

People and Culture Strategy 2025 - 2028



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What is a People Strategy?

- CDC's People Strategy is a roadmap for working together to make our district a better place to live, work and visit.
- It aims to build a high-performing, inclusive Council that values openness, service and collaboration.
- By supporting staff from everyday work to professional development, it fosters pride, belonging and dedication.
- It addresses the workforce challenges facing the sector such as local government reorganisation and hard to recruit and retain roles.
- It connects our work to CDC's mission - delivering quality services and addressing local needs like housing and climate action.
- Success relies on having the right skills, culture and structures in place.



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CDC Values

We've developed four core workforce values, shaped by feedback, that reflect what a great day at work looks like and shapes our People and Culture Strategy.

Our Cultural Ways of Working

We put our **communities first**: their priorities are our priorities

We are **one team**: working for our residents and businesses

We are **set up for success**: to deliver against our corporate priorities

We are **business focussed**: ensuring efficiency, effectiveness and good value for money

We put our communities first by:

- Acting with care, empathy and respect
- Responding to feedback and needs
- Communicating actively and with transparency
- Setting and working towards meaningful goals
- Empowering each other to make decisions that support the district

We care for and support each other by:

- Valuing and appreciating everyone's contributions
- Working as one team to achieve shared goals
- Promoting flexible working for wellbeing
- Celebrating individuality and inclusivity
- Recognising and appreciating achievements

We take pride in our work and deliver on our promises by:

- Setting high standards and owning our responsibilities
- Bringing a positive, 'can do' attitude
- Collaborating openly with partners to serve our community
- Understanding how our roles contribute to CDC's success
- Supporting learning, growth and career development

We aim for excellence and real impact by:

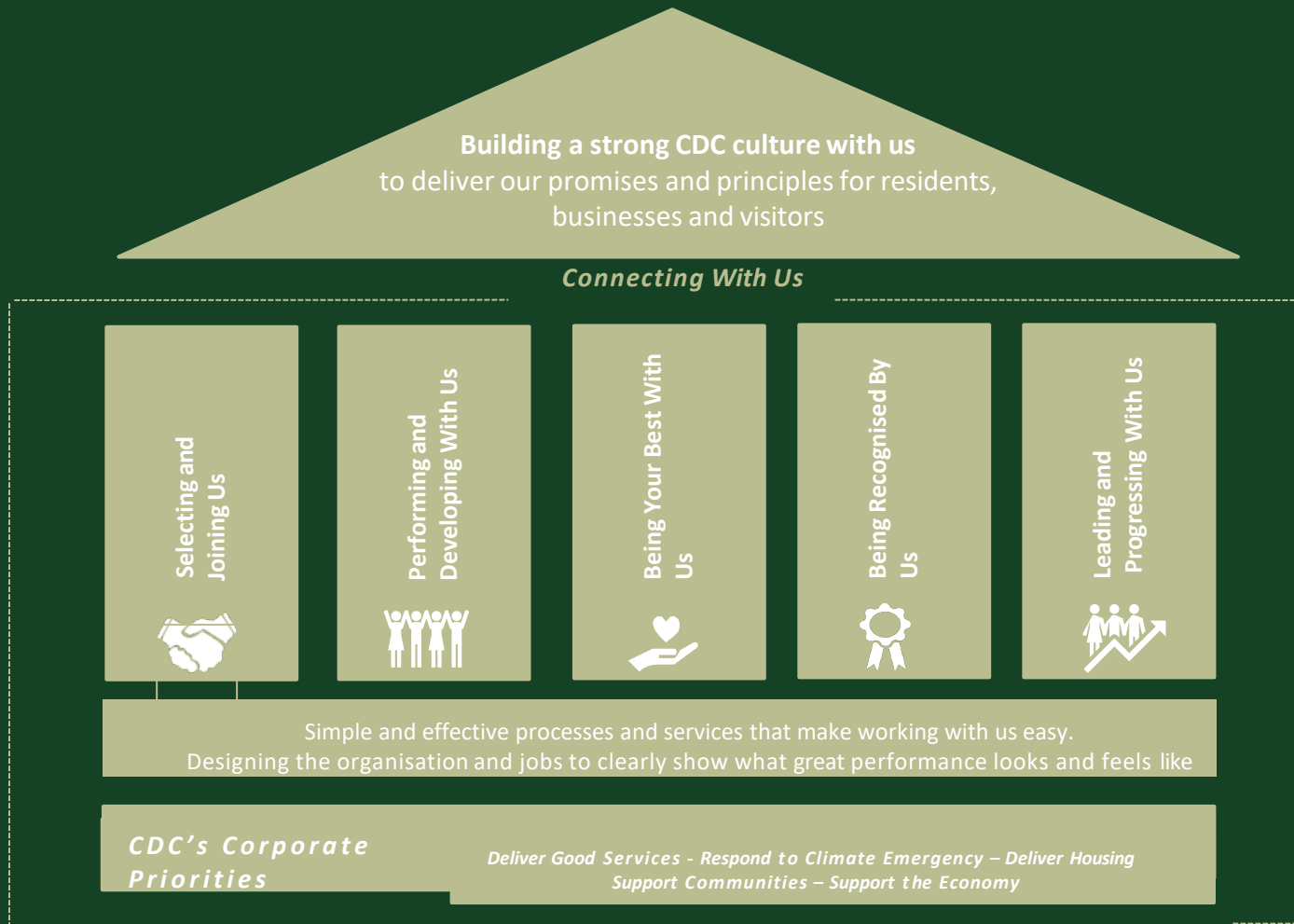
- Challenging assumptions, being innovative and seeking better ways of working
- Collaborating and aligning with CDC's priorities
- Finding solutions and staying focused on quality results
- Managing projects well, using resources wisely and being accountable
- Seizing opportunities to improve and succeed



