

Cabinet Meeting on Wednesday 15 March 2023

Our People Strategy 2023 and Beyond



Councillor Alan White, Leader of the Council said,

“Our People Strategy is key in helping us be an excellent employer with a welcoming culture, in which people are supported and have opportunities to develop their skills and experience with us.

Importantly, it supports our Strategic Plan, as it guides how we lead our people to deliver first class services and make a positive difference to the people of Staffordshire.”

Report Summary:

The Staffordshire County Council People Strategy sets out how we create the right culture within the organisation, provide opportunities and support our colleagues to do their jobs to the best of their ability. Building on the work and achievements of the last four years, we have refreshed the People Strategy for 2023 – 2027. It details how we will invest in the skills and aptitudes our people need, and create a culture of innovation, so that the council can successfully meet its ambitions for the future. The strategy has been developed in consultation with our workforce at all levels, while drawing on data, research and national best practice.

Recommendations

I recommend that Cabinet:

- a. Acknowledges the key achievements from the previous People Strategy.
- b. Notes the evidence-based approach adopted in the development of the strategy.
- c. Endorses the “we will” commitments against the four pillars in the strategy.
- d. Approves the strategy.

Cabinet – Wednesday 15 March 2023

Refreshed People Strategy 2023 – 2027

Recommendations of the Leader of the Council

I recommend that Cabinet:

- a. Acknowledges the key achievements from the previous People Strategy.
- b. Notes the evidence-based approach adopted in the development of the strategy.
- c. Endorses the “we will” commitments against the four pillars in the strategy.
- d. Approves the strategy.

Local Member Interest: N/A

Report of the Deputy Chief Executive and Director of Corporate Services

Reasons for Recommendations:

1. The County Council’s vision is for Staffordshire to be an innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy. Our four-year strategic plan sets out the outcomes we want to achieve for Staffordshire, our priorities, and how we work.
2. Leading our workforce to be ambitious, courageous and empowered, so that they can make a positive difference in the lives of Staffordshire people, is a major part of how we work. Four years ago, we launched our first People Strategy to set out how we would support, inspire and motivate our workforce to help deliver the strategic plan and our ambition for Staffordshire.
3. This refreshed People Strategy 2023 – 2027 (Appendix 1) builds on our work to date. It provides a planned approach to ensuring our workforce is ready to meet the key challenges the council faces over the next four years. The strategy sets out 23 commitments under four pillars to shape a culture that supports delivery of the council’s Strategic Plan, inspires innovation, and allows the organisation to perform at its best for the people of Staffordshire. The four pillars are

- a. Attracting and keeping talented people.
 - b. Promoting a positive work environment.
 - c. Developing skills for now and the future.
 - d. Developing leaders for now and the future.
4. We are ambitious for Staffordshire and for our people. To realise those ambitions, we need to have the right people in the right roles, with the right skills. It is essential we empower our colleagues so that they can do their jobs well, innovate, and support our communities and the people of Staffordshire.
5. The refreshed strategy has been developed by People Services using a detailed evidence-base (Appendix 2), and through reflections and learning over the last four years. It also includes input from the following key sources:
- a. Insight and performance data aligned to our key priorities
 - b. The Chartered Institute of Personnel and Development (CIPD) People Impact Tool
 - c. Our employee Net Promotor Score surveys
 - d. Directorate input and priorities
 - e. The council's Strategic Plan
 - f. Employee and leadership feedback
 - g. Political leadership feedback
 - h. Employee demographics
 - i. Subject matter expertise
 - j. Research and best practice from professional bodies
 - k. Employment trends
 - l. CIPD Professional Map
6. The refreshed people strategy has been developed in consultation with our people, managers, and leaders from across the council. Their feedback has helped us to enhance and build a reflective and ambitious strategy to support the council through the uncertainty and challenges we face over the next four years.
7. We have developed a two-year workplan for People Services to allow effective resource planning, but with the flexibility to reassess and amend plans at regular intervals. Our year 1 priorities are:
- a. Develop and launch "how we lead and work around here" standards to set clear expectations for our workforce, to build the right culture and approach to achieve our ambitions.

- c. Improving recruitment in a competitive market by raising our profile and promoting our employment offer. This is essential to ensure we have the right people to deliver against our strategic plan and make a positive difference for the people of Staffordshire.
 - d. Design and introduce a core leadership and management offer. This will help managers and leaders to innovate, focus on communities and deliver on our ambitions.
 - e. Support leaders to workforce plan and identify opportunities for talent/key skill collaboration within and outside the organisation. Effective collaboration results in different and new approaches which can maximise success.
 - f. Support development of innovation toolkits and an idea submission process. Helping to achieve engagement across the organisation towards an innovation culture.
 - g. Embed personal responsibility in learning and development.
 - h. Give managers the skills and capability to prevent and manage absence and support wellbeing.
8. Each Directorate will also consider how they will support the implementation of our refreshed People Strategy, building on the success of the current strategy.
 9. We will monitor performance using key performance indicators to maintain focus and achieve results. These can be seen in Appendix 2.
 10. The strategy will be reviewed annually to ensure the priorities are implemented and that it remains relevant as the organisation changes.
 11. A communications and engagement campaign will support implementation from April 2023 and help to embed our values and four pillars of activity.
 12. From launch, we will use a range of resources to promote and bring the strategy to life:
 - a. Our values - what they look and feel like
 - b. "How we lead and work around here" so that leaders and our people are clear on our culture and expectations. This work is being completed in consultation with the workforce, will form part of our engagement

activities, and be embedded into our management and leadership development programme.

13. A Community Impact Assessment has been completed. This will be kept under review and is attached as Appendix 3.
14. The council will continue to use the strategy as the foundation for working with partners across the county, to develop joint people resourcing and development initiatives which will enhance current and future partnership arrangements.
15. The strategy was presented to Corporate Overview and Scrutiny Committee on 27 February 2023. The Committee acknowledged the key achievements from the previous strategy and noted the evidence-based approach to the development of the refreshed People Strategy.
16. The Committee discussed the key challenges facing the council over the next four years and how the “we will” commitments and priorities in the year 1-2 implementation plan seek to respond to these. This feedback from the Committee will help further shape the detailed delivery plans that underpin the strategy and will address the council’s key areas of risk in terms of recruitment and retention of key professions.

Legal Implications

17. No legal implications have been identified and Trade Union engagement undertaken has been completed with both Green Book and JCC (Joint Consultative Committee) Teachers Panel.

Resource and Value for Money Implications

18. The People Strategy year 1 plan will be covered within the current People Services budgets. Where additional funding is needed to achieve the outcome then a business case will be considered by Finance to look to see if achievable in the current MTFS or if SLT will need to agree a pressure on the MTFS to achieve the outcome.

Climate Change Implications

19. There are no Climate Change implications associated with the Strategy. When completing projects and new initiatives that form part of activity resulting from the strategy climate change impacts will be considered. For example, our SMART Working arrangements support our climate change ambitions.

List of Background Documents/Appendices:

Appendix 1 Refreshed People Strategy 2023 -2027

Appendix 2 Evidence Base - Methodology and Inputs & KPI

Appendix 3 Community Impact Assessment

Contact Details

Assistant Director: Sarah Getley, Assistant Director People

Report Author: Becky Lee

Job Title: Head of Health, Safety & Wellbeing

Telephone No.: 07891389232

E-Mail Address: becky.lee@staffordshire.gov.uk

