

JSCC Discussion Paper – People Strategy

The Council was due to have a refreshed People Strategy in 2020, but that was changed to a Covid-19 People Recovery Plan to reflect the change to how we worked following the pandemic. The plan for an ongoing people strategy was then affected by Government plans for Local Government Reorganisation (LGR). The attached strategy was developed in that context and has a relatively short time horizon. It is also slightly less ambitious, as it doesn't seek to make fundamental changes that may ultimately be reversed by a successor Council. It reflects available capacity, LGR will require a lot of HR input so that reduces the capacity for other HR related changes. However, it does seek to build on what the Council does well and what staff value, with the intention of providing something that a new Unitary Council could adopt and build on.

Even if there was a longer LGR pause or it did not take place, then the core content of the Strategy would still be relevant. An update could add further actions, subject to available resources (e.g. delivery capacity and affordability).

The Strategy deliberately focuses on staff feedback, especially results from staff surveys. It considers the challenges that we face as an employer, and how we can address them. It develops three key themes: retain and attract, develop and engage, and inclusion and wellbeing. It is supported by an action plan and underpinned by our Values.

Appendix A- People Strategy

Appendix B- People Strategy Action Plan

The Committee may want to consider the following:

- Does the Strategy reflect what the Council does well? This can help motivate staff if there is alignment between what they value and what the Council will continue to do. It can also help sell the organisation to potential recruits if they value our offer.
- Does the Strategy set reasonable goals for what we could do better?
- What would you add to the Strategy if there was more resource (delivery capacity or available funding)?