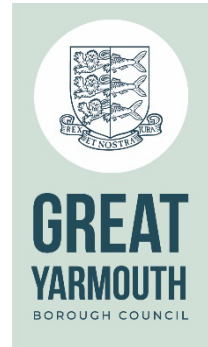


**Subject: People Strategy**

**Report to: ELT & Policy and Resources Committee**

**URN 22-218**

**Report by: Sarah Tate, Head of Organisational Development**



**SUBJECT MATTER** – This report presents the People Strategy and supporting action plan for members consideration.

## **RECOMMENDATIONS**

That committee:

1. Review, comment, and approve the People Strategy, and its action plan.

## **1. INTRODUCTION**

### **Our People Strategy**

1.1 The Council's Plan 2020-2025 sets out the vision to have a vibrant economy, capitalising on the investment in clean energy alongside further investment in our place and our visitor economy, creating a quality environment for all and improving the life chances of all those living and working in our borough. This will be achieved by driving and facilitating change in four strategic priority areas:

- A strong and growing economy
- Improved housing and strong communities
- High-quality and sustainable environment
- An efficient and effective council

1.2 Our People Strategy focuses on the fourth of these priorities, however, to deliver all the priorities within the Council's Plan it is important that we have an efficient and effective council, one with ambition, clear direction which is operationally sound, and which provides good value for money to our residents. The strategy also recognises the recommendations from the recent Peer Review and encompasses activities within the action plan.

1.3 The strategy focuses on delivering the following strategic aims from the Plan, as well as supporting and delivering outcomes from the Equality Diversity and Inclusion Strategy, medium-term financial plans, the Digital Strategy 2024, the Economic Strategy and the annual Action Plan:

- Creating a positive skilled workforce who are proud to work for GYBC. We will be a council with a strong reputation to attract and retain good quality people, acting as a centre for excellence for our team development.
- Meeting our equalities responsibilities by ensuring that equality sits at the heart of our decision making.

This strategy focusses on the following key outcomes from the Council's Plan 2020-2025:

- Having a skilled and positive workforce, with career and succession planning in place, and the ability to retain good people, making us an employer of choice.

1.4 The strategy sets out our vision and plan for what we need to do to ensure we can carry on delivering services that continue to meet the needs of our diverse and growing communities, whilst looking after our own wellbeing and that of our colleagues.

1.5 Through the delivery of this strategy and the supporting plans, we will ensure we have a positive, skilled, and healthy workforce, with career and succession planning in place, and the ability to retain good people, making us an employer of choice. We will do this by building the capability of our leaders and managers, developing, and engaging with our employees and supporting their health and wellbeing.

1.6 The strategy and action plan has been shared with the ELT, Heads of Service, the Joint Consultative Working Group and Staff Engagement Group for feedback and comment. Comments received were positive and supportive.

## **2. FINANCIAL AND RISK IMPLICATIONS**

2.1 The strategy and action plan seek to build on the work which has already been done. Through the people strategy we will enhance and improve a number of areas, including but not limited to recruitment and retention, sickness absence, workforce planning and health and wellbeing. This activity will have a positive impact on capacity and our ability to continue to deliver against our strategic objectives and to be recognised as an employer of choice.

2.2 There will be some financial impact on using external sources to deliver against some of the actions, for example support on developing and delivering successful workforce planning tools. However, much of the work detailed within the action plan will be delivered using existing resources. Delivering the people strategy successfully will reduce costs in other areas such as sickness absence and retention.

## **3. CONCLUSION**

3.1 Our People Strategy outlines the Council's commitment to its staff and delivers key outcomes which continue to support the delivery of our strategic objectives.

<b>Area for consideration</b>	<b>Comment</b>
Monitoring Officer Consultation:	Considered
Section 151 Officer Consultation:	Considered
Existing Council Policies:	Considered
Financial Implications:	Considered
Legal Implications (including human rights)	Considered
Risk Implications:	Considered
Equality Issues/EIA:	Considered
Crime & Disorder:	N/A
Every Child Matters:	N/A

# Our People Strategy 2023-2025



## Introduction

Great Yarmouth Borough Council employs over 400 staff providing a range of services to the borough, including, Customer Services, Housing Services, Planning and Building Control, Environment and Sustainability services, Property & Asset Management, Major Projects, Inward Investment, Culture and Heritage and Resources.

