

COMMITTEE: COUNCIL REF NO: C/18/06
DATE: 19 SEPTEMBER 2018
SUBJECT: PEOPLE STRATEGY
PORTFOLIO HOLDER: COUNCILLOR MARTIN COOK
HEAD OF SERVICE: SHIRLEY JARLETT

Short description of report content and the decision requested:

This report presents Council with a People Strategy to adopt.

List of Appendices included in this report:

Appendix 1 – Union consultation feedback and Council response

Appendix 2 – People Strategy

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This report was prepared after consultation with:

Resources Working Group

Trades Unions

CMT

Legal Services

The following policies form a context to this report:

(all relevant policies must also be referred to in the body of the report)

Building a Better Ipswich 2017

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(papers relied on to write the report but which are not published and do not contain exempt information)

1. **Equality Act 2010**

OTHER HELPFUL PAPERS

(papers which the report author considers might be helpful – this might include published material)

None

1. Introduction

- 1.1 The People Strategy aims to support the corporate values of Ipswich Borough Council and has been developed to underpin the outcomes of the Corporate Plan through outlining the organisation's approach to key activities and actions for employees to support the successful delivery of the Council's Corporate Plan.
- 1.2 The People Strategy is aimed at ensuring the council remains customer focused and provides continuous improvement in every aspect of service delivery. To achieve this the Council must have a fully skilled, engaged and motivated workforce to enable continued success in delivery of service.
- 1.3 The People Strategy has six goals which are divided into six key themes: workforce planning, employee engagement, employee health and well-being, learning and development, recruitment and retention and pay and reward.
- 1.4 To support the People Strategy an action plan will set out the specific projects to be undertaken to ensure each goal is achieved.

2. Background

- 2.1 The People Strategy is designed to support the Corporate Plan and enable its delivery. It's crucial that the Council has a skilled and committed workforce in order to deliver on its priorities.
- 2.2 The People Strategy includes the key areas that the Council needs to develop in order to be able to deliver. Learning and development activities and opportunities will be designed to ensure that the needs of the organisation and its employees are met.
- 2.3 Review and development of the underpinning HR management information system will be key to improving service delivery, the efficiency of administrative processes and reporting capability. This will be delivered using the new Human Resource Information System (HRIS).
- 2.4 This report has been to Executive Committee on 4 September 2018 and Executive recommended adoption of the People Strategy.

3. Relevant Policies

- 3.1 Building a Better Ipswich 2017 priority 7: An Efficient and Effective Council.

- To be a good employer and work to increase local people's pride in Ipswich and promote equality of opportunity.
- Develop our employees to ensure that they are customer-focused, proactive and have a can do approach
- Develop and implement a People Strategy and workforce development plan so we develop, retain and attract talented people

4. Options Considered / Under Consideration

- 4.1 Option One – Do Nothing.
By not developing and adopting a People Strategy, the impact on service delivery and not having a fully skilled, engaged and motivated workforce could leave the Council at risk.
- 4.2 Option Two – Approve People Strategy
Adoption and implementation of the People Strategy will enable employees to support the successful delivery of the Council's Corporate Plan.

5. Consultations

- 5.1 Consultation was undertaken with internal stakeholders including Corporate Management Team and Resources Working Group.
- 5.2 The comments and feedback provided by the Unions with regards to the People Strategy are included in the appendices of this report.

6. Risk Management

Risk Description	Consequence of risk	Risk Controls	Probability of risk occurring taking account of controls (scale 1-6) 1 – almost impossible 6 – very high	Impact of risk, if it occurred taking account of actions (scale 1 – negligible; 4 – catastrophic)	Actions to mitigate risk
1. Failure to implement actions within People Strategy	Failure to support outcomes of Corporate Plan	Monitoring of action plan by appropriate internal mechanism	3	3	Implementation of people strategy

7. Environmental Impact Assessment

- 7.1 Not Applicable

8. Equalities and Diversity Implications

- 8.1 Under the general equality duty as set out in the Equality Act 2010, public authorities are required to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation as well as advancing equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not.
- 8.2 The protected grounds covered by the equality duty are: age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation. The equality duty also covers marriage and civil partnership, but only in respect of eliminating unlawful discrimination.
- 8.3 The law requires that this duty to have due regard be demonstrated in decision making processes. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the key ways in which public authorities can demonstrate that they have had due regard to the aims of the equality duty.
- 8.4 Equality and Diversity implications and issues have been considered with regards to groups with protected characteristics. An equality impact screening assessment has been carried out and no adverse impact was identified.

9. Financial Considerations

- 9.1 The People Strategy can be delivered within current budgets. The action plan which will be developed to ensure delivery of the Strategy once adopted will include costings for each programme of work.

10. Legal Considerations

- 10.1 The People Strategy will adhere to existing policies within the Council to meet the Councils legislative obligations and to maintain good employment relations.
- 10.2 It is good employment practice to have clear policies so that managers and employees alike know what is expected of them.

11. Performance Monitoring

- 11.1 The delivery of the People Strategy will be closely monitored by the Corporate Management Team.

12. Conclusions

- 12.1 The People Strategy supports the Council's Corporate Plan and is designed to ensure that the Council has a well-developed, motivated and managed workforce.

13. Recommendations

- 13.1 Council is recommended to:

Adopt the People Strategy

Reason: To support the implementation of the Corporate Plan

Appendix 1

Feedback following Union Consultation & Council Response

<u>People Strategy</u>	<u>Unison Feedback</u>	<u>Council Response</u>
<u>People Strategy</u>	<p>There is no reference to the important part that Trade Unions play in the organisation and would we would like to see reference to the benefits of Trade Union membership and recognition of our contribution to the training programme</p> <p>There is no reference to equality and diversity. While I am sure it goes without saying I think a commitment to equality and celebrating diversity should be included</p> <p>We believe better use of exit interviews could be made often to inform change. Often they have become something only taken up by those with something negative to say. It may be a short questionnaire sent to all leavers would get a higher take up than a meeting.</p>	<p>The role of the importance of the Trade Unions has been included in the People Strategy within the Employee Engagement goal section. An additional goal has been included within the Employee Engagement section which encourages employees to join a recognised Trade Union</p> <p>The benefits of trade union membership will be included in the action plan for pay and reward. The recognition of the contribution the Unions contribute to the training programme will be included in the Learning and Development Framework which will support the People Strategy.</p> <p>Equality and diversity has been included in the introduction of the People Strategy.</p> <p>This will be reviewed and be included in the recruitment and retention action plan to support the People Strategy.</p>