

Report

Cabinet

Part 1

Date: 10 January 2024

Subject **People Plan 2023-2028**

Purpose To agree the Council's new People Plan for 2023-2028

Author HR and OD Manager

Ward N/A

Summary Following local elections in 2022, the Council developed its new Corporate Plan and agreed this later in 2022. During 2023 a number of our critical plans have been developed, such as the Digital Strategy and next year the new Strategic Equality Plan.

The development of our People Plan commenced mid 2023 and following engagement with our managers, staff and trade unions is now ready for Cabinet discussion and agreement.

Following Cabinet agreement, the People Plan will be rolled out to staff in the new year and the actions and support available within the plan will be developed over the cycle of the plan 2023-2028.

Proposal **Cabinet are asked to review the People Plan and agree its adoption.**

Action by Chief Executive
Director of Transformation & Corporate
Head of People, Policy and Transformation

Timetable Immediate

This report was prepared after consultation with:

- Staff and Managers
- Staff Networks and Trade Unions
- Executive and Corporate Management Team
- The Leader and the Cabinet Member for Organisational Transformation

Signed

Background

Following local elections in 2022, the Council developed its new Corporate Plan and agreed this later in 2022. During 2023 a number of our critical plans have been developed, such as the Digital Strategy and next year the new Strategic Equality Plan. The development of our People Plan commenced mid 2023 with engagement with our staff, managers and trade unions.

A People Plan is a critical component of the Councils overall strategy and delivery of the Corporate Plan. Its purpose is to set out people practice focus for the immediate period and into the next few years, ensuring we have a clear set of priorities for our most valuable asset, our people. It is a deliberate attempt at coordinating plans, actions, and initiatives aimed at effectively managing our workforce.

The development of our People Plan has included a considerable amount of engagement with various aspects of our workforce as noted. Alongside our People Plan our employees have been supported in developing our new employee Values & Behaviours framework. These Values and Behaviours are an integrated element of our overall People Plan and have been developed by our staff and are due to be launched in the new year alongside the People Plan.

This report to Cabinet aims to provide an understanding of what a People Plan entails, its importance, and what is consider our priorities are as a Council. The employee Values and Behaviours are also contained in the Plan for completeness.

Development

The People Plan has been developed with considerable engagement across a variety of stakeholder groups. A number of development sessions have been held to consider the relevant activities important to the organisation with regards to its people. The development sessions included engagement with the wider Human Resources and Organisational Development functions initially, ensuring linkage to workforce issues and service area workforce plans.

Important engagement then followed with staff and networks, the Newport senior Manager Network and consideration of wider staff survey feedback. Other core Council strategies were identified and engagement took place with several other key stakeholders responsible for supporting and coordinating key strategies such as the Corporate Plan, Strategic Equality Plan, Digital Strategy and other core strategies linked with People.

As our People themes and actions began to emerge the Executive and Corporate Management Teams, considered and provided feedback on our identified themes. Our employee voice groups such as our staff networks and our Trade Unions through our Employee Partnership Forum have all been engaged with the draft of the plan and have had the opportunity to provide feedback. The Employee Partnership Forum is also chaired by the lead Cabinet Member for Organisational Transformation who has been part of the discussions.

Our Strategic Themes

Our Strategic Themes that have emerged through engagement and development are:

Representation & Transformation	Employee Experience
Employee Engagement	Employee Wellbeing

The People Plan document included with this report outlines these themes together outlining the Strategic Aims of each theme, the objectives to be achieved and the actions/measures of success that will support the delivery of the plan.

Measurement of the success of the plan will take place through the normal reporting of the service plan monitoring processes. It is acknowledged that the actions/measures of success (or actions) are an outline of the type of activity that will be considered, as this is a plan for the next years and therefore whilst the strategic themes will remain, it may be appropriate to consider additional action/measures of success as the plan develops.

Rollout

If Cabinet agree to adopt the People Plan the communication plan for the rollout will commence through January to March 24 and will continue to be embedded and reflected upon through the cycle of the plan. The rollout will include manager and staff focus groups, eLearning events, engagement with our staff network and Trade Unions, updating our organisational infographics and other materials and updates in our annual cycle of senior management engagement sessions to commence in January in Directorate Roadshows.

