



EMPLOYMENT COMMITTEE – MAY 2024

PEOPLE STRATEGY 2024 - 2028

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to present The Employment Committee with the draft People Strategy (2024-28) for consideration and ratification. The draft strategy is appended to this report.

Policy Framework and Previous Decisions

2. The previous People Strategy 2020-2024 was presented to the Employment Committee on 3 December 2020 and 4 February 2021. The purpose of the Strategy is to set out a work plan to support overall learning and development opportunities, performance and productivity, wellbeing and mental health at work. The Strategy will aim to ensure that that Leicestershire County Council is able to attract and retain a committed workforce which understands and has a culture that works to its values and leadership behaviours to support Leicestershire communities.

Background

Development of the People Strategy 2024-2028

3. The new People Strategy for 2024-2028 is a high-level plan that looks across the whole of the workforce and has been developed following an evaluation exercise of the previous People Strategy as well as an assessment of known and anticipated workforce priorities and trends over the next four years.
4. The draft strategy has been split into four themes:
 - a. Leadership, management and workforce development,
 - b. Performance Management,
 - c. Recruitment, Retention and workforce planning,
 - d. Organisational Culture.
5. At a high-level, a number of projects and activities need to be delivered over the next four years based on:

- a. Working in smarter, more innovative ways,
 - b. Improving service delivery as part of continuous improvement,
 - c. Developing our culture using our values and behaviours,
 - d. Ensuring that we have inspiring leaders and great managers,
 - e. Attracting and developing talent,
 - f. Focus on efficiencies and reducing cost,
 - g. Improving colleagues' health and wellbeing at work.
6. The draft strategy takes into account a number of workforce aspirations:
- a. A place where people want to work,
 - b. A diverse workforce where everyone can be themselves,
 - c. A confident, capable and engaged workforce,
 - d. Support for people with their mental and physical wellbeing,
 - e. Nurture growth, talent and development,
 - f. Enable people to change and work smarter.
7. In terms of ensuring that the draft Strategy is set in the right context, the following have been taken into consideration: the workforce profile, staff survey 2023 results, the Council's strategic outcomes, the Council's values, leadership behaviours, smarter ways of working principles and the draft Equality, Diversity and Inclusion (EDI) Strategy 2024 – 2028.

Delivery of the People Strategy 2024 - 2028

- 8. It is intended that the Strategy will be a live document on the intranet and internet. Alongside this, a short video will be available to guide people through what it sets out.
- 9. For each of the four themes outlined above, a project plan is in place to deliver against the key outcomes set out in the Appendix. Outcomes will be kept under review, and an annual delivery plan will be produced.
- 10. It is important that the Strategy and associated plans are used as a basis to communicate with the workforce on the measures that are in place to support staff in all aspects of their employment with the Council. Implementation and socialisation of the strategy will also help contribute to ensure that everyone feels they are informed.

Resource Implications

- 11. The projects which sit behind the strategy are planned and scoped based on using existing resource within People Services.

Timetable for Decisions

- 12. It is intended that an annual review of the People Strategy 2024-2028 will take place in quarter 1 of 2025 and that the Employment Committee will be consulted as part of this review.

Recommendations

13. It is recommended that Employment committee approves the draft People Strategy 2024 – 2028.

Background Papers

14. None.

Circulation under the Local Issues Alert Procedure

15. None.

Equality Implications/Other Impact Assessments

16. An Equality Impact Assessment has been undertaken on the Strategy and considerations are included within People Strategy 2024-2028. Subsequent Impact assessments will also be undertaken where the need arises to comply with the legislation in this area.

Human Right Implications

17. A Human Rights Impact Assessment has been undertaken on the Strategy and considerations are included within People Strategy 2024-2028. Subsequent Impact assessments will also be undertaken where the need arises to comply with the legislation in this area.

Other Implications and Impact Assessments

18. Workplace Health and Wellbeing considerations have been included within considerations are included within People Strategy 2024-2028.

Appendix

People Strategy 2024-2028

Officer to Contact

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