



PEOPLE STRATEGY 2026–2028

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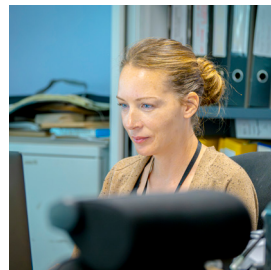
INTRODUCTION



Our workforce is at the centre of everything we do. We are a Council that puts our community first and delivers local services through building and nurturing local relationships. This is how we choose to work. To support this, having a structured approach to employment, development, and investment in both our current and future workforce is essential.

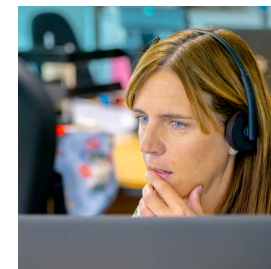
Our People Strategy sets out four clear priorities to achieve this and ensure the delivery of our commitment set out in our Bolsover District – The Future Plan 2024 -28. The Council requires a skilled, professional, and diverse workforce to drive our ambitions forward, respond effectively when we are asked to do things differently, and to continually evolve the way we work. We will continue to use technology in the most effective way, take action to enhance our natural environment, and help people who need support to live the life they want to. Our People Strategy will give us the direction to enhance and recognise the performance of our workforce as we proceed to the local government reorganisation. We want to invest in our workforce and achieve

long-term success for the district and our people within it. To underpin the strategy an action plan will be developed to ensure progress against the strategy is delivered.



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COUNCIL'S AIMS AND OBJECTIVES



Customers - Economy - Environment - Housing

The Council's vision is to maximise its influence and opportunities within the East Midlands Combined County Authority to drive the continued delivery of excellent services, maximise local aspirations and drive economic prosperity for the Bolsover District.

Customers - providing excellent and accessible services

Economy - drive growth, promote the district and be business and visitor friendly

Environment - protect the quality of life for residents and businesses, meet environmental challenges and enhance biodiversity

Housing - deliver social and private sector housing growth

A Key Priority of the Council: Having an agile working, responsive, skilled, and engaged workforce.

This is clearly important in the lead up to Local Government re-organisation.



LEADER OF THE COUNCIL STATEMENT

The Members and I recognise the strength of our workforce as the driving force behind the success of the District Council. Our staff are at the heart of everything we do, and it is through their expertise, dedication, and passion that we can continue to build a community where people thrive and services are delivered effectively.

The future holds both opportunities and challenges, with the upcoming Local Government Reorganisation potentially shaping the landscape in which we work. As a Council, we are committed to embracing change with resilience and ensuring that our workforce is equipped to succeed in this evolving environment. The People Strategy provides the roadmap to achieve this, guiding us through the process of development, growth, and support for our staff.

Our priorities – from investing in professional development and wellbeing to promoting a culture of inclusivity and recognition – are essential as we move towards becoming a more agile and responsive organisation. We must continue to create an environment where every individual feels valued,

supported, and empowered to contribute to the success of the Council.

I firmly believe that the strength of our workforce will be the key to driving our ambitions forward, responding to the demands of the future, and maintaining the high standards of service that our residents expect. We must continue to foster a culture of collaboration, open communication, and leadership at all levels of the organisation.

The journey ahead may be uncertain, but with a united and dedicated workforce, I am confident that we can continue to build a prosperous and thriving future for Bolsover District Council.

JANE YATES

Leader

Bolsover District Council



CHIEF EXECUTIVE STATEMENT



As we look towards the future, it is clear that the success of Bolsover District Council hinges on the strength and capability of our workforce. The challenges and opportunities we face are vast and varied, and it is our people who will drive the change and innovation needed to build a brighter future for our district. Our People Strategy is a crucial component in achieving our goals, and its success will be rooted in our commitment to continuous learning, development, and support for all employees.

In the coming years, as we move forward with the Local Government Reorganisation and the potential transition to a Unitary Authority, we recognise that the journey ahead will bring both uncertainty and opportunity. It is essential that we invest in our workforce, ensuring that every employee has the skills, support, and opportunities to thrive. By prioritising development, wellbeing, and a culture of inclusion, we will not only navigate these changes successfully but also build a workforce that is ready to meet the evolving needs of our community.

