



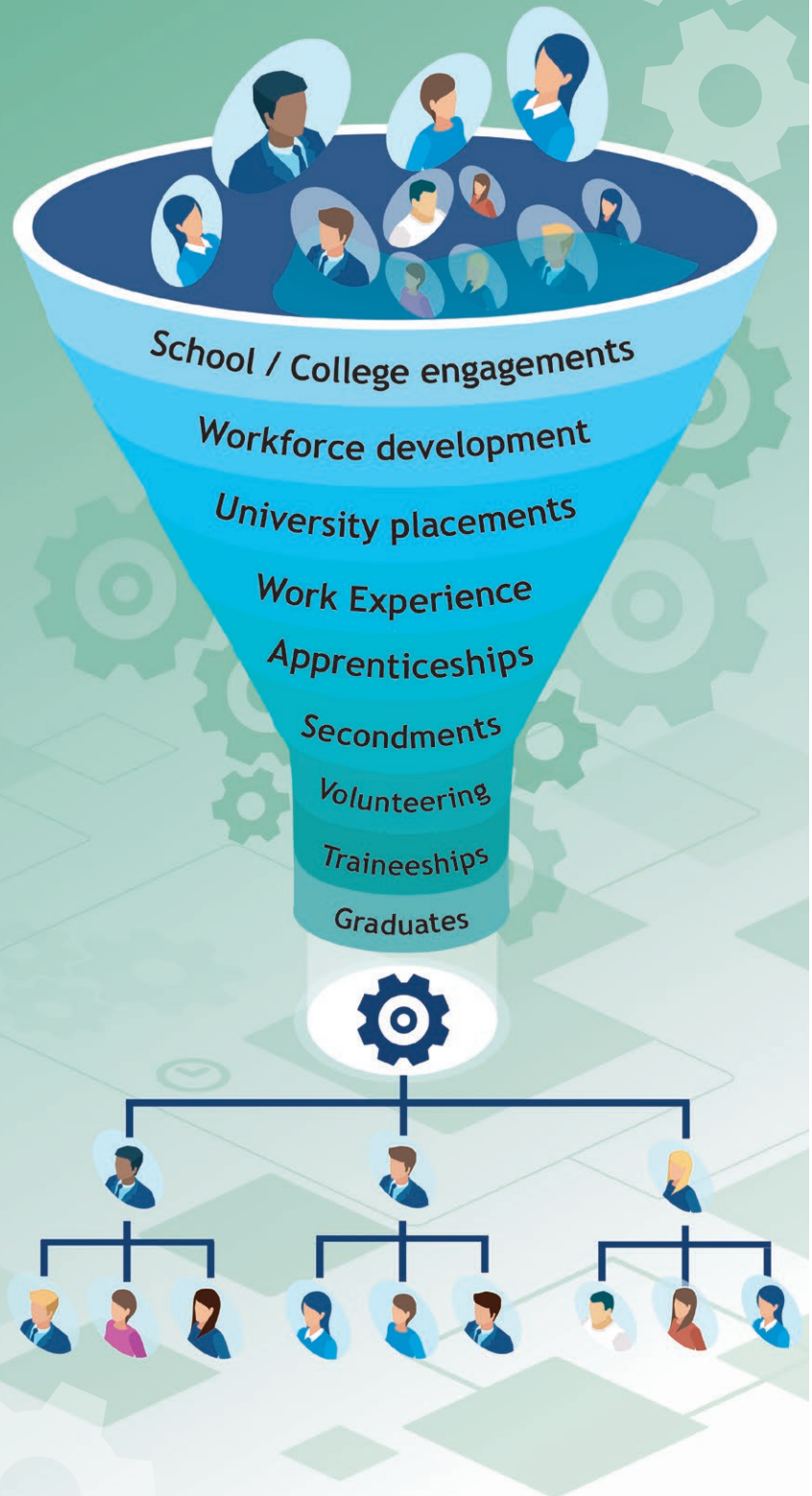
North East  
Derbyshire  
District Council