The Council recognises and values our people as our greatest asset, we are proud of our staff and want to recognise their skills, knowledge and understanding as these are fundamental to our continued success.

The council's role is to promote a positive and inclusive culture and to create an environment that encourages effective engagement, open communication and high performance.

The council is committed to providing equality of opportunity as both a service provider and an employer. Success in the future demands new ways of thinking and working and this Strategy complements the council's suite of Corporate Strategies by supporting people activity that will maximise employee engagement and embed a culture of high performance that facilitates a proactive health, safety and wellbeing culture.

The last two years has demonstrated how we have worked together to maintain vital services in the most challenging of circumstances, embracing different ways of working, learning to communicate differently and navigating new technology; we have successfully built a new culture around agile working. We strive for continuous improvement and a positive skilled and engaged workforce, who are proud to work for the Council and are crucial to the successful delivery of our corporate priorities.

Despite continued financial pressures, we continue to focus on our priorities and maintain the organisational capacity and resilience to respond to change. Workloads remain a challenge and we want to ensure that everything is done to support staff to manage this. As we recover from the impact of Covid-19 and its effect on the economy, we recognise how this has affected the local and national job market and how difficult it is to attract and retain great people. The changing needs of what a multigenerational workforce want from their place of work and how we can support them with their wellbeing, work-life balance and feeling part of the organisation from day one and during their employment with the Council is also a consideration.

## Our Place

Great Yarmouth is a special borough. Not only is it the holiday destination of choice for millions of visitors and a place to call home for our communities it is also the centre of England's offshore energy sector. As a Council and a place leader, we have a shared ambition for our borough and the people we represent.<sup>1</sup>

The borough has a growing population of 99,370 residents and this is predicted to increase to 102,531 by 2041. The proportion of people aged over 65 is relatively high and growing, and with falling birth rates this means the borough has a higher population of older residents.

Full time employment in our borough is low in comparison to Norfolk and the UK as a whole, but part time employment is proportionally higher. Great Yarmouth has some of the highest paid jobs on offer in Norfolk, but residents earn less than regional and national averages, suggesting that many of the people in the highest paid jobs live outside the borough.

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<sup>1</sup> The Plan 2020-2025

96.9% of the borough's population identify as ethnically white. This is in line with the rest of Norfolk (96.5%) but higher than the national average (85.4%)<sup>2</sup>. Most people who live in the borough stay here. Great Yarmouth has the lowest internal migration in the county<sup>3</sup>. The Council has a clear vision for the borough, continues to be ambitious and building on the successes it has already achieved.

### Our values and behaviours

Our values and behaviours underpin everything we do and will allow us to successfully deliver our strategies. They define the standards, behaviours and culture of the organisation and inform the way we make decisions, the way we work and the way we develop and provide services. Our values were developed by staff during 2019 and underpin the priorities we deliver. They are:



Our agreed behaviours framework was developed by the Staff Engagement Group and confirms the expectations of how we will behave at work, and what behaviour is supportive, appropriate, and welcome and what it not. The behaviours are:

- Effective communication
- Working together
- Taking personal responsibility
- Putting Great Yarmouth first
- Respecting others
- People focused
- Embracing change



We want to be a place where we:

- Find our work rewarding and can see the difference we make to the lives of our communities
- Are supported to develop ourselves, enhance our skills and increase our knowledge
- Value diverse backgrounds, skills and personalities
- Treat each other as equals with respect

<sup>2</sup> This data will be updated when the Census 2021 data is release in the Summer of 2022.

<sup>3</sup> Office for National Statistics, Population Projections, 2018 ([www.ons.gov.uk](http://www.ons.gov.uk))

- Develop a positive working culture that is flexible, adaptable and responsive and enhances the health and wellbeing of our staff
- Work as one team to achieve our shared goals

Staff should feel empowered to challenge and drive forward transformation initiatives, being clear on the benefits they will bring and being accountable for their delivery. There is a need and expectation to work across boundaries to deliver services and work collaboratively both inside and outside the organisation. Our strength and the quality of our services depends on all parts of the Council working together and focusing on the common goal of providing the best possible services to those who live, work, invest and visit Great Yarmouth. This has been clearly demonstrated during the Covid crisis and we continue to build on this.

