

WEST NORTHAMPTONSHIRE COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

25th May 2022

Report Title	Update on People Strategy (2021 – 2025) and Delivery Plan
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Contributors/Checkers/Approvers		
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List of Appendices

Appendix A - People Strategy

Appendix B – People Strategy Portfolio Plan

1. Purpose of Report

1.1 To provide an overview of the new People Strategy, the underlying project activity and to provide an update on progress with delivering the key commitments. To also seek challenge and feedback from the committee into additional actions that could be taken in both the short and longer term.

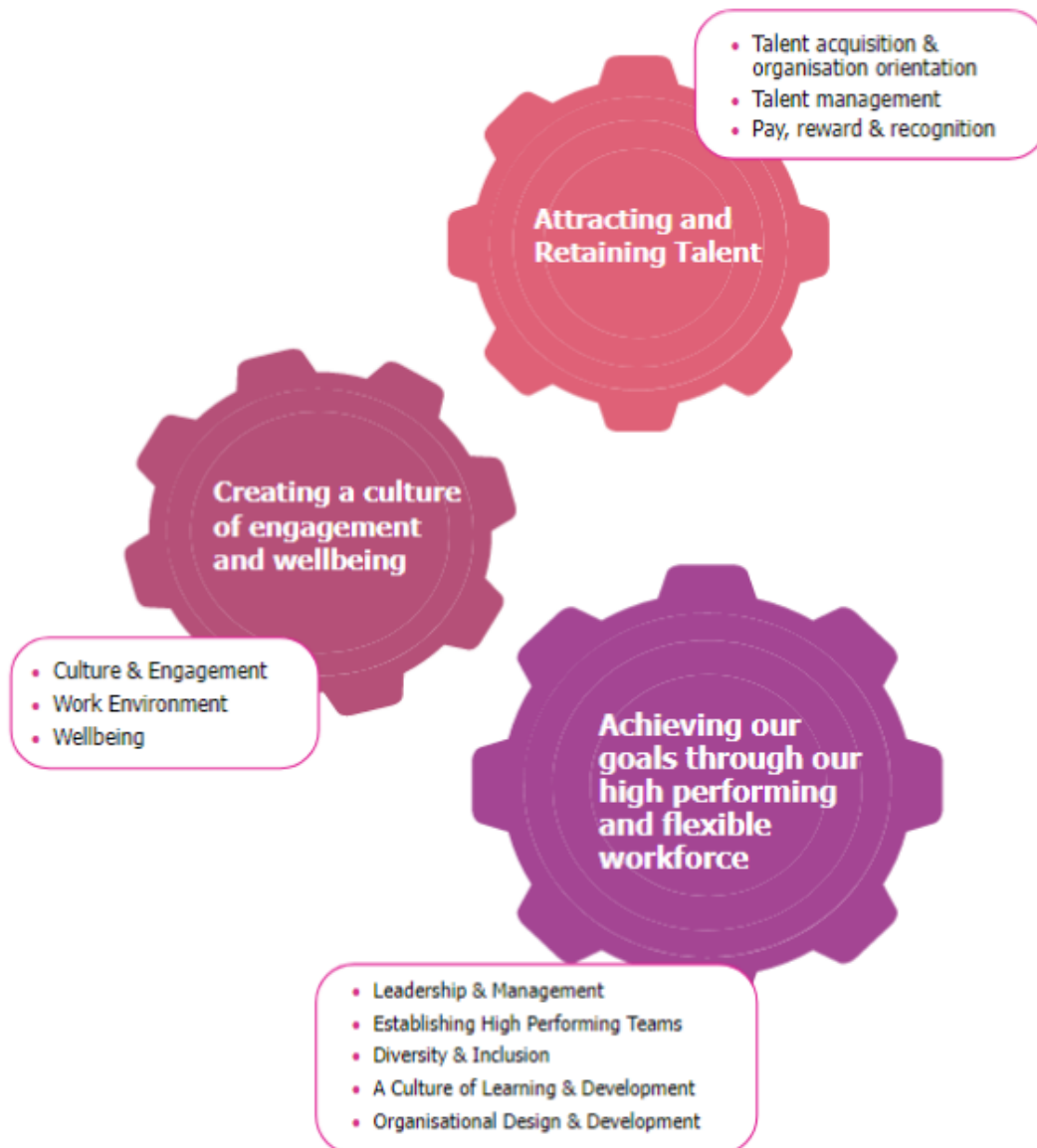
2. Executive Summary

2.1 The People Strategy has been developed and agreed at Cabinet in February 2022. The strategy directly supports the Council’s Corporate Strategy to help everyone to reach their fullest potential, empowering them to help make West Northamptonshire a great place to live, work, visit and thrive.

