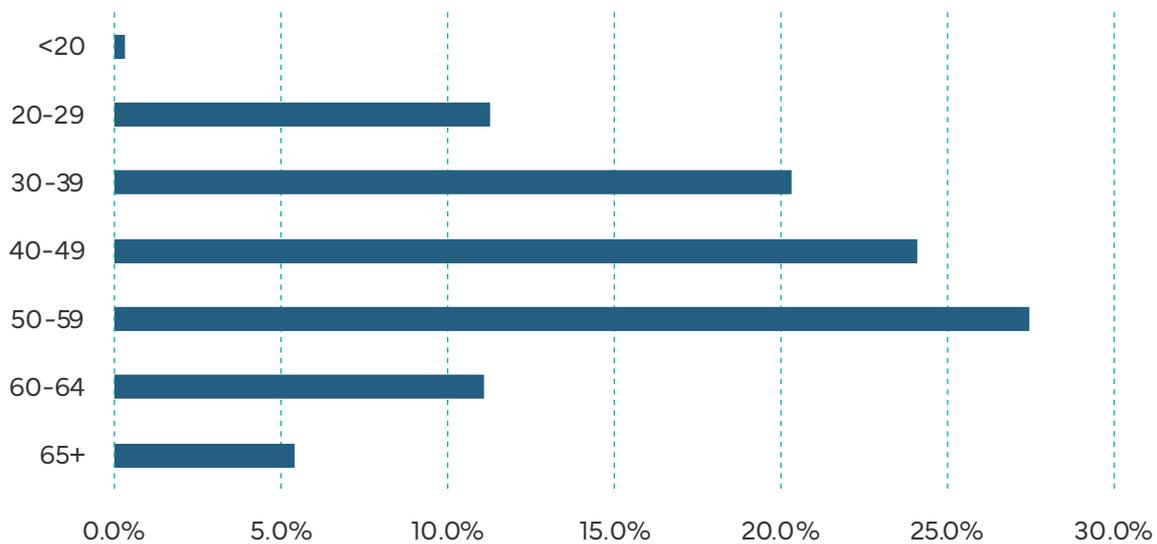
## SOUTH GLOUCESTERSHIRE COUNCIL STAFF POPULATION (MARCH 2024)

### South Gloucestershire Population Working Age & Employed: 160,000.

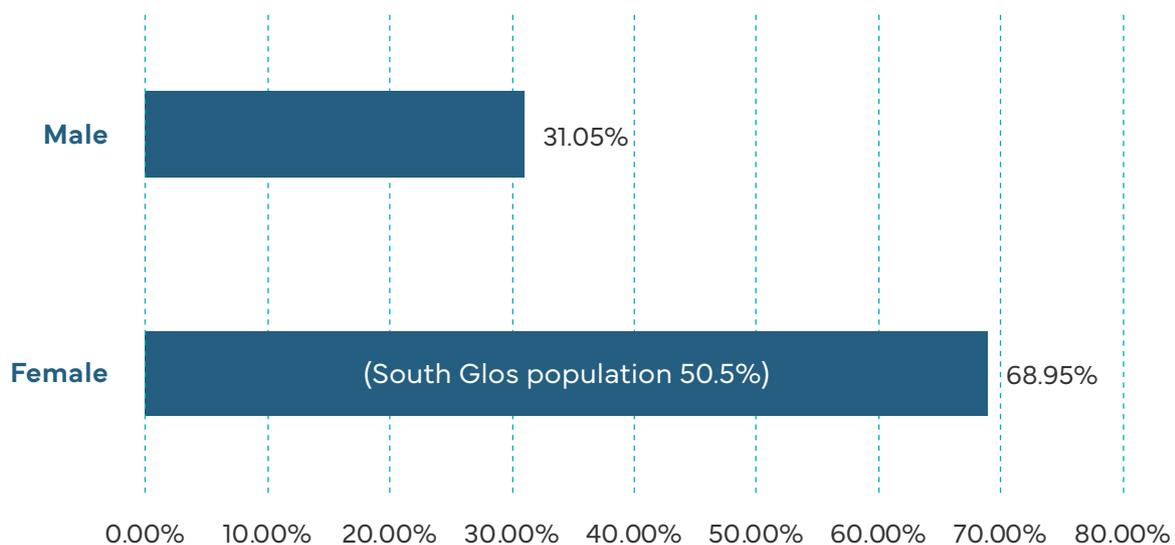
The council employs 1.9% of the working age population in South Gloucestershire.

