GUILDFORD BOROUGH COUNCIL

HUMAN RESOURCES STRATEGY

PURPOSE

The purpose of the **Human Resources Strategy** is to enable the Council's most valuable asset, its employees, to contribute most effectively to meeting its Vision, Mission, Key Strategic Priorities and Core Values and to develop their full potential so as to ensure continuous improvement in the provision of services to the Borough.

It will provide the framework for the Council's employment policies and procedures in a manner consistent with all its legal and ethical responsibilities and with its role and reputation as an excellent employer encouraging a "can-do" culture that finds solutions, takes decisions and learns from best practice elsewhere.

The strategy will be reviewed regularly so as to ensure that it continues to meet this stated purpose and, as necessary, will form the basis for any shorter-term action plans required to meet specific employment objectives, particularly those related to the Council's Key Delivery Targets.

KEY AREAS OF IMPACT

The ten **key areas of impact** of the Strategy are:

Recruitment and Selection
To recruit a workforce of the quality and numbers at the right time so as to meet current and future employment needs in a cost effective manner to enhance public perception of the Council.

Learning and Development
To actively promote a culture of learning and development opportunities so as to support both the operational effectiveness of the Council and the development of individuals' skills, competencies and potential to the full.

Performance and Motivation
To maximise the realisation of employees' skills, knowledge and potential so as to achieve the Council's aims and objectives, whilst maintaining and enhancing motivation through actively supporting involvement and empowerment

Remuneration and Reward
To ensure that all employees are fairly rewarded so as to retain and motivate them, whilst meeting the Council's aims and objectives in a cost effective way.

Conduct and Behaviour
To promote, support and maintain high standards of conduct and behaviour and to deal with departures from these in a fair and consistent manner.

Equality of Opportunity and Diversity
To actively stimulate and advance equality of opportunity and diversity in all aspects of employment and particularly by eliminating any potential for discrimination on the grounds of gender, ethnicity, disability, age, religious belief and sexual orientation.

Health and Employment

To establish and promote high standards in terms both of health and safety in the working environment and also of flexible and balanced working arrangements whilst maintaining consistently high levels of performance.

Employee Relations

To promote and sustain a climate of good employee relations, both formally through the Staff Side and local trade unions and also informally, so as to allow all key aims and objectives to be met, necessary changes accommodated in an agreed way and disputes and grievances resolved in a fair and consistent manner

Communication and Consultation

To actively promote regular and effective communication and consultation with all staff and their representatives so as to keep them fully informed and to respond positively and consistently so as to foster a climate of creativity, innovation and continuous improvement.

Organisational Development

To ensure that the most appropriate management styles, structures and processes are in place to enable the whole organisation to develop in a progressive manner to best meet changing needs and circumstances.

ACHIEVEMENT

The Council undertakes to maintain a full range of policies, procedures and practices so as to provide clear links between these **key areas of impact** and their **achievement** in the most effective and consistent manner. These will be regularly monitored and reviewed as necessary to reflect both development and best practice.

COMMITMENT

The Council fully recognises the key role of the strategy in meeting its overall aims and objectives for the Borough and **commits** to provide the full resources and support necessary for the capacity to implement it.