# Talent Pipeline Strategy 2023

*Growing our people and  
future proofing our organisation*

# Contents

<b>Introduction</b>	<b>3</b>
<b>Workforce profile and planning</b>	<b>4</b>
<b>What do we mean by a Talent Pipeline?</b>	<b>5</b>
<b>What does it involve?</b>	<b>6</b>
• Volunteering	7
• School / College engagement and work experience	7
• Traineeship	8
• T Levels	8
• Apprenticeship	9
• University placements / internships	9
• Graduate scheme	10
• Workforce development	10
• Secondments	11
• Leadership academy	12
<b>How will it work?</b>	<b>13</b>
• Service Areas	14
• Human Resources and Organisational Development Team	14
<b>Promotion and marketing</b>	<b>16</b>
<b>Resourcing the Talent Pipeline</b>	<b>17</b>
<b>Monitoring and review</b>	<b>18</b>
<b>Action Plan</b>	<b>18</b>





# Introduction

Continual organisational improvement relies upon the organisations capacity and ability to lead, manage and develop its single most important resource - its people. NEDDC is an organisation who truly believe this, its strong people centric culture forms the sub-structure upon which everything else is built.

As an organisation we embrace innovation, creativity, new ideas and new ways of working to ensure our council reaches a sustainable position. We challenge functional barriers, encourage, coach and empower our colleagues to engage, develop talent from within, harvest ideas and energy from within, create an environment where people want to be successful and take ownership and most importantly - be ONE TEAM.

The past couple of years however, have been a time of great change and challenge. The Coronavirus outbreak in particular has disrupted the Council and wider communities with the organisation facing many pressures and challenges along with the many threats and opportunities in terms of returning to normal.

To some degree the coronavirus pandemic has fast tracked changes to the Council's usual working practices - changes that have come about in a matter of weeks that may otherwise have taken years to have happened. The Council along with many other organisations moved rapidly to a virtual and remote working environment with a reassuring demonstration of adaptability, versatility and flexibility.

The Council recognised that these changes brought about by adversity, could become part of the Councils operating framework into the future - to that end, in March 2021, the Council adopted its Agile Working

Policy. Since the adoption of the policy, the Council is now able to cast a much wider net in terms of recruitment whilst recognising the value in terms of employee retention too. Whilst the Agile Working policy does improve the organisations recruitment and retention potential, it has been adopted at a time when there appears to be a growing shortage of available applicants both locally and further afield.

The pandemic has undoubtedly transformed the way we work, COVID-19 along with other factors, is however continuing to transform the profile of the workforce too. Record numbers of people in the U.K. have quit their jobs and those who are unemployed are taking longer to return to work or take up employment. This phenomena creates a challenge for all businesses and organisations across all sectors.

The ONE TEAM culture at NEDDC provides a great platform to be further built upon, improving our capacity and ability to attract, develop and retain our most precious of assets. An emphasis on the creation of an environment where people can and want to be successful, along with a 'continued employee growth' and 'grow your own' corporate mind-set will be key - our USP!



# Workforce profile and planning

Against a challenging backdrop, the Council are striving to deliver the commitments made in its Council Plan adopted on 9th September 2019. The challenge remains to ensure we have the capacity to deliver such an ambitious plan including the many and varied associated projects - some of which are of a scale seen only once in a generation.

It's good to know where you want to 'go' or 'get to' organisationally, having set out our goals and business needs, it is important that we know about our workforce and what might need to change to help us achieve those goals - after all, our employees are the ones that will get us to where we want to go.

The point of workforce planning is to maintain proper staffing levels so that critical competencies are fulfilled, succession is well-managed, costs optimised, agility is achieved and resiliency is retained. These objectives are achievable when the supply and demand of employees and skills are identified and forecasted accurately and in a timely manner. Through workforce planning, we are attempting to incorporate adjustments for 'known' workforce changes such as; retiring employees, an ageing workforce and skills gaps for example.

Good workforce planning will ensure; a clear and concise strategic workforce direction, all workforce requirements are aligned directly to the achievement of the Council's objectives, informed decisions of how to structure and deploy the workforce and the ability to overcome barriers to achieving strategic workforce goals.

Along with the numbers of people, there is the need for these being the right people with the right skills. The organisation will not develop without the right level of training and development taking place. The world moves much more quickly these days, the workforce must be constantly trained and re-trained as part of the workforce planning process.

The current workforce profile at North East Derbyshire District Council does present future challenges, knowing this however places the organisation in a much stronger position. We know that almost half the workforce is over 50 and almost another quarter over 40 for example, we know that in some areas of the organisation, almost entire teams are the same age too - these examples present considerable future challenges, however these are issues that we recognise and therefore through our workforce planning processes, we can plan for.