**3079**  
EMPLOYEES

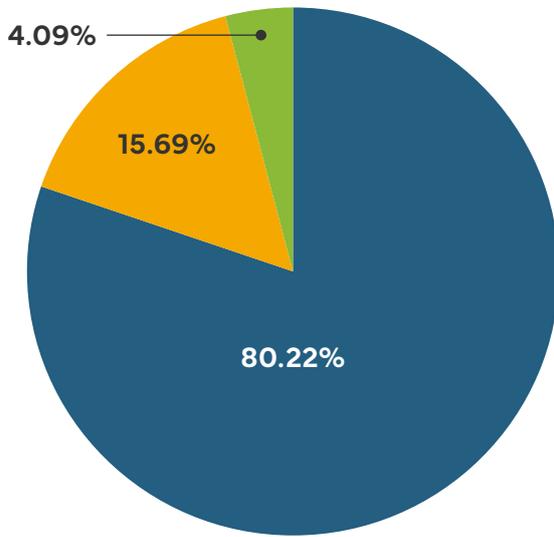
## AGE



## SEX

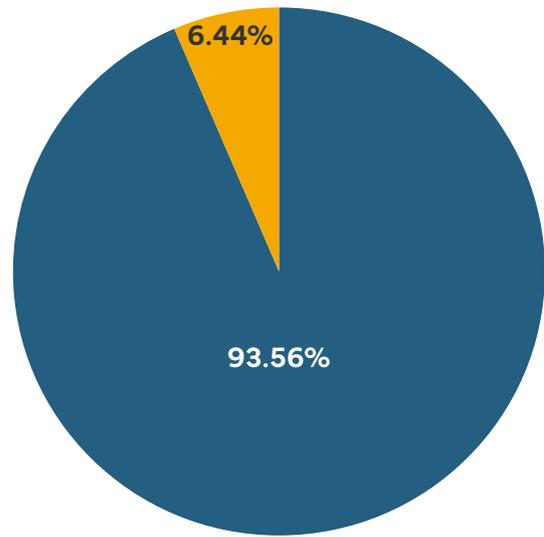


### ETHNICITY



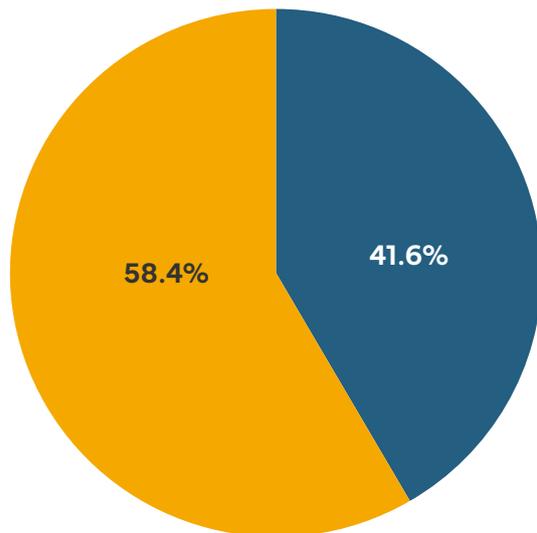
- White - British
- Minority ethnic groups (South Glos population 8.8%)
- White - other

