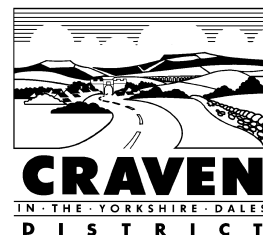


## Policy Committee – 12<sup>th</sup> April 2016

### PEOPLE STRATEGY



Report of the Corporate Head – Business Support

Lead Member – Councillor Lis

Ward(s) affected: All

1. **Purpose of Report** – To seek members' approval to adopt a People Strategy for the period 2016 - 2020
2. **Recommendations** – Members are recommended to:
  - 2.1 Adopt the People Strategy (Appendix A) as the direction to improve the performance of the Council by recruiting, retaining and developing the right people for the future.
3. **Background**
  - 3.1 The Council's most important asset is its people. The Council's first Workforce Strategy was developed in 2008 for a period of four years to 2012. This was followed by a People Strategy for the period 2012 – 2016.
  - 3.2 Both strategies outlined specific actions to develop the skills and abilities of our workforce.
  - 3.3 Key actions from the 2012 – 2016 People Strategy have been achieved. These include:-

## **PEOPLE STRATEGY – 2012 – 2016 KEY ACHIEVEMENTS**

- ❖ Improved Staff Survey results in 2012 and 2014.
- ❖ Retained IIP Status in 2015 (Status retained continuously for nine years).
- ❖ Delivered two Leadership and Management Development Programmes of which one was accredited by the Institute of Leadership and Management at Level 4.
- ❖ Supervisory Development programmes implemented.
- ❖ Reaped the benefits of succession planning resulting in internal promotions and development opportunities.
- ❖ Political Awareness Training delivered.
- ❖ Increased the number appraisals completed.
- ❖ Improved attendance management.
- ❖ Delivered Health and Safety Training to Managers and Staff.
- ❖ Worked with Local Authority partners to share skills, increase resilience and create operational and financial efficiencies.
- ❖ Implementation of Craven Values Award scheme.
- ❖ Implementation of Long Service Awards scheme.
- ❖ Successfully embedded an Apprenticeship Development Scheme in conjunction with Craven College.
- ❖ Enhanced Wellbeing opportunities.

3.4 These achievements have greatly assisted the Council to develop the necessary and adequate resources required, during a difficult and challenging period when the Council has been faced with significant cuts in Government funding.

3.5 The development of our staff is key in ensuring that we continue to deliver high quality and value for money services.

#### **4. People Strategy – 2016 - 2020**

4.1 The Council recognises that the workforce plays a critical role in enabling its vision to be achieved and the People Strategy provides the corporate framework for planning, organising and developing the workforce.

4.2 Our People Strategy supports the delivery of the Council Plan. Whilst the budget ensures that financial resources are aligned to delivering the Council's key priorities, the People Strategy ensures that our human resources have the

## AGENDA ITEM 9

necessary skills, focus and training to deliver the Council's ambitions for the Craven community.

- 4.3 To deliver the Council's ambitions, it is essential to have a robust People Strategy, which will ensure that the Council has the skilled, committed, motivated, high performance workforce needed to deliver the Council's vision.
- 4.4 The strategy proposed for 2016 – 2020 sets out the framework for the Council to meet the challenges and on-going change that faces the public sector in the region. The Strategy sets out clearly our approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce is appropriately trained and supported to deliver excellent services.
- 4.5 Developing our workforce is essential to building our reputation as an employer and service provider. Investing in our employees improves performance and secures a workforce for the future.
- 4.6 The 2016 - 2020 People Strategy has been developed in consultation with services across the Council and takes account of the feedback provided from the Council's 2014 staff survey.
- 4.7 To enable the Council to ensure that it has the right people, with the right skills in the right place at the right time to deliver excellent services, the strategy highlights four key strategic objectives as detailed below:-

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## Supporting Transformational Change and Innovation

We will manage the process of change efficiently and have service models and operational structures in place which reflect both financial pressures and the needs of priority services.

## Sustaining and improving a skilled, flexible and motivated workforce.

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated needs.

## Building Leadership and Management Capacity

All our managers will lead, motivate, energise and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

## Planning for the Workforce of the Future

Our Workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.

4.8 The strategy includes key actions and outcomes for each objective. A summary of the actions and outcomes are outlined and detailed within the Action Plan at the end of the strategy.

4.9 The People Strategy is a working document which details a variety of proposed actions for the future. These actions will be implemented as required to ensure improved performance for the future. The timescales detailed within the plan are indicative and are subject to change dependent upon the direction of the Council and the resources available.

## 5. Implications

5.1 **Financial Implications** – All actions detailed within the strategy will be delivered from Council resources available at the point of implementation of each action.

5.2 **Legal Implications** – The Disability Discrimination Act (amended 2005), the Race Relations (Amendment Act 2000) and the Gender Equality Act 2006 placed both specific and general duties on the Council in relation to both employment and service delivery.

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- 5.3 **Contribution to Corporate Priorities** – The People Strategy will contribute significantly towards all aspects of the Council Plan.
- 5.4 **Risk Management** – Failure to ensure that Council has right staff with the right skills both now and in future may result in Council priorities not being achieved.
6. **Consultations with Others** – Corporate Leadership Team, Senior Leadership Team and all staff.
7. **Access to Information : Background Documents** – None.
8. **Author of the Report** – Samia Hussain, Corporate Head – Business Support – 01756 706207 – [shussain@cravenc.gov.uk](mailto:shussain@cravenc.gov.uk).

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

9. **Appendices**

Appendix A – People Strategy 2016 - 2020