# What do we mean by a Talent Pipeline?

Our Talent Pipeline Strategy is one strand of our over-arching People Strategy. It is very much anchored to our 'continued employee growth' and 'grow your own' corporate mind-set, a mind-set that understands that investing time and effort into a gradual and proactive approach to recruitment and retention is not a 'quick win' but a very valuable and rewarding endeavour.

Perhaps traditionally, the recruitment process and getting people into posts has often been reactive - a post becomes vacant and we recruit. Perhaps also traditionally, the labour market has been more robust with each vacancy advertisement attracting any number of likely candidates. As we have acknowledged already, the world is a very different place these days with organisations seemingly competing evermore for the same decreasing pool of people.

Like most things though, the greatest rewards often take the greatest effort to attain. Our goal is not just about having people in posts, it's about having the 'right' people in posts, people who have a sense of loyalty and pride in what they do and what they are achieving or might wish to achieve - it's about the creation of an environment where people can be and want to be successful as part of our organisation and the delivery of services that we provide to our communities.

In essence a talent pipeline is a multi-stream mechanism within which a cohort of candidates are engaged, supported and developed with the intention of filling future roles that might open up within the organisation or elsewhere. The mechanism is both inward and outward facing, providing new opportunities and attracting new people to the organisation whilst creating development pathways for those already employed by the Council who might currently have un-tapped potential or who might simply be looking for a change in direction without having to leave in order to do so.

NEDDC is effectively many businesses all under one roof. We provide many services and undertake many functions, each business area with a plethora of roles, job types and specialisms - the ideal organisation you might say in terms of talent pipeline development, one that offers a very wide and diverse potential of opportunity to an equally wide and diverse range of people.

The creation of a talent pipeline is a visible investment in our existing employees, potential employees and the organisations future. An investment that might set us apart from others, further exhibit our ONE TEAM culture-shaping proactivity and recast the organisation as a truly strategic recruiter.

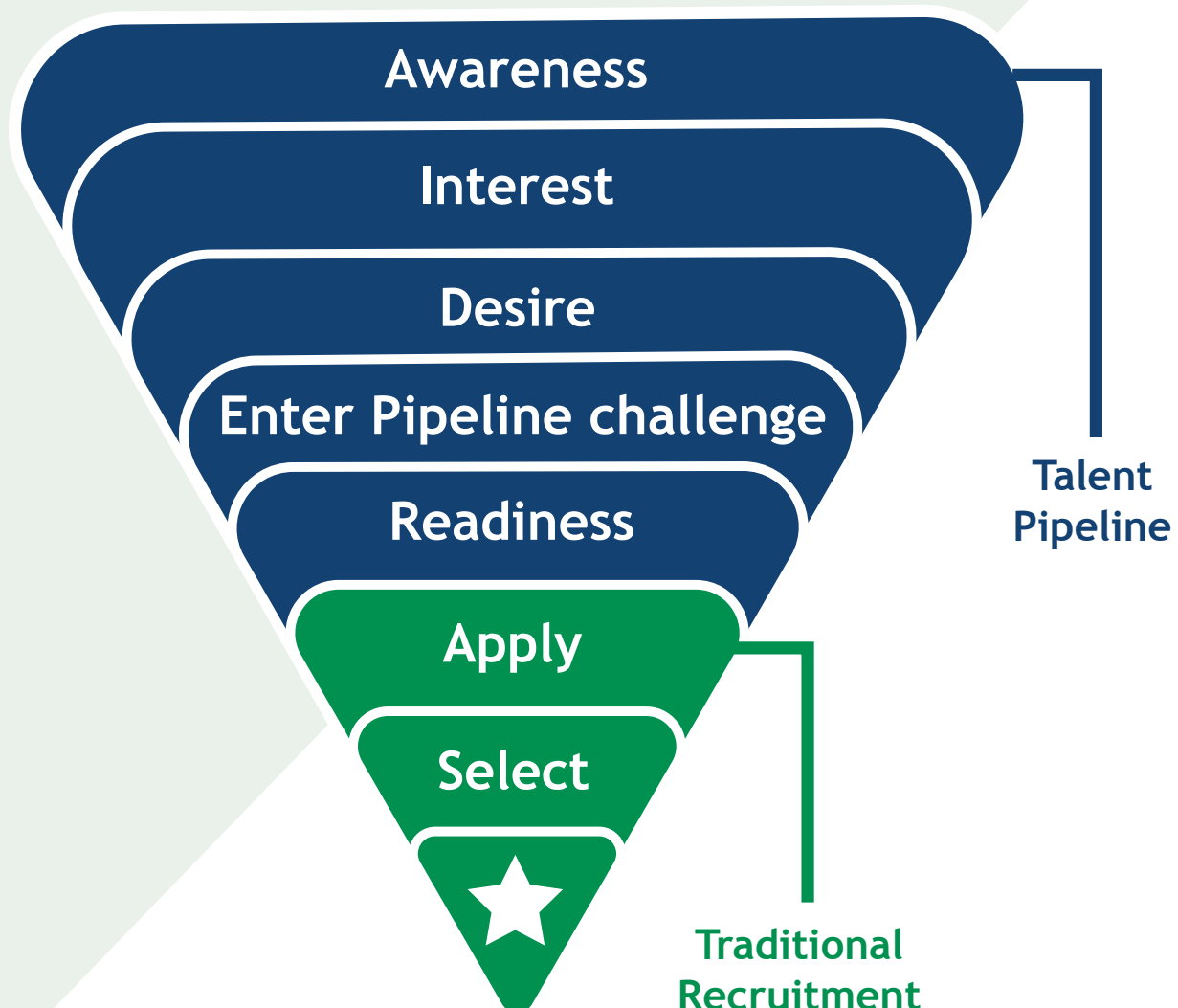
# What does it involve?