### DISABILITIES



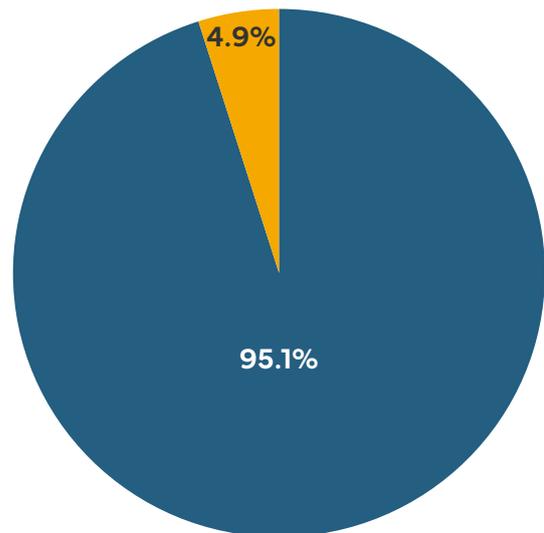
- Non disabled
- Disabled (South Glos population 6.3%)

### WORKING HOURS



- Full-time
- Part-time

### SEXUAL ORIENTATION



- Heterosexual/straight
- LGBTQ+ (South Glos population 2.8%)

# Equality, Diversity and Inclusion

Our People strategy supports the council plan and is reflected in the seven areas below.

Everything we do is informed by evidence, with Equality, Diversity and Inclusion at its heart.



# Recruit & retain:



## OUTCOME

- Talented people are attracted to work and stay at the council.

## OUR COMMITMENTS

- We offer an engaging candidate experience that makes applying for careers easy and exciting. Recruiting is seamless and efficient for hiring managers.
- Our recruitment process is fair and ensures applicants can showcase their talents.
- Our onboarding and induction process provides a positive working experience.
- We focus on talent management and creating an environment that means people stay.
- Our recruitment brand and employee value proposition attracts a diverse range of people to work for us. We showcase the variety of careers available with stories from existing staff and illustrations of the ways we make a difference.
- We use workforce planning to understand future requirements and plan for how we will meet these, including promoting the use of apprenticeships where appropriate.



# Role of managers & leaders:



## OUTCOME

Managers and leaders are skilled in helping people to do outstanding work within our new ways of working.

## OUR COMMITMENTS

- We provide data, information, advice and support to enable managers to manage the performance of their staff and teams. We will create an environment which enables all to work at their best, harnessing the power of artificial intelligence where it is appropriate and relevant to do so.
- We set clear standards for management and leadership teams underpinned by our values and behaviours framework and measure performance against these.
- We offer a comprehensive range of management/leadership development, training and qualifications to reflect the evolving needs of the council. We will continue to develop skills, knowledge and expertise and enable managers to meet the council's management and leadership standards.



# Organisational development & change:



## OUTCOME

**Systematic improvement in service performance as our people experience change and transformation positively whilst demonstrating a positive mindset towards new ways of working.**

## OUR COMMITMENTS

- Our organisation has openness, innovation, communication and accountability at its core. As an organisation, we recognise the need to be agile and support staff to work in line with our values to implement change where it is required to benefit our communities.
- We recognise our different priorities and take a one council approach to the way we work to enable our staff to support South Gloucestershire residents.
- Our people are key in developing how we will perform and transform our services; we have a planned and systematic approach to enabling organisational performance through our people.
- We ensure effective two-way communications within the organisation.



# Environment for people to thrive:



## OUTCOME

**Our people flourish - sign up to our shared purpose and have a mindset focused on doing their best every day to benefit our communities.**

## OUR COMMITMENTS

- Our people understand the council plan and how their work makes a difference. They feel valued, included and recognised for the work they do.
- We listen to, care about, support and communicate with our people so that we work well together in an open and honest way.
- We support, develop and encourage our people to feel empowered to challenge negative attitudes and behaviours that do not align with our values and our ambitions.
- We recognise and celebrate successes and share learning across the organisation.
- We ensure all managers have meaningful conversations with their staff and that relevant objectives are in place.



# Workforce engagement & wellbeing:



## OUTCOME

Our people feel valued, stay well, trust us and promote the work we do.