Our People Strategy sets out clear priorities that will guide us through this period of transformation, helping us to attract and retain top talent, enhance employee wellbeing, and ensure that our workforce is agile, resilient, and motivated. We are committed to building a future that is not just about meeting the demands of today but ensuring long-term success for the Council and the communities we serve.

With your continued dedication and engagement, we will ensure that Bolsover District Council remains a great place to work, a place that celebrates diversity, promotes growth, and, above all, delivers the highest standards of service to our residents.

Let's work together to make the future of Bolsover District Council a success.

KAREN HANSON
Chief Executive
Bolsover District Council

KEY PRIORITIES

The Council's four clear priorities in the lead up to Local Government re-organisation to ensure the Council is able to attract and retain the best talent.

CAREER PROGRESSION, RENEWAL AND RECOGNITION

Promoting and Facilitating Career Progression to retain our quality workforce.

WELLBEING AND GOOD HEALTH

Prioritising wellbeing and promoting good health as a healthy employee is generally a happy employee.

LEARNING AND DEVELOPMENT

Ensuring there is sufficient budgetary provision to support learning and development for employees in the lead up to the move to a new Unitary Authority.

INCLUSION AND EQUITY FOR OUR PEOPLE

Bolsover District Council is committed to being an Inclusive and a welcoming employer to all.

BEHAVIOURS AND VALUES - T.H.R.I.V.E.



The Council has updated its Values and Behaviours as part of its 'Bolsover Together' ethos in consultation with our workforce via its 2024 Employee Survey. It is hoped that these will ensure the ownership of the values and behaviours implemented. The Council's proposed expectation and values are set out below.

We aim to create a workplace where employees feel valued, empowered and motivated to contribute to the success of the Bolsover District. Our core values guide our approach to workforce development and service delivery:

- **T - Trust and Transparency:** Built on honesty and openness - we say what we mean and follow through.
- **H - Humility and Respect:** We are respectful of others' views and value everyone's contribution.
- **R - Resilience and Support:** We stay strong in the face of challenge and remain supportive of one another.
- **I - Inclusive and Adaptive:** We embrace inclusion, and we stay flexible and adaptable to change.
- **V - Values and Voice:** We act with integrity, stay true to our values, and create space for everyone's voice to be heard.
- **E - Empowerment and Growth:** We empower others, nurture development, and continuously learn and grow.



BOLSOVER TOGETHER LEADERSHIP CHARTER



The Senior Leadership Team of Bolsover District Council, commit to leading with integrity, purpose, and respect - for their staff, their communities and the future we are building together. This charter sets out the values Senior Leadership Team live by, the behaviours they model, and the promises they have made to those they serve.

Values

We are guided by **T.H.R.I.V.E.**:

T - Trust and Transparency: Built on honesty and openness - we say what we mean and follow through.

H - Humility and Respect: We are respectful of others' views and value everyone's contribution.

R - Resilience and Support: We stay strong in the face of challenge and remain supportive of one another.

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E - Empowerment and Growth: We empower others, nurture development, and continuously learn and grow.

Behaviours

We will:

- Lead by example and uphold our values in every action.
- Communicate clearly, consistently, and with empathy.
- Make decisions that are evidence-based and people-centred.
- Support and challenge each other to grow and improve.

- Celebrate success and learn from failure.

Commitments

Internally, we commit to:

- Creating a culture of trust, inclusion, and wellbeing.
- Listening actively and acting on feedback.
- Providing clarity, support, and opportunities for development.
- Recognising and valuing your contributions.

Externally, we commit to:

- Being visible, accessible, and responsive.
- Making decisions that reflect local priorities and aspirations.
- Communicating openly and honestly.
- Championing Bolsover as a place of innovation, pride, and possibility.

Signed:

PROGRESS ON DELIVERY

Since December 2022, the HR & Payroll service has:

- Set up an Apprenticeship Framework to streamline the procurement of Learning and Development providers
- Implemented Employee Benefits Platform - Viv Up incorporating an Employee Assistance Programme
- Conducted the Council's first Employee Survey for several years
- Developed many new and updated policies including menopause and neurodiversity policies
- Set up a Menopause Support Group as a result of the Council's Menopause policy
- Launched Various Awareness Sessions to support new and updated policies including on neurodiversity awareness
- Improved 'on boarding' arrangements for the Council
- Developed a council worker register
- Developed a suite of 'on demand' training on the Intranet
- Introduced an online learning and development platform - Skillgate - over 1,000 courses available
- Created and appointed to a new employee engagement post
- Reviewed and implemented a new occupational health service
- Supported a significant number of apprenticeships since 2023 - including new leadership cohorts at level 3 and level 5. The Council is continuously forecast to fully utilise or spend its Apprenticeship Levy account
- Improving seamless paperless payslips
- Developed a new health and wellbeing framework and action plan to support employees
- Reimburse our professional employees for their membership to accredited professional bodies
- Consider extending current provision of paying for professional accreditation where it is an essential requirement for a post.