In building the talent pipeline, we are not only dealing with the 'here and now', we are considering our needs for the next 12 or 24 months and beyond - succession planning, future proofing, scanning the horizon and planning for the years ahead - we are sowing the seeds now for the rewards to be harvested later.

Our talent pipeline aims to create a pool of candidates who are ready to fill a position. These can be either our own employees or external people, all of whom could be at differing stages towards readiness for the said position - so these are prospects that we invest in, through a mechanism for 'growing our own' rather than relying

purely on the external market when a vacancy presents itself.

To have in place and fill an effective talent pipeline, it is important that the Council utilise many potential sources for people as part of its multiyear strategy - this includes starting early with students at school and colleges. Equally important are the mechanisms through which the potential sources of people are able to engage - the wider the reach, the greater the potential to engage with existing, latent or blossoming talent and the greater the chance of successfully identifying potential future employees.





## Volunteering

The value of volunteering is widely known and understood for the individual particularly in relation to volunteering for a worthy or charitable cause for example. However, volunteering in a workplace setting also has a number of key benefits for both the organisation and individuals - benefits that are enjoyed in a perhaps less binding arrangement.

It's a great way for the volunteer to gain practical experience, learn practical skills, an opportunity to get a flavour of an organisation or role in a not too committal way. An opportunity to work in a setting that already interests the volunteer or perhaps a role they would like to know more about. An opportunity to develop specific job-related skills along with more general skills and learning including; communication and team-working; line management and workplace dynamics - practical skills-building that might make the individual more desirable to prospective employers.

For the Council, it's a way to promote the organisation and the opportunities on offer within to potential future candidates. A less formal arrangement that has the flexibility to suit the capacity and needs of the business along with the availability of the candidate, perhaps creating a greater pool of potential talent than other channels which, for one reason or another, might prevent a future star employee being found.

## School / College engagement and work experience

When organisations such as the Council and other businesses work with young people, it can help them to build up a realistic picture of what the world looks like and what might be expected of them in the workplace environment. We have an important role to play in partnering with schools and colleges to raise ambition and achievement whilst identifying opportunities - we know from our own experience that opportunities within the Council and what we do is not well understood or even known about by many young people.

A clear identification of the skills, attributes and qualifications that our organisation wants can support preparation for work. NEDDC, working with the schools, can help pupils gain



confidence to compete in the labour market by providing opportunities to gain practical 'know-how' whilst developing an understanding of the behaviours that are required for employment. By providing young people with good quality work experience and becoming involved in career guidance, we can articulate the value of skills and knowledge developed at school and showcase potential careers opportunities open to them within our own organisation.