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Creating the CDC People Strategy

- This strategy clarifies each employees' role and shows how we all contribute to delivering on our promises as one team



Organisation and Job Design

We will ...

Organise roles to meet priorities, work efficiently and respond quickly to business need. Clear responsibilities and shared values build a strong culture and maximise use of resources.

How we will deliver this:

- Develop shared values that build a supportive, efficient and community-focused culture to:
 - ✓ Make CDC a great workplace where people are proud to work
 - ✓ Help residents see CDC as committed to delivering value
- Define career pathways and support employee further development.
- Regular, timely and transparent communication.
- Staff engagement.



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Systems and Processes

We will:

Create a great experience for staff with simple, trusted systems and processes that make it easy to get the tools and support they need to do their best.

How we will deliver this:

- Review our systems, processes, policies and procedures to enable:
 - ✓ How we work well together at CDC to build our culture
 - ✓ Good teamwork with Publica
 - ✓ Transition/change training and support for employees
 - ✓ Encourage self-service and personal responsibility
 - ✓ Create standard materials that drive consistency



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Selecting and Joining Us

We will:

Create an easy recruitment and onboarding process that shows our values. A clear, welcoming approach helps attract top talent and set new staff up for success.

How we will deliver this:

- Align hiring and internal promotion based on CDC's values and skills as well as promote our brand through recruitment campaigns.
- Make new starter induction easy with clear steps, mentoring, meet-and-greets and IT setup.
- Use standard probation guidelines for all new employees.



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Performing and Developing With Us

We will:

Build a culture of high performance and learning with clear goals, regular feedback and opportunities for personal development. Support staff to succeed and feel empowered.

How we will deliver this:

- Create a simple performance management framework aligned to our priorities and values.
- Supporting all employees with continuous development and training.
- Develop an employee retention strategy.
- Give leaders and managers the confidence they need to have discussions with their team members linked to career development.
- Ensure all employees have the skills to embrace organisational change.
- Use apprenticeships to build skills and promote opportunities.
- Utilise workforce data and analyse trends to identify challenges and drive improvements.



