



CABINET

Tuesday, 02 January 2024

Subject	People Strategy 2024–28
Cabinet Member	Councillor Paul Ashton Cabinet Member with responsibility for Corporate Services – Digital, Customer Services, HR and Assets
Report Author(s)	Kate Blakemore Strategic Director Kate.Blakemore@eastsoffolk.gov.uk Amie Skeet HR and Workforce Development Manager Amie.skeet@eastsoffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	Not applicable
Wards Affected:	All Wards

Purpose and high-level overview

Purpose of Report:

East Suffolk Council's People Strategy has been in place since November 2021, spanning the period 2021-24.

The purpose of this report is to present to Cabinet the Council's updated People Strategy for the period 2024-28.

Options:

- 1) To approve the People Strategy 2024-28 as set out in Appendix A.
- 2) To make amendments to the People Strategy 2024-28 as set out in Appendix A and to subsequently approve the amended strategy.
- 3) To not approve the People Strategy 2024-28.

Recommendation:

A People Strategy is a strategy that guides every aspect of the employee-employer relationship and is critical for attracting, engaging, training, and retaining talented employees in the workplace. This strategy has been developed by our workforce and reflects the needs of our People.

Cabinet is asked to approve the People Strategy 2024-28 as set out in Appendix A of this report.

Corporate Impact Assessment

Governance:

The delivery of the People Strategy 2024-28 will be supported by a detailed action plan that outlines the activities that will happen to ensure we deliver against this strategy over the next three years.

ESC policies and strategies that directly apply to the proposal:

In adopting this People Strategy, several internal policies and procedures will be updated, the majority of which will be held by the Council's Human Resources department.

Environmental:

None

Equalities and Diversity:

Equalities, Diversity, and Inclusion is covered as a standalone section within the People Strategy outlining how we will seek to achieve inclusion and equality within our workplace. No negative impact on any of the characteristics protected under the Equality Act 2010 are identified because of this strategy.

Financial:

There are no direct financial implications identified as part of this strategy, any costs associated with the action plan will be addressed through normal budget setting processes.

Legal:

Not applicable.

Risk:

This People Strategy seeks to address the ongoing risks associated with recruitment and retention of staff, alongside ensuring our policies and procedures are up to date from a People point of view.

External Consultees:

Non-external, but wide internal engagement and consultation was undertaken as part of developing this strategy.

Background and Justification for Recommendation

1 Background

1.1	A People Strategy is a strategy that guides every aspect of the employee-employer relationship and is critical for attracting, engaging, training, and retaining talented employees in the workplace.
1.2	Our People Strategy 2021–2024 was focussed on supporting the organisation’s people as the Council underwent rapid transformation following on from the creation of East Suffolk Council
1.3	It was developed by engaging with staff across the organisation and, nearly three years later, it’s appropriate to review and reflect on our delivery against the current strategy whilst working towards the development of an updated version.

2 Introduction

2.1	In developing this People Strategy 2024-28 several workshops were held with staff across the organisation, including face to face staff drop-in sessions held across our operational sites, engagement with our Corporate Leadership Team, Managers, Health and Safety and Wellbeing groups.
2.2	These sessions focussed on what people liked about working for East Suffolk, and what they would want to protect in terms of a People Strategy. The sessions also explored challenges and asked for feedback in terms of any barriers that prevented people from doing a good job.
2.3	As the number of sessions increased common themes and priorities started to emerge. These have been captured as part of developing the People Strategy 2024-28.

3 People Strategy 2024–28 Themes and Priorities

3.1	Our last People Strategy 2021–2024 outlined three strategic themes: developing our people, leadership, and culture.
3.2	Feedback from the workshop sessions was very much centred around these themes still feeling relevant to the Council. However, it was questioned whether the people and leadership theme should be combined, in that what we expect from our leaders should essentially be what we expect from everyone.
3.3	As a result of this feedback, the People Strategy 2024-28 has two themes, and whilst based on the previous strategy, they differ in terms of the priorities which sit under each of these themes.
3.4	The first theme is People. It is about ensuring we put our people at the heart of everything we do. We want to unlock the full potential in every individual, collectively supporting service areas and teams to deliver the best outcomes they can for our residents.
3.5	Five priorities have been identified within this theme. These are: <ul style="list-style-type: none">• Wellbeing• Ways of Working• Tools and Resources• Recruitment and Retention• Connectivity
3.6	The second theme is Culture. Culture is about our organisation’s beliefs, values and attitudes and how we are recognised by our employees, residents and stakeholders.
3.7	In continuing to build on our culture of being an inclusive, flexible, positive and welcoming place to work, five priorities have been identified. These are: <ul style="list-style-type: none">• Values• Communication• Reputation• Relationships• Consistency

4 Governance

4.1	This People Strategy sets out our two themes and priorities for our people over the next four years. It is important that we deliver against this strategy, and that progress can be easily evaluated and reported.
4.2	To ensure we deliver against this strategy a yearly action plan will be developed so we can be clear about what we will be doing and what outcomes will be achieved.
4.3	We will also undertake regular staff surveys, using the feedback from these surveys to ensure this strategy remains relevant and that the actions we commit to undertake are making a positive difference.

5 Reason/s for recommendation

5.1	A People Strategy is a strategy that guides every aspect of the employee-employer relationship and is critical for attracting, engaging, training, and retaining talented employees in the workplace.
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5.2	The People Strategy 2024-28 is the Council's updated people strategy, reflecting the needs of our people over the next three years and has been developed working with people across East Suffolk Council to ensure it fully reflects our workforces needs.
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Appendices

Appendices:

Appendix A	People Strategy 2024-28
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Background reference papers:

None.
