
Workforce Strategy 2019-23: Refreshed 2021

Committee considering report:	Personnel Committee on 14 December 2021
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	14 July 2021
Report Author:	Paula Goodwin
Forward Plan Ref:	PC4020

1 Purpose of the Report

- 1.1 To seek approval for the refreshed Workforce Strategy 2021 and delivery plan from Personnel Committee.

2 Recommendation

- 2.1 That the refreshed Workforce Strategy and new delivery plan be approved by Personnel Committee.

3 Implications and Impact Assessment

Implication	Commentary
Financial:	Some financial resources have already been agreed to facilitate the delivery of the refreshed Workforce Strategy.
Human Resource:	Increased staffing resources may be required to carry out some elements of the delivery plan. This ties into the financial allocations above.
Legal:	None
Risk Management:	None
Property:	None

Policy:	None			
	Positive	Neutral	Negative	Commentary
Equalities Impact:				
A Are there any aspects of the proposed decision, including how it is delivered or accessed, that could impact on inequality?	X			Some of the projects listed will impact positively on equalities, e.g. the Career Progression for Women project.
B Will the proposed decision have an impact upon the lives of people with protected characteristics, including employees and service users?	X			Yes, equality is a key ambition of the whole strategy. We will consider how projects can improve equality in the workforce throughout the period of the workforce strategy. Particular groups include young people and women.
Environmental Impact:		X		
Health Impact:	X			An ambition of the strategy is to improve wellbeing in the workforce.
ICT Impact:		X		
Digital Services Impact:		X		
Council Strategy Priorities:	X			Support everyone to reach their full potential.
Core Business:	X			The aim of the strategy is to support the workforce to ensure it is fit for purpose.
Data Impact:		X		

Consultation and Engagement:	Workforce Board Trade Unions
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4 Executive Summary

- 4.1 The current Workforce Strategy was approved by Personnel Committee in September 2019. At that time it was due to complement the Council Strategy and run until 2023.
- 4.2 During 2020, it became clear that both the strategy and the delivery plan required refreshing. This was partly because good progress had been made in the linked projects, but also because of significant changes to the context for the workforce as a result of the COVID 19 pandemic. There was also a desire by the Workforce Board to be more ambitious for our workforce.
- 4.3 Between September 2020 and July 2021, the Workforce Board have considered priorities and options for a refreshed strategy. These have been formed into the strategy and delivery plan attached.
- 4.4 Approval is now sought for the refreshed strategy and delivery plan from Personnel Committee.

5 Supporting Information

Introduction

- 5.1 The refreshed Workforce Strategy describes our current challenges, new context and our ambitions then sets out how we plan to rise to those challenges and work towards our ambitions for our workforce. This report sets out some of the key elements of the strategy and delivery plan, which are attached as appendices.

Background

- 5.2 During 2020, it became clear that both the strategy and the delivery plan required refreshing.
- 5.3 The Workforce Board discussed the challenges and opportunities for the Council's workforce. The following list were identified and these are articulated in more detail in the strategy:
 - (a) Culture
 - (b) Covid-19
 - (c) Financial
 - (d) Recruitment & retention
 - (e) Skills

- (f) BREXIT
- (g) Wellbeing
- (h) Communication
- (i) Apprenticeships
- (j) Employee views

5.4 The Workforce Board felt strongly that the refreshed Workforce Strategy should be more ambitious for our workforce than the previous one. Following discussion, the following ambitious were formed and included in the refreshed strategy:

- (a) To be a workforce that represents our community, working towards greater representation of the young, the disadvantaged and people of other minorities, and to increase diversity across all areas and levels of the workforce.
- (b) To be a workforce that takes pride in what we do and celebrates success.
- (c) To actively foster an organisational culture that is positive and productive, which values and listens to staff, built on trust and respect for all.
- (d) To support the career aspirations of all and grow our own future leaders.
- (e) To increase wellbeing and resilience for all staff.

5.5 The strategy goes on to identify some key areas for project work to rise to the challenges and opportunities, and also work towards the ambitions stated. The five key areas are:

- Succession Planning and Career Development
- Leadership & Management
- Recruitment & Retention – “Workforce of the future”
- Employee Wellbeing
- How we work – styles, location, technology, culture

5.6 The strategy and delivery plan set out in detail a series of projects to be undertaken between April 2021 and July 2023. Most of these projects will be led by the HR Team. Many will involve the workforce board and managers across the Council. In order to achieve some of the plans, resources beyond the current HR team and budget will be required and an initial allocation of £35,000 has been requested in the 2022/23 budget and £50,000 for the 2023/2024 budget.

5.7 The Workforce Board will monitor progress against the strategy and delivery plan.

Proposals

- That the refreshed Workforce Strategy 2021-23 and delivery plan be approved by Personnel Committee.

6 Other options considered

- 6.1 The Council could choose not to approve the refreshed Workforce Strategy, and to adapt a reactive approach to workforce issues over the next two years.
- 6.2 Different priorities and ambitions could be adopted. The ones included in the refreshed strategy have been discussed and considered by the Workforce Board, which includes representation from all Council services/ departments and the trade unions.

7 Conclusion

- 7.1 The Workforce Board recommend that the refreshed Workforce Strategy and delivery plan be approved by Personnel Committee.

8 Appendices

- 8.1 Workforce Strategy 2019-23: Refreshed 2021

- 8.2 Workforce Strategy Delivery Plan 2021-23

Subject to Call-In:

Yes: ☒ No: ☐

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| The item is due to be referred to Council for final approval | <input type="checkbox"/> |
| Delays in implementation could have serious financial implications for the Council | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position | <input type="checkbox"/> |
| Considered or reviewed by Overview and Scrutiny Management Committee or associated Task Groups within preceding six months | <input type="checkbox"/> |
| Item is Urgent Key Decision | <input type="checkbox"/> |
| Report is to note only | <input type="checkbox"/> |

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