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Being Your Best With Us

We will:

Build an inclusive culture where staff can be themselves and celebrate differences. By focusing on diversity, belonging and wellbeing, we ensure everyone feels valued, supported and able to thrive and innovate.

How we will deliver this:

- Create inclusive policies promoting mutual respect, no discrimination, flexible work and wellbeing.
- Celebrate diversity and inclusion through a calendar of cultural and awareness days.
- Promote wellbeing resources and mental health awareness.
- Help managers promote inclusion and wellbeing with visible support, team learning and clear communication.
- Encourage the formation of diverse networks like the Women's Network or LGBTQ+, to create safe spaces for connection and mutual support.



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Being Recognised By Us

We will:

Demonstrate we are dedicated to making staff feel valued through a fair and inclusive recognition and reward programme. By celebrating their efforts in many ways, we create a culture that motivates and supports great service.

How we will deliver this:

- Promote the full range of reward options to help employees make the most of their benefits.
- Develop a retention strategy.
- Analyse and benchmark rewards and benefits to improve attraction and retention of talent.



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Leading and Progressing With Us

We will:

Develop leadership practices that reflect our values and help leaders to inspire their teams.

Set up talent and succession planning to find and grow future leaders, ensuring lasting success and great service.

How we will deliver this:

- Create a development programme based on our values to help managers and leaders:
 - ✓ Make work great for their teams
 - ✓ Promote inclusion, accountability and high performance
- Create a talent and succession planning pipeline to ensure we "grow our own" and develop future leaders.



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Connecting With Us

We will:

Promote open communication and involve employees in decisions to build trust, boost collaboration and strengthen engagement across CDC, Publica teams and stakeholders.

How we will deliver this:

- Create a communications and engagement strategy based on “you said, we did”, including:
 - ✓ A ‘Culture Club’ with staff from all teams to help shape key priorities
 - ✓ Leadership visibility sessions to share updates and decisions
 - ✓ Newsletters and bulletins to keep everyone informed and connected
 - ✓ Celebration events linked to the cultural calendar
 - ✓ An engaging, useful colleague portal
 - ✓ Employee engagement surveys with follow-up actions shaped by staff



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Behavioural Framework

The following pages describe the behaviours expected from employees when following our values and also identifies the behaviours that are not acceptable at CDC



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Measuring Our Collective Success

- We will measure success in four areas: Staff, Customers, Company and Community.
- By tracking all these, we can identify challenges and opportunities.
- The example below includes some of the factors to be measured.

<p>Staff</p> <p>How engaged are our employees? Are we providing a rewarding place to work?</p> <ul style="list-style-type: none"> ▪ Employee engagement level measured through surveys ▪ Employee appraisals undertaken including setting personal objectives ▪ Number of vacancies filled by internal career moves ▪ Sickness absence statistics 	<p>Customers</p> <p>How are we delivering for our residents, business and visitors?</p> <ul style="list-style-type: none"> ▪ Service accessibility – measuring ease of access for users ▪ Digital transformation and innovation – how many residents are accessing services online
<p>Company</p> <p>Are we managing risk effectively? Are we running the business efficiently and effectively?</p> <ul style="list-style-type: none"> ▪ Attrition and retention levels 	<p>Community</p> <p>What impact are our services having on the wider community? What social and economic impact are our services having?</p> <ul style="list-style-type: none"> ▪ Quarterly performance reporting to elected members



We put our communities first: their priorities are our priorities

A Council that is proactive and responsive to the needs of our residents and businesses in a fast-changing environment and to build for the future while respecting our heritage