Activity such as this will help the young person decide the right career path, enable them to put theory-based learning into practice, help them build relationships, improve their chances of securing employment and improve their self-confidence, maturity and independence. For the Council, we further open up a potential pool of local candidates for future roles, provide opportunities to retain talent within the district and contribute to higher value jobs being provided for people who live in the district.

## Traineeship

A traineeship is an education, training and occupational learning programme for young people whose preference is to find an apprenticeship or job but who lack the skills, experience and perhaps behaviours sought by employers. They can last from 6 weeks up to 1 year, though most traineeships last for less than 6 months.

The benefits of a traineeship are similar to those brought about through work experience and volunteering but through a more structured mechanism involving greater depth and breadth over a longer and more consistent period of time. Unlike an apprenticeship, a traineeship is a programme of learning and skills development - it is not a job.

These are a great way to allow a young person to continue in learning with a work-

based programme of training designed as a 'bridge' into an apprenticeship or other employment. A traineeship will be focussed and provide a visible, attainable pathway to employment for those who might not yet be quite ready. CV writing, interview preparation, English, maths and digital skills are part of the programme - these elements along with a taste of the workplace are designed to improve the young person's overall employability.

For the Council, a traineeship allows the organisation to get to know and work with prospective future employees prior perhaps to recruiting apprentices. Through traineeship programmes the Council will also be helping to tackle youth unemployment and support economic recovery whilst developing our own talented workforce.

## T Levels

T levels are a 2 year qualification for 16-19 year olds that are an alternative to A levels and apprenticeships and are an equivalent to 3 A levels. Focusing on vocational skills, students have a work placement that lasts a minimum of 315 hours or approximately 45 days. The rest of the 2 year qualification is spent learning in the classroom. They are free to the employer however employers may choose to pay the student during their work experience placement.

T level courses that are currently available are: management and administration, digital business services, digital production, design and development and digital support services, accounting and finance. From September 2023, T levels will be available in legal services also.

Similar to the traineeship, T level courses allows the organisation to get to know and work with prospective future employees whilst providing the candidate with a recognised qualification.



## Apprenticeship

An apprenticeship is a genuine job with an accompanying assessment and skills development programme. It is a way for individuals to 'earn while they learn' gaining valuable skills and knowledge in a specific job role. Key differences between a traineeship and an apprenticeship are the pay and the length of time taken to complete. Apprenticeships take a minimum of 1 year, and up to 6 years to complete, apprentices are paid and there may be a job offer at the end.

A more extensive combination of on-the-job learning than that of the traineeship, with study for an academic qualification at the end. An apprentice is employed full-time while they study - a more attractive route for many over university, getting the apprentice the exact qualifications that they might need for the career path of their choice.

Apprentices can be employed at different levels, from school leavers and university graduates, to people who want to further their careers or change direction completely. An apprentice might be someone new to the Council or an existing employee being upskilled. A great mechanism to get people into employment or into another employment.

For the Council, hiring an apprentice can be a very productive and effective way to grow talent and develop a motivated, skilled and loyal workforce. Training can be adapted to match our business needs, apprenticeships can

reduce the risk of future recruitment and provide opportunities to retain talented employees well into the future.

## University placements / internships

A university student placement or internship is a structured work placement that provides hands-on experience in a professional environment. A placement / internship takes place over a set period of time - this could be a few months or a year. They are a great opportunity for the student to apply classroom learning without the pressure and responsibility of a permanent job.

A professional placement allows the student to try out a role or work type and decide if it is right for them. They will experience what a typical day is like and what opportunities there might be for career



progression for example - such placements can be an important step in establishing career goals. During placements, exposure to other areas of our business will of course happen, this could open the student's eyes to alternative career roles, helping them to find out what they do and don't want to do.

For the Council, hiring students on a placement or internship allows us to benefit from the knowledge they gain at university and can even help us to develop the skills of our existing staff. Students can bring new ideas, energy and enthusiasm backed by the latest skills and knowledge from their course. They will be keen to put their learning into practice and prove themselves in the world of work and perhaps help drive forward a project or provide access to specialists at university, or simply showcasing another of our previously unknown future star employees.

## Graduate scheme

A graduate scheme in an organisation can be the next logical step for any recent graduate who wants to get their career started within their chosen type of work. These can provide hands-on experience, broaden a graduates understanding of their chosen career path in a real-life setting and can give them a head start in the world of work.

