



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Employment Committee

19 January 2022

Report of: Councillor Annie Mason

Cabinet Member for People & Safer Communities



People Strategy 2022 - 2025

The People Strategy sets out the Council's aims in attracting, developing and retaining our most valuable asset – our employees. This strategy replaces the previous People Strategy 2017-2020.

The Council's Corporate Plan (2020 – 2023) identifies that it needs to develop a People Strategy to support the retention and attraction of high-quality staff. This Strategy sets out a positive vision and clear way forward to achieve ways of engaging and developing existing, most valued employees at South Kesteven District Council and aims to recruit high performing individuals to join #TeamSK.

Report Author

Jane Jenkinson (Senior HR Officer)



01476 406137



j.jenkinson@southkesteven.gov.uk

Corporate Priority:	Decision type:	Wards:
High Performing Council	Administrative	All Wards

Reviewed by:	Alan Robinson (Deputy Chief Executive)	11 January 2022
Approved by:	Karen Bradford (Chief Executive)	11 January 2022
Signed off by:	Councillor Annie Mason (Cabinet Member for People & Safer Communities)	11 January 2022

Recommendation (s) to the decision maker (s)

1. Recommends to Cabinet that the People Strategy 2021 – 2025 is approved.

1 The Background to the Report

- 1.1 A People Strategy is designed to inspire and achieve widespread, organisation-wide alignment on the Council's goals and priorities through its employees.
- 1.2 The People Strategy forms part of the golden thread from the Corporate Plan through to service/team plans and individual objectives and incorporates the Council's values and behaviours.
- 1.3 The People Strategy is the Council's plan of ways to think about and set into motion ways to attract, engage, support, develop, retain, and generally inspire our staff.
- 1.4 The Council's previous People Strategy covered the period 2017 – 2020 and an updated strategy is needed to reflect the vision and objectives of the Corporate Plan 2020 – 2023 to ensure that we are a high performing council that attracts and retains the best staff to deliver high-quality services.
- 1.5 A new People Strategy was due to be implemented in 2021. However, there were some management staffing changes within the HR team which had an impact on the progress of the People Strategy work.
- 1.6 A new People Strategy covering the period 2022 – 2025 has been drafted for consideration by the Employment Committee – attached as Appendix 1.
- 1.7 This strategy focuses on five key themes: Recruitment; Development; Engagement; Diversity; Reward and Recognition; and Wellbeing. It provides details of where we are now, where we want to be and how to get there.
- 1.8 A summary of the focus of each of the themes is as follows:

Recruitment

- 1.9 This theme focuses primarily on attracting the right people to our organisation through vacancies and advertising, and to create a culture in order to retain them for a long period.

Development

- 1.10 This theme expands on how we as an organisation train, and develop skills within our workforce creating high-performing employees and teams working towards to the Council priorities.

Engagement

- 1.11 This theme is key, as it is all about how we as a Council interact with our workforce. It sets out how we will strengthen employee engagement, creating an inspired workforce.

Diversity

- 1.12 The strategy sets out how we will aim to increase the equality and diversity of the organisation and build upon what we have already achieved. The strategy recognises the benefits and strengths that having a diverse workforce brings.

Reward and Recognition

- 1.13 Linking in with engagement and retention of our employees is how we reward and recognise high performers. This theme sets out how we will attract and motivate our people with an attractive reward offer including both pay and non-pay elements.

Wellbeing

- 1.14** How our staff feel and how safe they are at work is an important theme for this Strategy. This theme focuses on providing a safe and healthy working environment for our people and plans on how we aim to do so.

It is anticipated that a People Strategy Action Plan will be developed to deliver the ambitions of the strategy and that this work will commence in the first half of 2022.

2 Reasons for the Recommendation (s)

- 2.1** The reason for the recommendation is to ensure that there is an up to date People Strategy which will help the Council to deliver against its priorities and deliver the vision of the Corporate Plan.

3 Next Steps – Communication and Implementation of the Decision

- 3.1** If the Employment Committee approves the People Strategy, the strategy will be communicated to all staff and an action plan created to deliver the objectives of the strategy.

4 Financial Implications

- 4.1** The largest financial resource of the Council is it's staff and it is important that there is a strategy that supports the themes of recruitment, development, engagement, reward and recognition and wellbeing. The strategy, if approved by Cabinet, will form the basis for budget setting for staffing levels, training and development, recruitment and welfare budgets.

Financial Implications reviewed by: Richard Wyles, Assistant Director of Finance

5 Legal and Governance Implications

- 5.1** There are no legal and governance implications arising from this report.

Legal Implications reviewed by: Graham Watts, Head of Democratic Services and Deputy Monitoring Officer

6 Equality and Safeguarding Implications

- 6.1** The actions referred to in this report have positive equality implications. An Equality Impact Assessment has been undertaken to ensure that the People Strategy does not present barriers under any of its themes or disadvantage any protected groups. There are no safeguarding implications resulting from this report.

- 6.2** The implementation of the People Strategy will enhance the reputation of the Council as an Equal Opportunities Employer.

7 Risk and Mitigation

- 7.1** Not applicable.

8 Community Safety Implications

- 8.1** There are no community safety implications relating to this report.

9 How will the recommendations support South Kesteven District Council's declaration of a climate emergency?

- 9.1** The recommendations in this report have no carbon impact.

10 Other Implications (where significant)

10.1 There are no other implications relating to this report.

11 Appendices

11.1 Appendix 1 – Draft People Strategy 2022 - 2025

11.2 Appendix 2 – Equality Impact Analysis