## OUR COMMITMENTS

- We give our people a meaningful say, through mechanisms such as annual satisfaction surveys and interim pulse surveys. We continue our commitment to strong working relationships with trade unions. We make effective use of our employee forums, working groups and staff survey results.
- We use feedback from surveys to develop, as far as possible, an approach of 'you said, we did', through action plans reflecting staff opinion.
- A culture of staff wellbeing is reflected in our day-to-day ways of working.
- We provide direction to our wellbeing initiatives through a dedicated Wellbeing Strategy.



# Organisational design, pay & policy:



## OUTCOME

Our shape, structure and employment frameworks align with and enable delivery of our council strategy.

## OUR COMMITMENTS:

- We enable managers to regularly review operating environments to ensure that organisational structures and roles support our staff to work in the most efficient and effective way.
- We reward our staff in a consistent and fair way, in line with our pay policy statement and guidance.
- We review our pay policy regularly to ensure we attract and retain people with the skills and behaviours to allow us to deliver our priorities.



# Learning & performance:

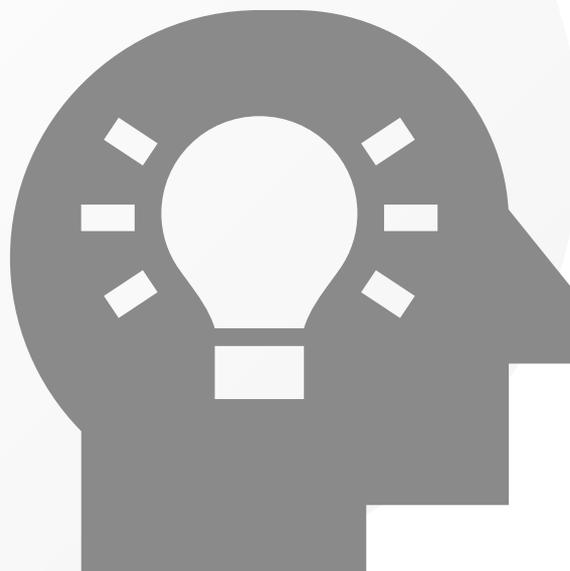


## OUTCOME

Our learning and development focus upskills for the future, inspires and improves productivity and performance.

## OUR COMMITMENTS:

- We provide development opportunities that are tailored to the current/future needs of the organisation and enable people to do their jobs well.
- We provide performance consultation for all roles, working with individuals and managers to ensure everyone has the development opportunities to perform well and to thrive at work, as well as enabling managers to manage performance well.
- We provide engaging, learner-centred content that is inclusive and accessible.
- We bring people together to share experiences, challenges, ideas and solutions, reflecting on best practice; encouraging a culture of social collaboration, continuous learning, coaching and reflection.



We will assess our progress against our commitments using the following measures:

MEASURE	SUCCESS FACTORS	HOW WE WILL MEASURE
Staff survey response rate	Response rate is >50% by 2028	Staff Survey completion rate as a percentage of headcount
Employee experience	Employee Net Promoter Score (eNPS), >30 by 2028	eNPS for staff survey participants
Inclusive work environment	Gartner Inclusion Index (GII) of 0.80 by 2028	GII score for staff survey participants
Retention rates	Turnover <15% by 2024-25, then maintained at <15% (XpertHR 2023 public sector median=14.9%)	Number of leavers as a percentage of average number of employees (turnover rate)
Attendance rates	Working days lost <8 by 2024-25, then maintained at <8% (XpertHR 2023 public sector median = 8.7)	Number of working days lost due to absence
Apprentice retention	To continue to retain >85% of those who completed apprenticeships	Number employed 3 months after apprenticeship ends as percentage of avg. number of apprentices
Development	Learning and Development Net Promoter Score (NPS) is >+75 by 2028	L&D event participant NPS scores
Time to Hire	Time to hire is <60 days by 2028. (XpertHR 2023 local government = 60 day).	Overall time to hire (from advert to candidate ready) measured in calendar days

# Delivering for the organisation...

...and our  
communities.

South Gloucestershire Council – **A great place to work**

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[southglos.gov.uk](http://southglos.gov.uk)