

Suffolk Joint People Strategy

June 2017- December 2019

Strategy Context:

The Suffolk-Wide Working (SWW) OD/HR group exists to take action in the employment and people management arena where collaboration and joined-up working leads to improvement to outcomes for the people of Suffolk. The group was originally part of the SWW initiative supported by the Transformation Challenge Award (TCA) fund.

The OD/HR group consists of HR leaders from public sector organisations across the Suffolk System, supported and facilitated by one Organisation Development Lead from Suffolk County Council. The group currently has membership from the following organisations:

- a. Babergh and Mid-Suffolk District Councils
- b. Suffolk Coastal and Waveney District Councils
- c. Ipswich and East Suffolk, West Suffolk and Great Yarmouth & Waveney CCG's
- d. Suffolk Constabulary
- e. St Edmundsbury Borough & Forest Heath District Councils
- f. East Coast Community Healthcare CIC
- g. Norfolk & Suffolk NHS Foundation Trust
- h. Suffolk County Council

The group has grown since its inception. The intention remains that over time the group membership will broaden to include further public sector organisations.

Review of Suffolk Joint People Strategy February 2016 – May 2017

During a review meeting the following learning points were established and will be applied to improve the prospects of more efficient work delivery over the next 18-month planning period. We need to work with more pace, ensuring our work is well defined up front, resourced, monitored and impactful once delivered. We must also ensure we remain to be responsive to emergent needs ensuring we resource priorities as appropriate.

What factors positively influenced and enabled successful delivery?

- a) Funding availability - Application of TCA funding has actively supported development and implementation of interventions; for example, the planning apprenticeship programme.

- b) Common purpose and direct business benefit – Where partners could clearly see a business need would be delivered, these work areas were appropriately resourced and given priority for delivery.
 - Examples include the planning apprentice programme – this responds to a regional shortage of planning resources with a direct link to Suffolk’s aspirations for economic growth through provision of house building.
 - Suffolk Graduate Programme – all partners could see the benefit of growing talent and future system leadership capacity together. Development of an initial joint leadership paper unified the group. This work is sponsored by SCOLT, partner Chief Executives and Senior Leadership Teams.
- c) Upfront clarity of anticipated outcomes and deliverables.
- d) Fully resourcing work and consistent team effort from across participating partners.
- e) Applying the learning that has taken place as we have worked together over the last 12-months. Listening and responding to each other’s feedback appropriately.

Cross System Strategic HR/OD Inputs:

The Heads of HR/OD met in a workshop format to identify the Strategic HR inputs for the next 18-months (June 2017 onwards), common themes and shared future issues. These are captured below:

- Health and Social Care Integration – STP, supporting Alliances and steps to achieve greater integration. Minimal HR/OD resource allocated to this work which instinctively feels wrong.
- East Suffolk and West Suffolk Council’s development and implementation of a combined singular entity council.
- Implementation of strategies to improve the provision of hard to fill vacancies e.g. Coastal Engineers, Planners, Building Control Officers, Lawyers, Asset Management. Many partners cited a common trend regarding difficulty in resourcing specialist and technical roles e.g. 150 planning vacancies across the Eastern Region (52 LA’s).
- Employer Branding – Improving the Suffolk employment brand; working to make Suffolk a place future employees would aspire to live, work and develop their career.
- Recruitment – maximisation of social media; more join up to sell public services in the area; link to economic development and aspiration for investment in Suffolk, including skills attraction.
- Improve join up with economic development teams specifically in promoting the benefits of working in Suffolk – link to growth and bringing critical skills into the

county. Better join up with the Anglia Local Enterprise Partnership to understand workforce related objectives and role of Suffolk LA's.

- Working with transformation themes / skills shortages / retention risk areas / roles that would drive inclusive growth. Growth recognised as a priority. What tangible activities can we support and deliver?
- More connection with the Skills Team, Anglia Local Enterprise Partnership and TCA Pillars to enable better join up and contribution to strategic HR and OD planning.
- Developing strategies for workforce pay, reward and recognition over the next 2 -3 years; particularly in the backdrop of local authority pay not keeping up with the rate of inflation.
- Learning together – Learning needs analysis, commissioning and learning together on specific themes such as leadership and management development.
- Review organisation skills gaps and match with apprenticeships; potentially increase viability of securing training provision through economies of scale and joint groups.
- Apprenticeships – maximising the investment in the levy and the opportunity for workforce remodelling. Taking a joint approach for numbers of apprenticeships to engage local training delivery.
- Talent management – Developing talent (particularly at senior level), sharing talent and developing talent facilitators. (West and East Councils interested with NSFT).

Emergent Themes

In reviewing the collective HR Strategic Inputs identified and considering these alongside our learning from the last 12-months, the following work themes apply to most or all of the partners, as all partners were raising identical issues therefore establishing common purpose and business benefits.

| Theme Title | Link to Strategic Inputs |
|--|---|
| Suffolk Wide Resourcing Strategy | <p>Attracting Skilled Resource to Suffolk</p> <ul style="list-style-type: none"> • Suffolk branding • Link with New Anglia LEP • Economic Development • Skilling up for Inclusive Growth <p>Recruiting & Retention for Hard to Fill Roles</p> <ul style="list-style-type: none"> • Implementing Pan-Suffolk strategies • Maximising social media • Improve join up with economic development |
| Developing 21st Century Skills for Suffolk | <ul style="list-style-type: none"> • Apprenticeship Reform • Matching skills gaps to apprentices • Learning Together – Leadership & Management |

Objectives:

Attracting Skilled Resources to Suffolk

- 1. Across participating partner's organisations identification of roles that are:**
 - In short supply and difficult to recruit first time
 - Often subject to vacancy with extended fulfilment timescales
 - Often involve candidates being sourced outside the immediate locality
 - Subject to increasing demand, where supply across the system cannot be fulfilled
 - Required in the future, expected to be subject to increased demand
- 2. Engagement with New Anglian LEP and Economic Development**
 - Evaluate Anglian LEP objectives for skills development and attracting talent to Suffolk with a view to join up work delivery to ensure plans support the overall objective.
 - Seek opportunities to collaborate.
- 3. Scope the development of a set of resources that can be used across Suffolk Partners for use during recruitment campaigns and specific roles.**
 - Ensure fit with linked work on social media
 - Development of a strong Suffolk public sector employment brand
 - Ensure congruent with objectives of Anglian LEP and economic development functions.
 - Resources – e.g. Micro website, Page Tiger, FaceBook page...

Recruiting & Retention for Hard to Fill Roles

- 4. Develop specific strategies for hard to recruit roles.**
 - Identify current and future resourcing capacity required to establish scale of recruitment project (role demand).
 - Develop specific strategies as required to improve specific recruitment needs; work with the business and specialists as required.
 - Link with appropriate third parties to fulfil strategy e.g. education providers, occupational standards authorities, EELGA and Anglian LEP.
 - Assess implementation of specific attraction tools e.g. market forces supplement, joining incentive payments
- 5. Use of Social Media and other specialist digital platforms**
 - Research and understand how social media and digital platforms can be used strategically to increase reach and exposure of hard to recruit roles.
 - Upskill specific teams in application of social media for specific recruitment campaigns. Provide development and skills training as required.
 - Develop specific strategy for use of social media for specific recruitment with supportive tools and build capability across the system.

Developing 21st Century Skills for Suffolk

Objectives:

1. Using the data and information output from the 'Attracting Skills to Suffolk' work area to:

- Identify where with workforce remodelling apprenticeships could contribute to skill shortages in both the short and long-term. Assess if work be organised differently to promote use of apprentices at various levels in the organisation.
- Identify where there are similar requirements (e.g. planning) and develop a joint approach making the provision of a learning delivery partner more viable with larger volumes of apprentices.

2. Learning Together

- Conduct a high-level learning needs analysis to establish management and leadership development requirements across the participating partners.
- Identify any common learning needs and seek to fulfil in the most cost efficient and impactful way.
- Learn together and share experiences to contribute to greater understanding of system wide issues.

Governance of work projects

- All work to be fully scoped, assigned an owner, documented with clear objectives, outcomes and timescales.
- All work to have one senior sponsor for unblocking issues and providing a link at regular monthly meetings.
- Ensure work groups and individuals working on projects have more direction and are clear about work deliverables and expectations from the HR Leads e.g. attending meetings for progress updates, completing progress forms.
- The 18-month delivery plan to be revisited each quarter for reporting on project delivery and for relevance of the existing plan and for consideration of amendments or additional work.

Other areas agreed

- We will continue to hold monthly meetings in partner venues around the county.
- We will prioritise our attendance and send apologies if we are unable to attend, considering a suitable replacement if possible.
- We will build into our monthly agenda a slot to examine any new work or initiatives partners are about to work on to explore if there is the opportunity to;
 - Collaborate from the outset
 - Share investment and resourcing
 - Share existing work, research and information to assist with the work area
 - Share contacts, networks to enable quick supply of information or resources
- Continue to seek out efficiencies with procurement, joining up where appropriate and opportunistic. We recognise that most procurement opportunities are in the areas of Learning & Development and an existing cross system group has this as an ongoing principle.
- Continue to support the SWW TCA pillar activity as required, namely the 'Growth' and 'Localism' work areas and recognise that the specific work scope and delivery is currently difficult to define. We will:
 - Continue to send a representative to attend the 'System Working Group Forum' TCA to represent HR & OD work requirements; being influential and an active member (James Mehmed will replace Kate Coplestone).
 - Remain agile to support work as this emerges, providing resources are available and the work is seen as impactful.
 - Accept that work deliverables are not black and white and accept a degree of ambiguity with this work area.

Proposed changes to how we work over next 12-months

- James Mehmed (OD Lead) to facilitate monthly meetings; please contribute to the formation of agenda's as requested and confirm attendance to meetings.
- Make our future pipeline of work more relevant to partners, applying the learning that resourcing work delivery happens when each partner see's the benefits to the business.
- Establish smaller groups / subsets to deliver work that interests them e.g. NSFT and West/East Councils for Talent Development work. Other work can happen 'off-plan'.
- Partners to use the group as a 'thinking' space; partners to bring work issues and for the group to contribute to early planning, challenge and idea generation. Items do not

have to be directly linked to partners work and unlikely to given the scope of responsibilities across the group.

Costs and sources of funding

- Costings will need to be produced as part of the planning of specific projects, and any funding required will need to be agreed by all participating partners or as appropriate by the Officers Working Group if access to the TCA funding is required.

Next steps

- Agree the themes and planned activities, their relative priority and the resources required.
- Agree high-level timescales.
- Assign a sponsor to each of the three themes and identify leads for HR teams to commence scoping.
- Scoping to be signed off by SWW Heads of HR. Learning from the last 12-months delivery informs us that our people need greater clarity, direction and monitoring of progress. We will put this in place going forward.
- Develop one over all work plan (amalgamation of all separate plans) with actions, accountable person, deliverable and timescales. Plan to be monitored regularly at monthly meetings (increased control).

James Mehmed

OD Lead

Suffolk County Council