Financial Summary

There are no financial implications as a result of the implementation of the plan. Some of the actions or measures that may be considered as part of the plan may have a limited financial resource requirement which will be subject to any appropriate agreement at the time of consideration.

Risks

Risk Title / Description	Risk Impact score of Risk if it occurs* (H/M/L)	Risk Probability of risk occurring (H/M/L)	Risk Mitigation Action(s) What is the Council doing or what has it done to avoid the risk or reduce its effect?	Risk Owner Officer(s) responsible for dealing with the risk?
Failure to support the identified workforce need	H	L	Produced a new People Plan supporting the identified areas of need. Those areas requiring immediate attention will be considered in the first instance.	Head of People, Policy and Transformation

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

- [The Essentials - Wellbeing of Future Generation Act \(Wales\)](#)
- [Corporate Plan 2022-27](#)
- [Digital Strategy 2023-27](#)
- [Strategic Equality Plan 2020-24 \(and new plan in 2024\)](#)

Options Available and considered

The options available are as follows:

1. For Cabinet to agree to the new People Plan and its subsequent rollout
2. For Cabinet to not agree the new People Plan

Preferred Option and Why

For the Cabinet to agree option 1 in order to support the workforce and People aspirations.

Comments of Head of Finance

As a strategy document, the report is not asking members to approve any financial implications. Staffing remains a significant resource and cost to the Council. The working presumption is that any resultant action plan will be afforded via existing budgets, although the opportunity always presents itself to report the need for additional financial approval by exception.

Comments of Monitoring Officer

There are no legal implications arising directly from this report. Taking steps to ensure a more representative workforce will assist the Council in complying with its obligations arising from the Public Sector Equality Duty (Equality Act 2010) and the Well-Being Duty (Well-Being of Future Generations (Wales) Act 2015).

Comments of Human Resources & Organisational Development Manager

As the report author, the comments of the Head of People, Policy and Transformation (delegated to the HR& OD Manager) are contained within the main body of the report.

The report includes and Fairness & Equality Impact Assessment and has been developed with the principles of the Well-being of Future Generations (Wales) Act 2015.

Scrutiny Committees

The report has been presented to Overview Scrutiny Management Committee ([link](#)) in December 2023. The Committee's feedback was to:

- improve the presentation of the Plan and separating Actions and Measures of Success into two separate columns.
- The Committee recommended summarising the FEIA and creating a link to it within the report.

This feedback has been considered in this final draft of the People Plan.

Fairness and Equality Impact Assessment:




- Wellbeing of Future Generation (Wales) Act
- Equality Act 2010
- Socio-economic Duty
- Welsh Language (Wales) Measure 2011



Fairness and Equality Impact Assessment:

[FEIAs 2023-24 | Newport City Council](#)

Well-being of Future Generations (Wales) Act 2015

In developing our plan the Well-being of Future Generations (Wales) Act 2015 has been supported and considered. The 5 principles are outlined below.

Long term		The development of the People Plan and next steps thereafter such as Workforce Plan will support longer-term aspirations and ensure a sustainable workforce for the future
Prevention		The work described and recommended in this paper will contribute to building and mobilising workforce capacity to contribute to the prevention of mitigating workforce concerns
Integration		The integrated approach to developing the plan with a variety of stakeholders will help support integration and partnerships working with colleagues and interested parties.

<p>Collaboration</p> 	<p>Collaboration with partners throughout the organisation (and externally) will support the achievement of the Strategic Aims and allow a number of diverse perspectives to be explored and represented in the People Plan.</p>
<p>Involvement</p> 	<p>As above, stakeholders have been involved and will continue to be involved in the development of the People Plan.</p>

Consultation

As outlined within the report

Background Papers

- The Essentials - Wellbeing of Future Generation Act (Wales)
- Corporate Plan 2022-27
- Digital Strategy 2023-27
- Strategic Equality Plan 2020-24

Dated: 3 January 2024