All Staff	Leaders
<ul style="list-style-type: none">• Show care, kindness and respect in everything we do• Responding appropriately to community feedback• Listen actively and communicate openly to build trust and collaboration• Support each other to make decisions that match community needs and CDC's priorities	<ul style="list-style-type: none">• Show care, respect and inclusion, keeping the community's needs central• Listen to community feedback and consider adjusting plans to stay responsive• Communicate honestly to build trust and teamwork• Set clear, meaningful goals that benefit the community and unite teams• Take responsibility for actions and fix issues if they arise

When 'we put our community first' is NOT demonstrated

Examples of behaviours that do not show 'we put our customers first' include:

- Avoiding responsibility for your actions
- Not treating community members with respect
- Ignoring or not asking for feedback
- Poor or infrequent communication with the community
- Being impatient or dismissive with customers
- Making decisions that ignore the community's needs
- Waiting for problems to happen instead of preventing them



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We are one team: working for our residents and businesses

We care about our staff, supporting and respecting each other, we ...

All Staff	Leaders
<ul style="list-style-type: none"> • Respect and value everyone's contributions in a supportive team • Work together as one team to reach CDC's priorities • Support flexible working for team and personal wellbeing • Celebrate diversity and make everyone feel included • Recognise and appreciate achievements at all levels 	<ul style="list-style-type: none"> • Show appreciation for team and individual efforts, leading by example in modelling the values • Break down silos and encourage teamwork with clear communication • Support flexible working while meeting team and CDC's priorities • Recognise and develop talent, coaching for growth and learning from mistakes • Promote collaboration, clarity and learning focused on CDC's priorities

When 'we are one team' is NOT demonstrated

Examples of behaviours that do not demonstrate 'we are one team' include:

- Ignoring staff's feelings or opinions
- Making changes without considering others
- Not helping or caring, saying "it's not my job"
- Allowing disrespect or discrimination
- Not saying "thank you"
- Blaming others for mistakes
- Bringing problems without offering solutions



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We are set up for success: to deliver against our corporate priorities

We take pride in our work and hold ourselves accountable to deliver on our promises, we ...

All Staff

- Keep high standards and help each other take responsibility
- Be proud of your work and stay positive
- Work closely with partners, break down barriers and communicate openly
- Learn about the Council and how we all contribute to CDC's success
- Support learning, skill growth and career development

Leaders

- Share a clear vision so everyone knows their role and goals
- Encourage personal responsibility for actions and teamwork
- Make brave decisions that balance risk and benefit for the greater good
- Handle performance or behaviour issues kindly and help people improve
- Be friendly and ready to support when needed

When 'we are set up for success' is NOT demonstrated

Examples of behaviours that do not demonstrate 'we are set up for success' include:

Working alone without involving partner organisations

Criticising others publicly or gossiping

Favouring certain teams or people unfairly

Ignoring council priorities and focusing only on personal aims

Defending yourself without seeing the bigger CDC picture

Resisting new ways of working



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We are business focussed: ensuring efficiency, effectiveness and good value for money

To work hard and achieve great results we ...

All Staff	Leaders
<ul style="list-style-type: none">• Question assumptions and suggest new ideas to improve• Work together, sharing different views and focusing on CDC's priorities• Solve problems and keep pushing for great results• Plan and manage projects well, saving resources and thinking about costs• Recognise and use new opportunities to improve and succeed	<ul style="list-style-type: none">• Encourage teams to challenge ideas and keep improving• Inspire others to grow and be their best• Clearly explain CDC's priorities and how work fits, removing obstacles• Engage staff and stakeholders, recognising opportunities for growth• Make decisions that save costs without considering the impact on the district's services

When 'we are business focussed' is NOT demonstrated

Examples of behaviours that do not demonstrate 'we are business-focused' include:

- Reject new ideas, saying "we've always done it this way"
- Avoid responsibility and don't own mistakes
- Lack of concern about the quality of work
- Manage time badly and miss deadlines
- Make decisions without thinking about stakeholders or budget
- Accept "good enough" instead of aiming for excellence
- Resist change and uncertainty



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