## **Our People Strategy**

The Council's Plan 2020-2025 sets out the vision to have a vibrant economy, capitalising on the investment in clean energy alongside further investment in our place and our visitor economy, creating a quality environment for all and improving the life chances of all those living and working in our borough. This will be achieved by driving and facilitating change in four strategic priority areas:

- A strong and growing economy
- Improved housing and strong communities
- High-quality and sustainable environment
- **An efficient and effective council**

Our People Strategy focuses on the fourth of these priorities, however, to deliver all the priorities within the Council's Plan it is important that we have an efficient and effective council, one with ambition, clear direction which is operationally sound, and which provides good value for money to our residents.

Our People Strategy focuses on delivering the following strategic aims from the Plan, as well as supporting and delivering outcomes from the Equality Diversity and Inclusion Strategy, medium-term financial plans, the Digital Strategy 2024, the Economic Strategy and the annual Action Plan:

- Creating a positive skilled workforce who are proud to work for GYBC. We will be a council with a strong reputation to attract and retain good quality people, acting as a centre for excellence for our team development.
- Meeting our equalities responsibilities by ensuring that equality sits at the heart of our decision making.

This strategy focusses on the following key outcomes from the Council's Plan 2020-2025:

- Having a skilled and positive workforce, with career and succession planning in place, and the ability to retain good people, making us an employer of choice.

Our People Strategy sets out our vision and plan for what we need to do to ensure we can carry on delivering services that continue to meet the needs of our diverse and growing communities, whilst looking after our own wellbeing and that of our colleagues.

Through the delivery of this strategy and the supporting plans, we will ensure we have a positive, skilled, and healthy workforce, with career and succession planning in place, and the ability to retain good people, making us

an employer of choice. We will do this by building the capability of our leaders and managers, developing, and engaging with our employees and supporting their health and wellbeing.

It is important to note that we are not starting this work from scratch, we are building on the achievements of the previous organisational development strategy which focused on organisational infrastructure, leadership and management development, employee engagement and workforce planning and development. We have made significant progress in delivering against this plan, all of which lays the foundations for what comes next.

### Progress to date

Organisational Infrastructure	Leadership and Management	Employee Engagement	Workforce Planning and development
<ul style="list-style-type: none"> <li>•Reviewed the recruitment, onboarding, induction and probation process and made improvements</li> <li>•Reviewed and updated the PDR process</li> <li>•Embedded 1:1's in performance management</li> <li>•Equality, Diversity and Inclusion Strategy &amp; action plan</li> <li>•Continuous review of HR policies and procedures</li> <li>•Procured a new HR &amp; Payroll system</li> <li>•Developed HR metrics</li> </ul>	<ul style="list-style-type: none"> <li>•Developed and introduced an internal programme for management development</li> <li>•Introduced our Cornerstones of Management and Leadership</li> <li>•Embedded our agreed behaviours in our recruitment and performance management processes</li> </ul>	<ul style="list-style-type: none"> <li>•Developed a programme of employee engagement interventions</li> <li>•2 virtual staff conferences</li> <li>•Online extended management team meetings</li> <li>•Wellbeing survey and action plan - year 2 currently running</li> <li>•Conducted a reward survey</li> </ul>	<ul style="list-style-type: none"> <li>•Kickstart placements</li> <li>•Early Careers programme signed off proposals for - T-Levels, Apprenticeships for aspiring managers, work experience, Project Search, NGDP</li> <li>•Responded to the pandemic and redeployed the majority of the workforce to deliver essential services to the community</li> <li>•Implemented agile working</li> </ul>

### Priorities and outcomes

The success of the council achieving its ambitions is highly dependent on the skills and commitment of its staff. Our People Strategy seeks to send out a simple and clear message about the Council's aspirations and expectations as a good employer and an employer of choice.

Our People Strategy has **five building blocks** from which we will deliver our outcomes:

1. **Clear ways of working and structure** – structures and roles are designed to deliver the Council's objectives, understood by staff, are rewarding and encourage collaboration, internally and externally.
2. **Bringing people up to speed** – right skills, right place, right time
3. **Informed and trained managers** – inspired, motivated and engaged managers who lead their staff consistently and with care, who 'know their staff'
4. **Having a clear proposition for our people** – a clear employee value proposition (EVP) to attract and retain great people
5. **A physically and mentally healthy workforce**



Our building blocks are mapped against the IIP framework of:

1. Leading and inspiring people
2. Living organisation's values and behaviours
3. Empowering and involving people
4. Managing performance
5. Recognising and rewarding high performance
6. Structuring work
7. Building capacity
8. Delivering continuous improvement
9. Creating sustainable success

