

26 January 2022

Agenda Item: 6

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES

PEOPLE STRATEGY 2022 - 2026

Purpose of the Report

1. The purpose of this report is to seek the approval of Personnel Committee to the attached People Strategy (Appendix 1) and to the development of annual action plans to support delivery of the workforce aspects of the Nottinghamshire Plan.

Information

Background

2. The purpose of the Council's People Strategy is to provide a high-level framework to enable the Council to have the right approaches, plans and activities in place to ensure that it has the right people, with the right skills and values, working collaboratively with partners, communities, and organisations across the County to deliver the ambitious 10-year vision set out in the Nottinghamshire Plan. For the next ten years the focus will be on:
 - Improving health and wellbeing in all our communities
 - Growing our economy and improving living standards
 - Reducing the County's impact on the environment
 - Helping everyone access the best of Nottinghamshire.
3. Our approach over the next four years to delivering these goals will be to:
 - Listen to our communities
 - Support Independence
 - Reduce inequalities
 - Spend wisely
 - Make decisions based on evidence
 - Work together
 - Lead with optimism.
4. This is reflected in the Council's People Strategy and the activities and action plans which will be developed to deliver it.

Development of the People Strategy

5. The priorities in the Nottinghamshire Plan reflect the needs and aspirations of local people and the feedback we received through the Big Notts Survey as we recover from the pandemic and look to the future. This approach of building on what we have learnt during the pandemic and the strengths and resilience we have developed is reflected in the People Strategy.
6. The new People Strategy is set within the context of the ongoing challenges presented by the pandemic, increased digitalisation and the introduction of new and emerging technologies, different ways of working including flexible, remote and hybrid working, increased focus on employee resilience and wellbeing and widespread recruitment and retention issues across a number of previously unaffected sectors.
7. The Strategy has been informed by the information contained in the Council's emerging Workforce Resource Plan and the 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. 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.
8. The People Strategy has been developed in the context of key drivers set out in Section 1 of the Strategy - Strategic Context and reflect 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.

The People Strategy

9. The high-level People Strategy sets out the key themes and priority areas of activity to ensure that the Council has an engaged and motivated workforce, with the knowledge and skills required working in the most effective way across the Council, with local people and communities and with our partners to deliver the Council's priorities as set out in the Nottinghamshire Plan.
10. The People 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 and demonstrates our ongoing consideration of the type of organisation we aim to be and what our people requirements are now and for the future.
11. The Strategy describes the key components for organisational success underpinned by a set of simple principles. 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. This is reflected in a new Nottinghamshire Way programme of activity which will ensure the Council and our people work in respectful, collegiate, empowering and collaborative ways which reflect our core values.
12. This approach and the underpinning principles will also need to be reflected in our leadership and management style and behaviours. The People Strategy includes a new Leadership Development programme to build confidence and consistency across our leadership cohort

and ensure we have the leaders we need now and for the future to empower and support our workforce to deliver the ambitions set out in the Nottinghamshire Plan.

13. We are in the process of developing further activities to build support for employees and develop our employees' wellbeing and continued resilience. This is reflected in the People Strategy and includes generic activities applicable across the entire workforce but also service specific, professional, technical and organisational development which is reflected in our refreshed learning and development offer.

Implementation of the People Strategy

14. A range of strategies, programmes and actions plans previously approved by this Committee, will provide vehicles for successful delivery of various aspects of the People Strategy and include the following:
 - The new Leadership Development Programme
 - The rollout of work on the "The Nottinghamshire Way" to develop the organisational culture and ways of working to deliver the vision set out in the Nottinghamshire Plan
 - The recently approved Employment Opportunities and Skills Development Strategy to ensure we are able to recruit and develop the skills we need
 - The overarching Equalities Action Plan
 - The Workforce Resource Plan
 - Hybrid Working Strategy
 - Employee Engagement Strategy
 - Employee Recognition and Reward Strategy.
15. These will be supplemented by an annual action plan setting out the key priorities and actions for each year to enable progress against the long-term vision and ambitions to be clearly articulated and measured. The development and use of accurate data to build our evidence base for future activity and measure progress will continue to grow in importance as the size and shape of the workforce evolves.

Other Options Considered

16. The People Strategy is a high level document outlining how we will deliver on the core ambitions set out in the Council Plan and utilise existing and newly emerging service and cross-cutting action plans as the most effective delivery model to achieve this. The option not to have a published people/workforce strategy was not considered appropriate for an organisation the size of the Council which aspires to being an "Employer of Choice". The plan focusses on immediate priorities but with a view to our longer term ambitions. It ensures we have detailed plans in place to enable us to have the right people, with the right skills, knowledge and experience in place, to ensure the Council delivers on the commitments made in the Council Plan to the residents of Nottinghamshire.

Reasons for Recommendation

17. The overarching People Strategy and underpinning information in the Workforce Resource 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 commitments set out in the Nottinghamshire Plan. We have adopted a bottom-up approach in drafting the 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, which contribute to this.

Statutory and Policy Implications

18. 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

19. There are no data protection implications arising from this report as all information is in relation to key themes, priorities, and trends rather than named individuals' data.

Financial Implications

20. 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

21. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on our ability to predict and plan effectively for our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver on the commitments and ambitions set out in the Nottinghamshire Plan.

22. The Strategy has been circulated to the recognised trades unions for comment and will be discussed at the first opportunity at the Central Joint Consultative and Negotiating Panel to be held on 27 January 2022. The approach will evolve as the Nottinghamshire Plan develops and matures as ambitions begin to be delivered. The Strategy provides a framework around future activity, but we will provide further opportunities for trades union colleagues to input into the Strategy as part of our joint working approach.

Public Sector Equality Duty Implications

23. 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. Activities to address issues in relation to people from

particular groups are reflected in the Equalities Action Plan and Gender Pay Gap Action Plan and will continue to be discussed at Corporate Equality Group.

RECOMMENDATION

It is recommended that Members:

- 1) Approve the People Strategy 2022 -2026 attached as Appendix 1 and the development of annual action plans to enable its effective implementation and monitoring of progress.

Marjorie Toward
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Chief Executives Department

For any enquiries about this report please contact:

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Constitutional Comments (13/01/2022)

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

Financial Comments (RWK 17/01/2022)

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

HR Comments (JP 13/01/2022)

26. The human resources implications are contained within the report and will be the platform for wider employee engagement with the Corporate Leadership Team, departmental leadership teams and 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 Nottinghamshire Plan 2021 -2031

Electoral Division(s) and Member(s) Affected

- All