OPPORTUNITIES AND CHALLENGES

- Attracting and Retaining Talent
- Championing Equality and Diversity
- Encouraging personal and professional development
- Ensuring our workforce are equipped for Local Government Reorganisation and a move to a new Unitary Authority.

Since the Council developed its 'Future' document, the Government has announced its intention to reorganise local government and create Unitary Councils in place of County and District Councils. The Council has contributed to a submission to government along with the other 8 Derbyshire district councils and Derby City to create North Derbyshire and South Derbyshire Unitary Councils. A detailed submission was made to Government in November 2025, a final decision will be made in the summer of 2026.

Bolsover District Council now needs to prepare for whatever outcome is eventually reached. The next 3 years will no doubt prove to be an uncertain time for staff and therefore communication on the latest LGR information needs to

continually flow to ensure staff remain up to date and furthermore they will need to be reassured. This will hopefully assist the Council in retaining our workforce but just as important is the Council's need to be able to attract and recruit good people.

At a time when there will inevitably be a degree of uncertainty amongst the workforce, it will be important to ensure we provide for our employees as many options for personal and professional development as possible. The Council's record on supporting employees to develop and the range of apprenticeships that have been supported is impressive. It will be important from a recruitment and retention perspective to continue to support BDC employees when it comes to promoting learning and development for the workforce. This in turn should ensure our employees are in the best possible position when opportunities become available in the new Council. Consequently, it is advised that learning and development budgets are increased to ensure we are able to keep up with demand.

- Communications – General
- Continuing CEO Roadshows, Blogs, and LGR Updates
- Encourage work involved in getting BDC prepared for LGR to be included Appraisal
- Encouraging team meetings and '1 to 1s'
- Developing new values and behaviours for BDC staff.



REWARD AND RECOGNITION TO ENSURE THE COUNCIL IS ABLE TO ATTRACT AND RETAIN THE BEST TALENT

As a result of single status and the implementation of job evaluation, a decision was taken by the Council to move away from the National Joint Council Pay spine many years ago and instead develop a separate set of spinal column points. This may prove a complicating factor for the Unitary Council as the former Bolsover employees will be on a completely different set of spinal column points to the other employees transferring to the new organisation. The Council could potentially move employees back on to the NJC pay spine to prevent any complications.

Work is underway to benchmark policies and terms and conditions to ensure alignment with other Councils.

Rewards & Benefits – Café @ Go Fuel Staff Discount

- Better promotion of existing benefits.
- Explore possible discount options for employees at the Go Fuel Café @ the Arc.

Rewards & Benefits – Long Service Awards

- Consider review of Long Service Awards and Employee Awards process.



Rewards & Benefits – Attendance Recognition

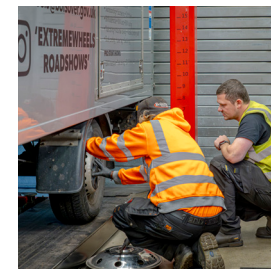
- Consider how good attendance can be recognised.

Pay, Terms & Conditions – Pay

- Consider reviewing pay terms and conditions to ensure better alignment with other Derbyshire Councils.
- Consider reviewing the Council's Job Evaluation Local Conventions and remove outdated content.

Leave Provision

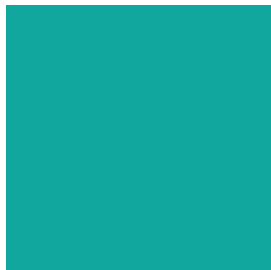
- Benchmark our annual leave provision with other Derbyshire councils.
- Consider introducing a Compassionate Leave policy for BDC.
- Work towards the Silver and Gold standards of the Armed Forces Covenant to support armed forces reservists and volunteers. Pending support and paid leave for our reservists and volunteers



