

Cabinet



Date of meeting:	10 March 2020
Title of Report:	Our People Strategy 2020-2024
Lead Member:	Councillor Peter Smith (Deputy Leader)
Lead Strategic Director:	Andy Ralphs (Strategic Director of Customer and Corporate Services)
Author:	Jayne Mills (Senior Communications and Marketing Advisor)
Contact email:	jayne.mills@plymouth.gov.uk
Your Reference:	N/A
Key Decision:	No
Confidentiality:	Part I - Official

Purpose of Report

This item on the agenda takes the form of an online presentation to introduce Our People Strategy for Plymouth City Council covering 1 April 2020 to 31 March 2024.

Our People Strategy will be available for Cabinet [on this link](#) on the 10 March.

The council values its people as

- we are a key employer in the city
- our people are our biggest asset
- we know that change will continue to happen, and we must plan for the future.

The council directly employs over 2,400 people and works with partners in delivering services across the city who further employ thousands of people, many of whom are also citizens receiving services from us.

Considering the breadth of impact the work of our people has on the lives of our citizens it is vital we ensure we support our people in the right ways both now and in the future.

Our People Strategy is part of the Workforce Modernisation vision of being a modern workforce where our people are empowered to be progressive, responsible and offer great services to our customers.

The strategy is based on four themes that focus us via distinct, measurable actions towards an excellent 2024. These themes, within the vision have been used to create our mission that: **our people will feel welcome, aspire to be the best, we will attract the right people and be well led.**

Following the model used for the 2019 Annual Report the strategy is a completely digital experience and is a useful gateway to further information within the council's website. It will be a key asset for our employer branding going forward, enabling us to attract the best talent into the organisation.

The nine homepage blocks lead onto the following sections:

Welcome

Provides welcome messages from Kim Brown, the Service Director Human Resources & Organisational Development, and an apprentice. These videos will be updated at minimum annually,

and are a key window to understanding how the strategy impacts on the day-to day roles of our people.

Everyone feels welcome

Why is inclusivity, diversity and equality important to us? What are we doing to ensure all people feel welcome to work with us and apply for jobs with us? How do we make sure people have the best welcome when they join us?

Aspire to be the best

How do we know what people we will need to work for us in the next five years? How do we develop the staff we have to ensure they have the skills and behaviours we will need?

Attract the right people

What ways are we attracting people to join us? Is there a good mix of access routes to working for us? Do people recognise Plymouth City Council as a great place to come and work?

Be well led

Do all our leaders at different levels of the organisation have the training they need to succeed? Do we know who our leaders of tomorrow will be? What are we doing to make sure they will be ready to take up the reins when current leaders retire or move to new roles?

The timeline

What we plan to do, when. We must be honest that we can't achieve all of the strategy in the first few months. Some of the actions will take years to deliver and some of them are dependent on others being completed first.

How we're doing

A quarterly dashboard of our key data about our workforce. From how many apprentices work here to ratios of leaders who have completed training programmes. We must be transparent and honest, and show both improvements and declines.

Our plan

This links to the corporate plan webpage.

Join us

This links to the vacancies webpage.

Recommendations and reasons

That Cabinet:

1. agrees the approach of publishing Our People Strategy digitally for 2020-2024
2. endorses the content of the strategy.

Reasons, as set out above.

Alternative options considered and rejected

Printed version of our people strategy, without video updates and quarterly digital dashboard. This was rejected due to our digital agenda and commitment about carbon use.

To not produce a further people strategy following the completion of the 2016-2020 people strategy.

This was rejected as it is essential to strategically develop our workforce in order to meet the needs of our citizens and the city.

Relevance to the Corporate Plan and/or the Plymouth Plan

Our People Strategy has taken influence in its creation from The Way We Work Programme and is a critical strategic focal point to build the Workforce Modernisation Programme's deliverables over the coming years. Given its importance to these programme's it has clear relevance to both the Corporate Plan and Plymouth Plan, in particular it will help the Council improve its abilities to attract, retain and develop its employees to deliver on its priorities to deliver both a 'growing city' and a 'caring council'.

Implications for the Medium Term Financial Plan and Resource Implications

This is a low cost solution for production, enabling the use of content in multiple, flexible media formats. All costs associated with the Strategy will be met from within existing budgets.

Carbon Footprint (Environmental) Implications

Benefits of digital publication in a multi-page web format will discourage any printing of content.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty

** When considering these proposals members have a responsibility to ensure they give due regard to the Council's duty to promote equality of opportunity, eliminate unlawful discrimination and promote good relations between people who share protected characteristics under the Equalities Act and those who do not.*

The above themes are not relevant to this decision.

Appendices

**Add rows as required to box below*

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
A	None							

Background papers:

**Add rows as required to box below*

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
	1	2	3	4	5	6	7
None.							

Sign off:

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Originating Senior Leadership Team member: Andy Ralphs (Strategic Director of Customer and Corporate Services)											
Please confirm the Strategic Director(s) has agreed the report? Yes – approved by the Corporate Management Team Date agreed: 04/02/2020											
Cabinet Member approval: Approved verbally by Councillor Pete Smith at Portfolio Holder meeting Date approved: 23/01/2020											