The key difference between these and placements/internships is that graduate schemes are strictly reserved for recent graduates from university rather than a placement during a university course. These are structured training programmes that essentially gives graduates an entry-level job that also provides training, mentorship and opportunities to grow their skill sets.

For the Council, the benefits are broadly similar to that of an internship or placement but with a greater level of

permanency. The Council will benefit from having a freshly qualified team member ready to shape, but one with a fresh perspective. Early career graduates are keen to gain experience, knowledge and skills in order to increase their chances to progress.

Graduates are more likely to question the way things work and perhaps offer solutions, reflecting on their recent learning which will undoubtedly include industry best practice and the very latest thinking on a given topic.

Having a good graduate programme is a great way to introduce new talent to the Council, this will be good for our overall organisational health - investing time in our employees will help improve retention rates and the development of the Council as a whole. Graduates looking for jobs will be aware of the benefits of a graduate scheme and be more likely to explore what NEDDC has to offer them.

## Workforce development

The Council has an extensive workforce development programme which, in essence, is designed to ensure our employees receive both the necessary core corporate training whilst offering employees broader training opportunities and continuing education and learning programmes with the intention of maximising their job role success and career pathway opportunities along with a contribution to continual organisational improvement.

The 'core' corporate training programme includes the basic level of training required to meet our corporate standards of service delivery, including but not limited to; data protection, safeguarding, equalities, health and safety, sickness absence management and many more - much of this is mandatory. Beyond this though are service specific and/or personal



development training and education programmes including NVQ (national vocational qualification) or ILM (Institute of Leadership and Management) for example.

Organisations that overlook workforce development run the risk of poor organisational growth and progression and risk losing talent that might have been developed and retained otherwise. Offering a variety of training and education opportunities widens the scope of an individual's contribution to the organisation and keeps our people prepared for the future.

An effective workforce development programme positively contributes towards; job satisfaction, greater retention rates, better morale and productivity increases from a better skilled workforce. Through the Council's workforce development programme we are better placed to attract talented and motivated people who want to grow within our organisation and help grow the organisation in return.

## Secondments

Secondments can be a great tool when considering the Council's best use of resources, continued employee growth and growing our own ethos. Hidden skills, talents and passion can be unearthed that can contribute to both organisational and individual progression and benefit. In our case here at NEDDC, a secondment is the temporary placement of an employee to a different post or part of the organisation for a specific

purpose and period of time which brings about mutual benefit.

There can be any number of reasons why a secondment is a valuable process to have. Sometimes there will be a need to develop a particular skill that will benefit the team or sometimes, when an employee feels they need a change, rather than taking a leap into the outside world, a secondment could be an internal springboard to a new career - a secondment programme can help employees grow their skills and invigorate their careers without the need to leave the Council.

Other benefits of having a secondment process include; the ability to transfer resource, directing expertise where it's needed, supporting employee development and retention, developing and sharing skills and knowledge across the organisation and supporting the ONE TEAM approach and continuous service improvement across the Council.





## Leadership academy

Key to the Council's ONE TEAM culture is the understanding that we continually need to adopt and develop the right 'behaviours' throughout our organisation so that they shape the day to day decisions, harnessing ideas, energy, enthusiasm and 'buy in' from everyone within. We have to enrol everyone in the journey, inspire people to do this because they want to, coach them, build the skill sets, behaviours and approaches that are required to ensure future success - leadership at all levels.

The Council's Leadership Academy is a key feature of this approach which has been developed to enable the organisation to identify, support and develop future leaders of the organisation from within. We seek to identify high-potential employees from all levels and across the whole Council, and offer the opportunity to take part in the programme which includes; mentorships, leadership training and behaviours, coaching and project involvement designed to stretch and broaden existing capabilities.

The aim is not simply just to learn through theory, but to also provide opportunities to put their skills into practice through the planning and delivery of the Council's ongoing and ever-changing projects and programmes portfolio and within their own teams too. To provide skills and knowledge the individual may take into new leadership roles, exposure to other areas of the organisation raising their own profile and personal capital along with the opportunity to influence positive change.

For the Council, having a leadership academy in place assists in our endeavours to 'grow our own'. Participants of the programme will by the end have improved skills and knowledge along with the confidence to push to that next level in their career journey and hopefully secure leadership roles within the Council in the future. Such a product or opportunity sends a strong positive message to our employees - that we are investing in them and that we believe in them - a powerful recruitment and retention statement.

