



COUNCIL: 14 October 2020

Report of: Corporate Director of Transformation & Resources

Relevant Portfolio Holder: Councillor Y. Gagen

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SUBJECT: OUR PEOPLE STRATEGY 2020- 2023

Wards affected: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 To approve the new Organisational Development Strategy for the Council called the People Strategy for the period 2020 to 2023.

2.0 RECOMMENDATIONS

2.1 That Council approve the proposed People Strategy 2020- 2023 and Strategy on a Page as attached at Appendix 1 and 2.

2.2 That authority be delegated to the Corporate Director for Transformation and Resources, to conduct an annual review and to update the People Strategy 2020 – 2023, as required, taking into account the view of the Corporate Consultative Group.

3.0 BACKGROUND

3.1 The purpose of an Organisational Development Strategy such as the People Strategy, is to provide a framework for applying people management practices to achieve successful outcomes for services. It deals with the practicalities of what needs to be in place to bring about cultural change within the organisation, and manages those changes providing anticipated outcomes. The outcomes are focused on the delivery of the Council's priorities.

3.2 To ensure that the Council's People Strategy 2020-2023 is suitable and appropriate for the Council's needs, that the strategy has been developed, taking into account the Council's corporate vision, priorities and values.

3.3 It should be noted that structurally, the Council's workforce has undergone significant change following the recent sustainable organisational review. The senior leadership team was radically reorganised, and over half of all posts in the organisation were changed during the period 2019 to 2020 (approximately 300 out of 550). The remaining 250 employees will also be experiencing change either via restructured teams, reporting lines and/or ways of working.

3.4 In recent years staff surveys have identified areas for improvement, through focussing on these areas the Council has seen improved engagement through our survey results in certain areas. The feedback received has been used to ensure that we have built, into the People Strategy, tools to make greater improvements and enhance staff engagement further. Evidence suggests that increased level of staff engagement will deliver increased productivity and a better service to the citizens of the borough. It is anticipated that future surveys will illustrate more increased engagement through the effects of the People Strategy being put into practice.

4.0 CURRENT POSITION

4.1 The People Strategy 2020-2023 has been developed through using a series of staff and manager focus groups and other stakeholder meetings to identify the key areas for cultural change within the organisation.

4.2 These findings have been used to create a People Strategy which will cover the period 2020 to 2023.

4.3 The People Strategy sets out how the Council plans to recruit, retain, train and develop staff to ensure that the Authority has a workforce that has the capacity and necessary skills, knowledge and abilities to deliver quality services to the residents of West Lancashire.

4.4 The strategy attached at Appendix 1 is structured into 4 broad themes:

- Embed a one council mind-set through cultural transformation;
- Become a coaching and learning organisation;
- Trust and empower our staff and celebrate excellence;
- Be the employer of choice.

4.5 The strategy relates primarily to the Council's workforce, however, it is recognised that the achievement of high performance requires close and collaborative working between Members, officers and the community, and has leadership development as a key feature in the strategy.

4.6 The Council continues to operate within a period of unprecedented change and public sector spending restraints.

4.7 The Council views itself as a 'good employer' with a strong commitment to equality and human rights across all its activities. The strategy sets out the ambition to develop and maintain a reputation as an employer of choice.

- 4.8 The People Strategy 2020-2023 highlights the key organisational development strategic priorities that it will focus on during the period October 2020 to October 2023 and provides a transparent mechanism to review progress year on year against a detailed action plan. There is also provision within the Strategy to update and amend to reflect the evolution of the Council.
- 4.9 The Council will ensure, through the People Strategy 2020-2023 that it continues to be the best that it can be to deliver quality services to the people and businesses of West Lancashire.
- 4.10 A strategy on a page has also been produced that will be used to publicise the strategy and used in recruitment material to promote what we have committed to achieve for our workforce.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1 There are no significant sustainability impacts associated with this report and, in particular, no significant impact on crime and disorder.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 6.1 Any financial implications arising from this report can be met from within existing budgets.

7.0 RISK ASSESSMENT

- 7.1 The main risk associated with the implementation of the recommendation is that the proposed changes detailed within the People Strategy are not successful at achieving their targeted outcomes. If this was the case this could significantly affect the delivery of services.
- 7.2 However, a project plan has been developed that will enable the Council to mitigate these risks. Strong strategic direction and robust systems have been put into place to ensure the action plan is delivered on time and achieves the anticipated outcomes set out in the People Strategy.

8.0 HEALTH AND WELLBEING IMPLICATIONS

- 8.1 The proposal will enable staff to feel more supported at work with increased levels of management supervision and development opportunities. Therefore the People Strategy is promoting good health and wellbeing and enabling staff to work to the best of their ability by providing adequate delivery of services.

Background Documents

There are no background documents (as defined in Section 100D (5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

There is a direct impact on members of the public, employees, elected members and / or stakeholders, therefore an Equality Impact Assessment is required. A formal equality impact assessment is attached as an Appendix to this report, the results of which have been taken into account in the Recommendations contained within this report

Appendices

1. People Strategy 2020-2023
2. Strategy on a Page
3. Equality Impact Assessment