PROMOTING AND FACILITATING CAREER PROGRESSION TO RETAIN OUR QUALITY WORKFORCE

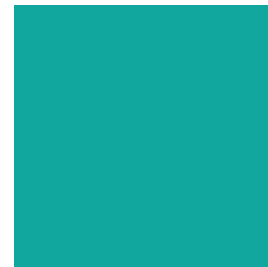


- Providing continuous learning and training opportunities that align with both individual career goals and organisational needs.
- Encouraging leadership development programmes to empower employees at all levels, fostering future leaders within the Council.
- Enhancing digital skills across all departments to improve efficiency, innovation, and adaptability in a rapidly evolving landscape.
- Supporting cross-departmental training initiatives that encourage knowledge sharing and professional development.
- Implementing mentorship programmes to facilitate career growth and knowledge transfer among employees.
- Developing a succession plan that ensures ongoing business continuity leading up to the local government re-organisation.
- Conducting our skills audit to assess current skills and knowledge within the Council to identify any gaps.



PRIORITISING WELLBEING AND PROMOTING GOOD HEALTH AS A HEALTHY EMPLOYEE IS GENERALLY A HAPPY EMPLOYEE

- Implementing initiatives to support mental, physical, and emotional wellbeing in the workplace including following the community health and wellbeing framework and its Action Plan.
- Ensuring a positive work-life balance by offering flexible working options, and family-friendly approach.
- Creating a culture of wellbeing through regular engagement, awareness campaigns, and peer support networks.
- Providing access to employee assistance programs, mental health resources, and stress management initiatives.
- Establishing workplace health and wellbeing policies that align with industry best practice and legislative requirements.



SUPPORTING LEARNING AND DEVELOPMENT FOR EMPLOYEES IN THE LEAD UP TO THE MOVE TO A NEW UNITARY AUTHORITY



Learning & Development – Access to training

- Promote L&D opportunities and apprenticeships across the Council.
- Investing to ensure staff have the skills and knowledge needed for the future Unitary Council.
- Encourage quality conversations are taking place at 1 to 1s and Appraisals.
- Supporting the Council's professionals.
- Leadership and management development opportunities.



THE COUNCIL'S EQUALITY OBJECTIVES

Our equality objectives have been developed to provide a framework that takes account of our equality journey so far and provides a clear direction for the next stage. The equality objectives and proposed key actions have been subject to consultation. Responses to the consultation have been used to shape actions under each of the objectives as set out. The three equality objectives together with their key actions are set out here.

1. *Improving customer and resident insight for service planning and delivery purposes.*

Our aim is to collect more equalities data and undertake more analysis by relevant protected characteristic to deepen our customer insight and improve services as required.

2. *Providing leadership and organisational commitment to actively promote equalities.*

This aim has two key elements. The first takes forward how we work across our services and with partners to provide leadership, promote equalities and take account of equality considerations in our

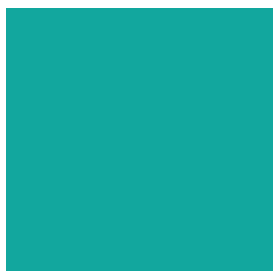
decisions. The second is about celebrating diversity and marking events.

3. *Ensuring a diverse and engaged workforce.*

Our aim is for all employees and councillors to support equality through their actions and behaviour to provide the best services that we can deliver to our communities. We recognise that our workforce is our most valuable asset and we are committed to supporting and promoting equalities in our workforce policies and processes and to engage positively with our employees.



IMPLEMENTATION AND MONITORING



To successfully implement this strategy, we will establish action plans tailored to each priority area, with clear objectives and measurable outcomes. These plans will be reviewed regularly to assess progress, address emerging challenges, and ensure alignment with the Council's broader strategic goals. Employee feedback, engagement surveys, and performance indicators will be used to track effectiveness and guide continuous improvements.

Regular reports will be shared with leadership, employees, and stakeholders to maintain transparency and accountability in our workforce initiatives. By leveraging data-driven insights and best practices, we will adapt our approach to remain responsive to evolving workforce needs.







EQUALITIES STATEMENT

Bolsover 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 242424
- **Email** – enquiries@bolsover.gov.uk
- **BSL Video Call** – a three way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need wifi or mobile data to make the video call, or call into one of our Contact Centres.
- **Call with Relay UK** via textphone or app on 0800 500 888 – a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real time conversation with us by text.
- **Visiting** one of our offices at Clowne, Bolsover, Shirebrook and South Normanton.