

ETHICAL GOVERNANCE AND PERSONNEL COMMITTEE – 14 MAY 2014
PEOPLE STRATEGY 2014 – 2016
REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)

WARDS AFFECTED: ALL WARDS

1. **PURPOSE OF REPORT**

- 1.1 To present to Members the draft People Strategy setting out the people strategic priorities for 2014 – 2016.

2. **RECOMMENDATION**

- 2.1 That members endorse the People Strategy for approval at Full Council.

3. **BACKGROUND TO THE REPORT**

- 3.1 The Corporate Plan sets out four long term aims – of improving the quality of life for people who live and work in the borough. Our success in delivering these aims is dependant to a large extent on the contribution of our workforce throughout the organisation; they are our most significant and important resource. We need to invest in our people's skills, retain the knowledge acquired over many years and pass on this experience. How we do this will impact on how this council evolves to serve the community in increasingly challenging financial times.

- 3.2 This is the Council's second People Strategy which has been refreshed since the last version previously adopted in 2010. The strategy sets out five strategic themes (below) containing high level people related actions for the next three years –

- 1) Building flexibility within the organisation
- 2) Managing an ageing workforce
- 3) Investing in the future generation
- 4) Developing a modern pay strategy
- 5) Further developing a learning organisation

The strategy identifies key actions/work projects which will be the main focus for the three year period. The detailed plans which will arise from each key action will be developed and implemented throughout the life of the strategy. The timing of the implementation of the projects will be determined on an incremental basis by the HR Manager; those projects that are considered critical/sensitive (i.e. review of terms and conditions) will be reported to the Strategic leadership Board for consideration as and when required.

In contrast to previous approaches, whereby detailed actions plans were developed and presented at the start of the three year period, this approach allows flexibility within the delivery of the strategy over the three year term and the ability to modify actions/projects to respond to changes due to the financial challenges and unpredictable external environment.

4. **FINANCIAL IMPLICATIONS [KP]**

- 4.1 The cost of devising the Strategy has been met from existing Human Resources budgets.
- 4.2 A number of potential considerations discussed in the Strategy (e.g. occupational health contract, sick pay policy review and an operational development program) will

have financial implications for the Council. Each of these will be subject to additional reports during the consultation process.

5. LEGAL IMPLICATIONS [EH]

- 5.1 There are no specific implications arising from the body of the report as it sets out the Council’s high level strategy only. The themes are for exploration over the life of the strategy, with any detailed plans that result being presented for decision at a later date.
- 5.2 The legal implications of each strand of the strategy will need to be fully considered as the projects are undertaken, along with the need to consult where necessary. All decisions will need to be taken by the decision making body, as appropriate.

6. CORPORATE PLAN IMPLICATIONS

- 6.1 The People Strategy directly supports the Corporate Plan priorities for 2013 - 2016

7. CONSULTATION

- 7.1 Full consultation has taken place with the local Unison branch. Unison comments and relevant responses by HR are attached to the report.

8. RISK IMPLICATIONS

- 8.1 It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.
- 8.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
- 8.3 The following significant risks associated with this report / decisions were identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
1) A strategic people action plan is required. Without such strategy/plan this may lead to capacity issues within the council thus affecting overall performance and productivity	Implement the action plan within the People Strategy 2014/16	Louisa Horton

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 9.1 The delivery of the strategy/review of HR policy makes a positive contribution to promoting equality.
- 9.2 Non required at this stage – should HR projects affects changes on policy/structure then the relevant impact assessment will be undertaken.

10. CORPORATE IMPLICATIONS

10.1 By submitting this report, the report author has taken the following into account:

- Human Resources implications

Background papers: None

Contact Officer: Julie Stay - HR and Transformation Manager, Ext 5688

Executive Member: Cllr B Witherford