Building Blocks	IIP Framework
<b>Having a clear proposition for our people</b>	2, 9
<b>Bringing People up to speed -</b>	2, 5, 9
<b>Clear ways of working and structure</b>	6, 7, 9
<b>Informed and trained managers</b>	1, 3, 7, 9
<b>Consistent developmental feedback</b>	4, 5, 3, 7, 8

Our People Strategy has **five key outcomes**:

- 1. Effective people management and engagement** - The council recognises and values the vital role played by employees and the importance of ensuring that they are provided with the necessary information, support and development to perform to the best of their ability. As good communication and effective day to day leadership and management play a key role in engaging with and motivating the workforce, we will have clear processes in place to ensure effective two-way communication and participation with employees at all levels in all aspects of their employment. We will ensure employees understand what is expected of them and how their performance and effectiveness will be measured.
- 2. Developing workforce skills and capacity** - Effective workforce planning and a flexible approach to enable best use of existing resources. Developed and refined people process, ensuring the movement of people, to develop them into new roles – the right people for the role -and facilitate high performance in order to deliver the required service to our customers. This will help to continue to develop an adaptable and agile workforce that is willing to develop new skills and collaborate with a range of partners to make a positive impact on how services are delivered.
- 3. Developing leadership skills and capacity** - Continued development and empowerment of our leaders and managers, ensuring they promote a positive and inclusive culture, creating an environment that encourages effective engagement, open communication, empowerment and high performance.



4. **Being an employer of choice** - Our culture, leadership style and employee engagement initiatives are desirable to potential candidates and current employees. Effective recruitment, rewarding and retaining the right people to ensure that high quality services continue to be delivered. A reputation as an employer of choice with a strong workplace culture which recognises staff contribution, values diversity and has inclusive working practices.
5. **Health and wellbeing** – Fostering employee wellbeing is good for people and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals can thrive.

The outcomes focus on ensuring the Council is regarded as a great place to work and where people:

- Make a difference
- Feel valued and rewarded
- Feel supported and committed
- Are encouraged to be flexible and innovative
- Are able to embrace change
- Feel confident and capable

Achieving the outcomes contained within our People Strategy requires clear commitment and strong leadership from the council. Employees are equally responsible for taking personal ownership of their own performance, development and improvement as necessary and for communicating any issues that may prevent them from achieving their potential.

Our People Strategy includes a commitment to staff that:

- We will value and recognise their efforts and commitments
- We will treat our employees fairly and respectfully
- We will engage and consult with employees and Trade Unions on key issues affecting the organisation
- We will maintain our commitment to workforce development and support employees through challenging times
- We will maintain our commitment to workplace health and wellbeing support for our staff

### **Action Plan**

In order to deliver our People Strategy, a detailed action plan is appended that outlines the activities that will be undertaken by the Council. Regular reviews will be undertaken to ensure that the council remains on track to deliver the outcomes and that these continue to be relevant to the council and the achievement of corporate priorities. Through the annual staff survey results the Head of OD will assess and report to the Executive Leadership Team whether the strategy continues to be relevant to the needs of employees and the Council and will consider what changes may be necessary.

Key activities are contained within the action plan along with proposed implementation dates. We will measure our progress and success through achievement of our activities and KPI's.

## Appendix 1 – Action Plan

Strategy Outcome	Activity	Outputs	Owner(s)	Start	End	Status	Update
<b>1. Effective people management and engagement</b>	1.1 Undertake an annual staff survey and quarterly pulse surveys.	The Council fully understands their staff and takes actions based on feedback from surveys. Staff are able to actively contribute to the future of the council.	HR and Heads of Service	Jan 2023	Annually and quarterly	Active	
	1.2 All staff have regular 1:1's, an annual appraisal and development review and learning and development activities are identified to address competency gaps.	Individuals receive constructive and clear feedback on their performance.  A collective learning and development plan prioritising learning needs and training budgets.	Extended Management Team	Ongoing	Monthly, annually	Active	
	1.3 Ensure managers and staff understand and promote an outputs-based culture.	Management styles that reflect an outputs-based culture with learning plans, 1:1's and personal development reviews that reflect this. Staff performance reflects an outputs-based culture.	Extended Management Team	Jan 2023	Ongoing	Active	
<b>2. Developing workforce skills and capacity</b>	2.1 Develop and implement a structured approach to workforce and succession planning, working with partners to achieve this.	The council have identified identify future need, mapped against existing capacity and capabilities, building future resilience to ensure successful delivery of services and projects.	Head of OD working with management team & partners	2023	Ongoing	Planned	

