



**Cabinet Meeting on Wednesday 20 March 2019**

**Staffordshire County Council People Strategy**

**Cllr Philip White, Cabinet Member for Learning and Employability said,**

“As a council, we are changing. We have big ambitions for Staffordshire and a difficult budget to deliver, so we need to work in new, creative ways to help residents lead happy, healthy and prosperous lives. To do this, we need talented people with the right skills for the future, and leaders who can inspire and motivate their teams.

“We want the county council to be a great place to work because a happy, productive workforce will have a positive impact on the lives of the people we serve in Staffordshire. Employees throughout the organisation have been involved in creating this ambitious new strategy, which sets out what we intend to do to support and develop our workforce over the months and years ahead. The same employees and leaders across the county council will now be charged with putting it into practice.”

### **Report Summary:**

Staffordshire County Council has developed a People Strategy which sets out the council’s strategic approach to investing in the skills and aptitudes our people need in order for the council to successfully meet its ambitions for the future. The strategy was developed in consultation with the workforce, council managers, the Senior Leadership team, Wider Leadership Team and a representative of volunteer groups. It draws upon data and research collected both locally and externally and has been subject to external challenge from the Local Government Association.

### **Recommendations**

I recommend that:

- a. Cabinet note the evidenced based approach adopted in the development of the strategy.
- b. Cabinet approve the strategy.
- c. Cabinet endorse the Year 1 priorities and support the implementation of the Plan.

<b>Local Members Interest</b>
N/A

## **Cabinet – Wednesday 20 March 2019**

### **Staffordshire County Council People Strategy**

#### **Recommendations of the Cabinet Member for Learning and Employability**

I recommend that:

- a. Cabinet note the evidenced based approach adopted in the development of the strategy.
- b. Cabinet approve the strategy.
- c. Cabinet endorse the Year 1 priorities and support the implementation of the Plan.

#### **Report of the Director of Corporate Services**

##### **Reasons for Recommendations**

1. The People Strategy which is attached at Appendix 1 provides a planned approach to developing the required skills needed by our staff both now and into the future, keeping our talented people, attracting the best talent where we don't already have those skills in house, creating great leaders and an organisational culture that supports excellent performance. Without such a strategy and associated plan, there is a risk that the council will fail to develop the workforce adequately and have skills gaps which will impact on the safety and welfare of Staffordshire residents.
2. The implementation of the strategy will play a major part as one of the council's four enablers in the delivery of the Strategic Plan and its development and implementation was a key recommendation made by the Peer Review Team in September 2018.
3. The strategy has been developed in consultation with over 200 managers and staff across the council and that, together with the analysis of human resources information e.g. staff surveys and metrics it was possible to create a clear picture of both the current position and future ambition. In addition, the council tested its thinking on what the strategy priorities should be with the Local Government Association, who themselves are developing a National Workforce Strategy. Their view was that we had captured the key people management challenges that were being experienced across the sector.
4. The strategy identifies four key areas of focus; keeping and attracting talent; developing an excellent working environment; developing skills and ensuring that leaders and managers are equipped to lead the organisation over the next few years, as it evolves and reduces in size. For each of these areas of focus there are a number of key actions proposed for the period 2019 –2022.

5. The strategy includes a timeline which sets out the priorities for Year 1 and an early indication of the priorities for Year 2 which gives a clear focus for implementation, including measures of success. The strategy will be reviewed each year to ensure priorities are implemented and that it remains relevant as the organisation changes.
6. The Community Impact Assessment, attached at Appendix B, identifies that the council's workforce is both aging and lacks diversity. The strategy includes actions which seek to address these challenges through interventions to increase representation from groups with protected characteristics, including people with disabilities and from Black and Minority Ethnic backgrounds and to use tools such as the Apprenticeship Levy, possibly with partners, to encourage younger people to choose a career in the local government/public sector.
7. Finally, the council proposes to use the strategy as the foundation for working with key partners across the county, to develop joint people resourcing and development initiatives which will enhance current and future partnership arrangements.

**List of Appendices:**

Appendix A: Staffordshire County Council People Strategy

Appendix B: Community Impact Assessment

**Report Commissioner:** Sarah Getley  
**Job Title:** Head of Organisational Development and Interim Head of Human Resources  
**Telephone No.:** 07976 191351  
**E-Mail Address:** [sarah.getley@staffordshire.gov.uk](mailto:sarah.getley@staffordshire.gov.uk)