2.2 The delivery of the vision and priorities of the Corporate Strategy can only be achieved if we are able to retain and recruit the right people, with the right skills and the right attitude, those who will innovate and collaborate to deliver transformation of our services and maximise our organisational potential. The People Strategy sets out what we will do to make sure that we have the skills to deliver the outcomes for West Northants set out in the Councils corporate plan.

How will we achieve our vision?

The people strategy is a critical building block of West Northamptonshire Council's Corporate plan. It contains three key strategic themes, each comprised of several different underpinning workstreams, projects and deliverables:



3. Recommendations

3.1 It is recommended that:

- Scrutiny Committee note the progress made to date, the underlying delivery plan and provide any insights and suggestions for future improvements and actions.

3.2 Reason for Recommendations

3.2.1 To challenge the work done to date and to support the Council's improvement journey.

4 Report Background

4.1 The People Strategy has been developed following extensive engagement with staff, including focus groups, drop-in sessions, pulse surveys and full employee survey and a range of working groups.

4.2 Attracting and retaining talent

Key actions in the strategy include:

- Improving the processes that support recruitment and designing different strategies for hard to fill roles.
- Promoting WNC as a local employer and developing the brand.
- Improving the on-boarding and induction processes and introducing 'our west way'.
- Reviewing and improving Equality and Diversity considerations in the workplace.
- Development of new Pay and Grading model for WNC.
- Development of the Employee offer including non-financial reward and recognition.
- Talent management and succession planning with an inclusive approach incorporating business critical roles in addition to leadership and management.
- Developing an approach to work experience, school outreach, traineeships and internships for the council.

4.3 Creating a culture of engagement and wellbeing

Key actions in the strategy include:

- Delivering actions arising from the Employee Survey and supporting the development of strong teams and directorates.
- Undertaking range of engagement and participation events, including the Big Conversation for Employees.
- Developing Future Ways of Working Programme and policies and processes to support agile working.
- Design and embedding of behaviours framework.

- Development of Wellbeing Strategy and delivery of employee wellbeing focused initiatives.
- Improving engagement and participation of frontline and those with limited technology.

4.4 Achieving our Goals through our high performing and flexible workforce

Key actions in the strategy include:

- Improving leadership and management skills and competencies across all management tiers.
- Supporting training and development needs of all staff enabled through new performance management framework.
- Developing clear strategy aligned to the LGA Equalities Framework to delivery equality, diversity and inclusion in the workplace. work around diversity and inclusion.
- Focus on
- Development of an apprenticeship strategy.
- Setting organisational design principles for WNC.
- Development of learning culture at WNC with focus on self-directed learning assisted by action sets.

5 Issues and Choices

- 5.1 The Strategy has now been set and the three pillars unpinned with an extensive work programme. There are still opportunities for additional actions and focus over the next three years.

6 Implications (including financial implications)

a. Resources and Financial

The financial implications relating to HR pressures have already been flagged as part of revenue reporting and proposals are being developed for the medium-term financial plan.

b. Legal

A robust People Strategy supports the Council in delivery its wider legal obligations to staff

c. Risk

The Council's strategic risks include the one risk related to HR (Workforce Skills and Capacity) are addressed within this report

d. Consultation

There has been extensive consultation with employees and engagement sessions to involve WNC employees, including the use of the staff networks and using current directorate working groups and forums.

e. Consideration by Overview and Scrutiny

N/A as the report already provides for this.

f. Climate Impact

This has been a key consideration for how we work (our Future Ways of Working project) and the impact of being able to work in more agile ways, reducing car mileage and maximising technology.

g. Community Impact

The work on THRIVE values, setting the culture, developing a strong workforce all contribute to delivering better outcomes for local people. Many of our employees live in West Northants and the council is trying to maximise their insights too.

7. Background Papers

None