# How will it work?

Building upon our 'continued employee growth' and 'grow your own' corporate mind-set, the future skills and talent base required to support future business needs is an organisational responsibility. Embedding the Talent Pipeline approach

into the corporate consciousness is the responsibility of the Senior Management Team (SMT) aligned to specific service and wider corporate needs.

*It's as easy as 1,2,3...*



## Service Areas

Service areas will identify through their service planning processes, associated strategies, action plans and responsibilities identified in support of council-wide plans, the specific development needs of existing employees along with skills gaps, vacancies (present or upcoming) and future proofing actions required to meet their service delivery objectives.

Service Managers and Assistant Directors will take the lead responsibility for managing talent within their teams as this is considered a fundamental feature of their job role. Support will be provided to managers by colleagues, senior managers, the HR Team and externally from relevant professional experts. This will enable achievement of successful outcomes for everyone and the organisation.

## Human Resources and Organisational Development Team

Talent management is built on the integration of a range of human resources processes designed to attract, engage and retain employees.

The Human Resources and Organisational Development Team will support SMT and service managers to identify opportunities through the talent pipeline approach aligned to the workforce planning activity and learning and development priorities identified by its departmental customer base. The team will commission a range of learning and development solutions to support these needs, provide co-ordination and administration of the talent pipeline and provide support for those enrolled. The team will continually evaluate, along with SMT, the effectiveness and value for money of all activities and outputs/outcomes related to the talent pipeline approach.



Pipeline Stream	Activity / Approach	Officer
<b>Workforce Planning and Development</b>	Review annually workforce profile to ensure right people in the right place at the right time. Ensures the best talent in the right roles and better understanding of the future workforce needed for successful service delivery. Action taken to address shortages, surpluses or skills mismatches.	<ul style="list-style-type: none"> <li>• Director</li> <li>• Assistant Director</li> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Apprenticeships</b>	Individuals aged 16 or over who combine working with studying to gain skills and knowledge in a specific job role at the Council. Training can be funded through the apprenticeship levy. However, this option is not limited to levy funded courses, the full range of qualifications are available.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Traineeship</b>	A job role with a course and/or on the job training experience that enables individuals to develop within a particular career path.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Placement/ Internship</b>	A student undertakes a specific project or temporary role based around their studies or training. This is usually paid.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Graduate</b>	A structured training programme run by the Council to develop future professionals and leaders	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Secondment</b>	Employee temporarily moves to other work or role in order to broaden their skills, experience and knowledge. It also assists with forging positive links with other teams and partners.	<ul style="list-style-type: none"> <li>• Director</li> <li>• Assistant Director</li> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Work Experience</b>	A defined short period of time where an individual usually a student, works at the Council to gain experience in a particular type of work or role. This is unpaid.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Volunteering</b>	Involves an individual spending time assisting with a project or specific work activity to enable them to gain learn more about the work and develop skills, knowledge and experience in this area. This is unpaid.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>
<b>Mentoring and Coaching</b>	Development approaches based on the use of one to one conversations to enhance, an individual's skills, knowledge or work performance.	<ul style="list-style-type: none"> <li>• Service Manager</li> <li>• HR</li> </ul>

# Promotion and marketing

The talent pipeline will require a multi-facted communications plan, combining traditional recruitment methods with more versatile opportunities including university placements, Facebook adverts etc.

**The primary aim will be promote the Talent Pipeline approach:**

1. Internally by educating managers and employees about benefits from adopting this practice
2. Externally with educational establishments and community partners

**Tools used will include, but are not limited to:**

- Launch event
- Video with case studies of existing employees who have progressed and achieved their career ambitions at the Council
- Website and social media promotion
- Attendance at career fairs and university/schools events
- Offering work experience and

placements

- Forging strong links with education establishments and community partners
- Drop in sessions and briefings both internally and externally focused
- Employee Celebration event showcasing and celebrating our workforce talent
- Refreshed and effective recruitment and employee benefits promotional materials
- Every employee is encouraged to be an ambassador and champion for working at the Council.

# Resourcing the Talent Pipeline

The Talent Pipeline will need resourcing, which can be challenging at a time when public sector budgets are once again under pressure. However, our employees are our biggest asset and we should not be afraid of investing in the future of our organisation. Many of the workforce planning issues that teams across the Council are experiencing currently are as a direct result of not investing bringing through the next generation.

