

# CABINET



Report subject	<b>BCP Council 2019- 2023 People Strategy</b>
Meeting date	11 September 2019
Status	Public Report
Executive summary	To present the draft BCP Council 2019 – 2023 People Strategy for Cabinet consideration, including a set of proposed behaviours that will form the basis of a corporate Behaviours Framework. Furthermore, to secure approval for an action plan that will underpin the delivery of the People Strategy priority work streams.
Recommendations	<b>It is RECOMMENDED that Cabinet:</b>  <b>(a) Approves the draft BCP Council 2019 - 2023 People Strategy and action plan</b>  <b>(b) Endorses the proposed behaviours</b>
Reason for recommendations	<p>A People Strategy, aligned to the Council Plan, will drive BCP Council in prioritising activities and initiatives that will support the development of our workforce and the delivery of the council's desired organisational outcomes.</p> <p>The People Strategy will accelerate cultural transformation and increase employee engagement, thereby developing a clear BCP Council workforce identity, supporting the effective delivery of change and transformation in the organisation.</p> <p>The priority behaviours establish the behaviours that are considered to be important by our workforce in creating the right culture for our future success, and which all staff can be held accountable to.</p>

Portfolio Holder(s):	Councillor Vikki Slade (Leader of the Council)
Corporate Director	Julian Osgathorpe (Corporate Director Resources)
Contributors	Matti Raudsepp, Director Organisational Development Lucy Eldred, Head of HR
Wards	Council wide
Classification	Decision

## Background

1. The BCP 2019-2023 People Strategy (Appendix 1) provides a long term view of the workforce initiatives and workstreams that will support the delivery of the Council Plan and is aligned to ensure the desired outcomes are achieved. Our staff are our most valuable asset and BCP Council has inherited a number of previously separate workforces which means that there is no single culture or common understanding of what we expect from our workforce, and how we will support and reward them. In response our People Strategy identifies the most important areas where improvement and development are needed so that we can establish an engaged and high performing workforce which can meet and adapt to the challenges and opportunities that the organisation faces in the future.
2. The strategy is grouped under four priority themes within which there are twelve major workstreams. The People Strategy will cover the period 2019 – 2023 and it is supported by an action plan which details how the various outcomes are anticipated to emerge over the strategy lifespan.
3. The strategy is designed around the following principles;
  - a. the employee experience is at the heart of everything we do
  - b. we embed our values and behaviours to enable our strategy
  - c. we work as a team, where everyone has clarity, feels enabled and recognised to do the right thing
  - d. we work in a modern working environment that is inclusive, safe, ethical and supports our development and personal growth.
4. Establishing a set of positive behaviours amongst our workforce will be vital to our success and will aid cultural transformation. Our behaviours will be instrumental in a number of our people practices, including recruitment and performance management, to ensure we have the very best people within our organisation who can help us deliver the council's ambitious agenda. Behaviours have been developed from staff focus groups following the confirmation of our Corporate values. BCP Council's priority behaviours are;
  - a. Listen
  - b. Trust
  - c. Act
  - d. Collaborate

e. Aspire

5. The identified behaviours will be developed into a behaviours framework that will describe how they will be used, and will provide our employees with clarity over how they will be measured. A focus on performance measured not only against technical excellence but also against the value of appropriate behaviours will be embedded in the organisation as part of the delivery of the People Strategy.
6. The People Strategy is ambitious, and its outcomes will in some cases be subject to additional resources and capacity being made available. Additionally, the starting position of various councils services will need to be taken into consideration as change is initiated to ensure delivery timescales are realistic. Whilst aspirational and challenging it is considered that progress can be made in line with timescales identified in the action plan.

### **Summary of financial implications**

7. The delivery of the priorities shown in the People Strategy are in some cases dependent on the availability of budget and other resources. However it is anticipated that most of the projects and initiatives will be delivered internally with existing resources and capabilities. Should a requirement arise that results in investment in excess of allocated budgets an appropriate bid for resources will be made.

### **Summary of legal implications**

8. The implementation of the People Strategy will reduce and mitigate legal risk as strategy outcomes will assist in resolving inequalities, including those relating to the terms and conditions of our employees.

### **Summary of human resources implications**

9. The People Strategy will inform the council's future employment model, terms and conditions, and workforce capabilities. Key to the strategy is the development of an engaged and highly performing workforce. These changes are anticipated to be positive with regard to the ability of the council to deliver its priorities within the context of the challenging circumstances it faces. They will also create many positive implications for staff in many different areas. However it is possible that arising from some of the proposed actions there will a perception amongst some employees that the outcome for them is less favourable. Efforts will be made to ensure effective information, communication and support in order to mitigate against this risk.
10. The strategy will result in development needs for employees as new ways of working and development programs are rolled out, and these will be delivered by our Learning and Development Team.

### **Summary of environmental impact**

11. There is the potential for the People Strategy to generate a positive impact on the environment as we increase flexible working practices which will lead to a reduction in home to work, and work based travel, with carbon emissions and road congestion benefits to the conurbation. Furthermore, an increased commitment to digital service delivery and a paperless working environment will reduce the council's exposure to wasteful paper processes.

### **Summary of public health implications**

12. The council is a significant employer within the conurbation and as such has the potential to contribute at scale to public health objectives through its policies and working practices. Commitments to employee wellbeing emerging from the People Strategy will therefore have a positive impact upon the health and wellbeing of our workforce. At the same time the strategy provides the council with an opportunity to set a positive example to the wider business community in relation to achieving workforce health and wellbeing objectives.

### **Summary of equality implications**

13. The equality implications arising from the People Strategy are positive. The Pay and Reward project will ensure equity across roles which may not currently exist. Our flexible working aims provides opportunities for our staff who have caring responsibilities to better balance their work/life commitments. We are committed to developing our social mobility offer in order to better enable vulnerable and disadvantaged people into work.

### **Summary of risk assessment**

14. The risk in relation to the implementation of the People Strategy is generally low, although the availability of funding may impact on the deliverability of some objectives.
15. The delivery of the strategy should reduce risk across the organisation associated with equality, turnover, morale and increased productivity.

### **Background papers**

None

### **Appendices**

Appendix 1 - BCP Council 2019 -2023 People Strategy  
Appendix 2 - People Strategy Action Plan