

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****PEOPLE STRATEGY 2019 TO 2021****Purpose of the Report**

1. The purpose of this report is to seek the approval of Personnel Committee to the attached draft People Strategy and associated actions. The strategy aims to ensure the Council continues to develop its strategic approach to having the right people, with the right skills, at the right time, to deliver the Council's published priorities and objectives outlined in the latest version of the Council Plan and revised departmental strategies.

Information**Background:**

2. The People Strategy provides the platform for the delivery of the Council Plan "Your Nottinghamshire, Your Future" and the associated Departmental strategies. The purpose of the Council's People Strategy is to ensure we have approaches in place to have the right people, with the right skills and values, in place at the right time to enable us to meet the 12 commitments made to the people of Nottinghamshire as set out in the Council Plan.
3. This People Strategy is further informed by the information contained in the Council's Workforce Plan and Workforce Profile report so that there is a strategic approach taken to future resource planning based on a deep understanding of our current workforce and of future needs. It is important that these three documents are viewed together as informing each other on a complimentary basis. The ability to plan is a key requirement of any high performing organisation, demonstrating knowledge and understanding of future resourcing requirements, skills gaps and development needs.
4. The high-level strategy seeks to describe the core components of a modern 21st century employer and builds on the Council's aspiration to be an Employer of Choice. The draft People Strategy was included in the evidence for the recent Peer Review to demonstrate our ongoing consideration of the type of organisation we aim to be and what our people requirements are now and for the future.
5. The People Strategy has been developed in the context of key drivers which will support the Council in delivering its commitments as set out in the Council Plan. The drivers are set out in

section 1 of the Strategy -Strategic Context and reflects the opportunities and challenges created by new technology but also our current and future workforce expectations with the move from the concept of “a job for life” to that of the millennial generation who are looking for career development and interesting work experiences whilst building their career portfolios.

6. The Strategy seeks to describe the core components for organisational success in the diagram on page 5 which are underpinned by a set of simple principles listed alongside it. The people we are looking to recruit or retain are those able to model the behaviours and attributes which are framed by these core principles.
7. We are in the process of developing further activities to build support to employees. This includes generic activities applicable across the entire workforce but also service specific, professional and technical and organisational development which is reflected in our refreshed learning and development offer. (see the diagram on Page 9) This includes qualifications training, the career portal which was highlighted by the Peer Review Team as innovative and an example of best practice, generic and leadership specific development opportunities on a range of platforms.
8. The importance of accurate, real-time data on our workforce are discussed in more detail in the two complimentary reports on today’s agenda, the Workforce Plan and the Workforce Profile reports.
9. The People Strategy will be delivered through a range of action plans listed on Page 11 of the Strategy. Members will recognise a number which come to this Committee for consideration and approval.

Reason/s for Recommendation/s

10. The overarching People Strategy and underpinning information in the Workforce Plan provide a framework for Members and senior officers to make informed decisions in respect of budget setting and future resourcing requirements, ensuring there is enough flexibility to meet evolving needs whilst delivering on the twelve commitments set out in the Council Plan. We have adopted a bottom up approach in drafting the Workforce Plan and People Strategy to understand our current and future needs and to identify what skills and attributes we need our future workforce to possess and develop. The Strategy has been developed in the context of the key drivers which will support the Council to deliver on the published commitments and further work will be undertaken to work with the various leadership teams to meet the varying departmental priorities and requirements.

Statutory and Policy Implications

11. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Governance

12. There are no data protection implications arising from this report as all information is in relation to trends rather than named individuals' data.

Financial Implications

13. There are no direct financial implications arising from the People Strategy. Clearly the ability to identify future resourcing requirements and effective workforce planning are key components of an organisation which places value for money and efficiency at the heart of all that we do.

Human Resources Implications

14. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on our ability to plan effectively our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver on the commitments set out in Your Nottinghamshire, Your Future.
15. The Strategy was discussed at the Central Joint Consultative and Negotiating Panel held on 27th June with the recognised trades unions. They expressed some reservations about the purpose of the report and felt it lacked clarity between our aspirations for our citizens and the workforce, in their view it was more of an organisational development strategy than a workforce/people strategy. It is recognised that this document has adopted a significantly different approach to previous iterations which were significantly longer and written in a more complicated way. Ultimately this is a starting point to provide a framework around future activity, but we will provide further opportunities for trades union colleagues to input into the strategy as they had not had sight of the Workforce Plan or Profile information when we met which provides greater clarity of purpose when looked at in their totality.

Public Sector Equality Duty implications

16. In seeking to maintain our position as an Employer of Choice, the ability to engage our current and future workforce is essential to our ongoing success. The themes identified in the People Strategy apply to every part of the workforce and therefore there is no group of employees disadvantaged because of this report. Individual equality impact assessments will be prepared for the various action plans which will provide the detail of how the People Strategy will be delivered. Activities to address issues in relation to people with specific protected characteristics are reflected in the draft Equalities Action Plan and Gender Pay Gap Action Plan and discussed at Corporate Equalities Group.

RECOMMENDATION/S

It is recommended that Members:

- 1) Consider the draft People Strategy and agree to the engagement of departmental senior leadership teams and the Corporate Equalities Group to identify and undertake future actions associated with its implementation.
- 2) Agree to receive an annual update of the People Strategy as it continues to evolve and develop.

Marjorie Toward

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For any enquiries about this report please contact:

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Constitutional Comments (KK 02/07/2019)

17. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (RWK 03/07/2019)

18. There are no specific financial implications arising directly from the report.

HR Comments (GME 28/06/2019)

19. The human resources implications are implicit in the body of the report and will be the platform for wider employee engagement with the Corporate Leadership Team, departmental leadership teams, directly with the wider workforce and their nominated representatives

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- The Council Plan- Your Nottinghamshire, Your Future and the 4 departmental strategies

Electoral Division(s) and Member(s) Affected

- All