The Council's current difficulties in recruitment generate an under spend on the budget every year. Some of this is repurposed in agency costs but the majority remains unspent each year. Repurposing these under spends to invest in the future of the organisation through the talent pipeline would be a more effective use of these resources.

## By way of example:

A professional post has been vacant for over 12 months. Several recruitment attempts have failed. Agency has been utilised but is not proving successful. The funding from this post could fund a work experience under graduate and a graduate who can begin the post graduate learning journey to eventually fill the professional post that has long been vacant.

This approach has been used successfully in a number of service areas already to great effect. There is of course an investment of time

needed, those new to the organisation will need this to develop and grow into the role and of course there is a risk that once trained the employee will move on but neither should be barriers to us investing in the future of the organisation.

There are currently 40+ posts vacant on the establishment with an associated budget of £750k. Utilising these existing pay budgets to fund the talent pipeline will make it cost neutral. There will be a recognition that resources need to be diverted across the organisation to where they are needed most but funding is only needed for a finite period for the talent pipeline so can be redirected back as necessary to those vacant substantive posts.





# Monitoring and review

There are a range of HR metrics in place that support measurement of talent management performance. These include, but are not limited to:

- Annual workforce profiling for each Assistant Director
- Annual Turnover Rate
- Learning and Development spend and course completion
- Appraisals
- Employee Survey Results
- Workforce Mobility
- No of Apprentices
- Succession planning
- Exit Interviews

## Action Plan

Action	Lead Office	Target Date	Expected Outcome	Challenges
<b>Promote the Talent Pipeline approach:</b> 1. Internally by educating managers and employees about benefits from adopting this practice 2. Externally with educational establishments and community partners	<ul style="list-style-type: none"><li>• Directors</li><li>• Assistant Director</li><li>• HR &amp; OD Manager</li></ul>	June 2023	Increased awareness and embed these practices within organisation culture. Employees feel valued and motivated to perform to the best of their ability.  Attract talent to the organisation and grow our own.	<ul style="list-style-type: none"><li>• Resource intensive, buy in from managers and potential applicants</li><li>• Challenging job market</li></ul>
Annual workforce profiling embedded within performance management framework	<ul style="list-style-type: none"><li>• Directors</li><li>• Assistant Director</li><li>• HR &amp; OD Manager</li></ul>	December 2023	Improved workforce and succession planning across all services. Future proofing our organisational workforce	Buy in from managers

*continued overleaf*

Action	Lead Office	Target Date	Expected Outcome	Challenges
Appraisal cycle embedded within organisation	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Assistant Director</li> <li>• HR &amp; OD Manager</li> </ul>	December 2023	Talent is identified and harnessed to the benefit of the individual and the organisation.	Buy in from managers and employees
Learning and Development plans and opportunities are identified and maximised in a timely and effective manner	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Assistant Director</li> <li>• HR &amp; OD Manager</li> </ul>	December 2024	Improved and efficient service delivery	Resources and availability of fit for purpose training
Review Reward, Recognition and Retention Review	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Assistant Director</li> <li>• HR &amp; OD Manager</li> </ul>	December 2024	Improved and sustainable benefits package and talent management	Emotive and contentious work stream
Improved People Management and Leadership practices	<ul style="list-style-type: none"> <li>• Directors</li> <li>• Assistant Director</li> <li>• HR &amp; OD Manager</li> </ul>	December 2024	Building organisational capability and performance. Talent is utilised to its full potential	Resource requirements and management engagement

## Equalities Statement

North East Derbyshire District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

## Access for All statement

You can request this document or information in another format such as large print or language or contact us by:

- Phone: [01246 231111](tel:01246231111)
- Email: [connectne@ne-derbyshire.gov.uk](mailto:connectne@ne-derbyshire.gov.uk)
- Text: [07800 00 24 25](tel:07800002425)
- BSL Video [Call](#): a FREE, three way video call with us and a BSL interpreter.
- Call with [Relay UK](#) via textphone or app on [0800 500 888](tel:0800500888).  
FREE phone service for anyone who has difficulty hearing or speaking.
- Visiting our [offices](#) at Wingerworth: 2013 Mill Lane, [S42 6NG](#).