Strategy Outcome	Activity	Outputs	Owner(s)	Start	End	Status	Update
	2.2 Develop and implement a new Capability Framework, including reviewing and updating of capability policy and tools, to ensure it supports managers and staff in improving performance.	Overall performance for individual and service improves where required.  Individuals receive structured and clear feedback on required levels of performance improvement.	Head of OD & Extended Management Team	April 2023	October 2023	Planned	
	2.3 Review the councils values and behavioural framework and update human resource initiatives and policies to support the culture of the organisation.	A suite of HR policies and initiatives which supports the culture of the organisation, developing workforce skills and capacity.	Head of OD, Staff Engagement Group	Ongoing	December 2023	Active	
	2.4 Understand recruitment and retention data, identifying areas of concern and make improvements. Specifically improving the recruitment and onboarding experience for candidates and successful probation periods.	Reduced levels of staff turnover.  Reduced recruitment times from approval of vacancy to start date of employee.	Head of OD	Jan 2023	July 2023 and ongoing	Active	
<b>3. Developing leadership skills and capacity</b>	3.1 Continue leadership and management development programmes, based on skills gap analysis and future workforce needs and service demands.	Improve the effectiveness of leadership and managers.  Confident leaders and managers who understand their teams and are able to develop capability, capacity and resilience within their teams.	Head of OD	April 2023	Ongoing	Active	

Strategy Outcome	Activity	Outputs	Owner(s)	Start	End	Status	Update
	3.2 Identifying and developing future managers and leaders to make them ready for their next promotion, based on intelligent workforce data on capacity, demand and future need. Linked to workforce planning at 2.1	Future talent is identified, and developed to meet future workforce demands, improved retention and morale.	Heads of Service	2023	March 2024		
	3.3 Induction for all new managers to cover our cornerstones of management and leadership, key HR processes and accountabilities and expectations of managers.	All new managers are clear on their management role, responsibilities and accountabilities.	Head of OD, HR Manager	May 2023	Ongoing		
<b>4. Being an employer of choice</b>	4.1 Develop the Council's staff value proposition with the input of staff, looking at best practice and learning from others and ensure this is available for future staff to see at point of recruitment and onboarding.	A clear employer value proposition (EVP) which helps to attract and retain good people, for the Council and the Place.	Head of OD, staff, external partners	Ongoing	September 2023		
	4.2 Develop and implement a new recognition framework to ensure individual and team achievements are celebrated and publicised.	Staff contribution and achievement is recognised. Staffs understand the difference they can make to the Council as a whole and to the borough we serve.	HR and Staff Engagement Group	April 2023	Dec 2023	Planned	

Strategy Outcome	Activity	Outputs	Owner(s)	Start	End	Status	Update
<b>5. Health and wellbeing</b>	5.1 Review the Sickness Management policy, training managers to effectively manage staff absence, identify early interventions to prevent staff absence and reduce sickness absence levels.	Managers feel confident and able to effectively manage staff absence. Through effective 1:1's managers are able to identify and take early interventions to stop staff from becoming absent from work. Sickness absence levels are reduced, impacting positively on the capacity and resilience of teams.	Head of OD, Extended Management Team	Ongoing	Ongoing	Live	
	5.2 Produce, implement, and communicate a health at work plan that encourages and promotes good physical and mental health of all staff. Consider a version of social prescribing for staff.	A developed and embedded health and wellbeing strategy with clear support available to all staff.	Head of OD, Staff Engagement Group, Head of Integrated Health and Communities	April 2023	Ongoing		
	5.3 Line managers and supervisors to ensure all staff have regular conversations, through the 1:1 process, about their health and wellbeing, training and empowering managers to have effective conversations about health and wellbeing.	Effective people management in place whereby managers are having regular discussions with staff about their health and wellbeing as well as their performance.	Head of OD, extended management team	Ongoing	Ongoing	Live	

Strategy Outcome	Activity	Outputs	Owner(s)	Start	End	Status	Update
	5.4 Routinely monitor and report on absence data to identify trends, patterns, hotspot areas and identify actions to improve attendance and support staff to be at work.	Understanding of staff absence and identified targeted interventions for improvement.  Improved absence levels.	Head of OD	Ongoing	Ongoing	Live	