
Workforce Strategy - Summary Report

Committee considering report:	Personnel Committee
Date of Committee:	12 September 2019
Portfolio Member:	Councillor Howard Woollaston
Date Portfolio Member agreed report:	01 August 2019
Report Author:	Robert O'Reilly
Forward Plan Ref:	PC3755

1. Purpose of the Report

- 1.1 The purpose of the report is to present the Workforce Strategy to sit alongside the Council Strategy.

2. Recommendation

- 2.1 That Personnel Committee approves the Workforce Strategy. The Workforce Strategy is attached as Appendix D.
- 2.2 The Workforce Strategy may be changed before March 2020 to include a section on reintroducing scoring for performance at appraisals. Operation Board will consider a report from the Head of HR on 5th December on the pros and cons of reintroducing scoring for appraisals which will include views from managers, staff and unions as well as a review of what other local authorities do. This report will also consider the option of training approved at appraisal to be contingent on the employee having an up to date record on all mandatory training. If OB decide to recommend the reintroduction of scoring in appraisals this will go to Personnel Committee for final approval.

3. Implications

- 3.1 **Financial:** There are some proposals in the Workforce Strategy Action Plan that are subject to a budget bid which has been submitted for implementation in 2020/21.
- 3.2 **Policy:** Some HR policies will need to be revised as parts of the Workforce Strategy are implemented.
- 3.3 **Personnel:** No staffing implications.
- 3.4 **Legal:** The Workforce Strategy has no legal or contractual status.
- 3.5 **Risk Management:** none
- 3.6 **Property:** none
- 3.7 **Other:** none

4. Other options considered

- 4.1 The option of not having a Workforce Strategy was considered as the Council has not had such a document for several years since the previous 'People Strategy' document lapsed. However, the advantages of bringing together all the planning on workforce issues for the next four years, to go alongside the new Council Strategy, was considered important enough to write a new Workforce Strategy.

Executive Summary

5. Introduction / Background

5.1 The Workforce Strategy contains information on what the Council plans to do in five key areas over the four year period July 2019 to July 2023. The five areas are:

- (1) Apprenticeships and skills development;
- (2) Leadership;
- (3) Recruitment & retention;
- (4) Organisational development;
- (5) Employee wellbeing.

6. Proposal

6.1 That Personnel Committee approve the Workforce Strategy.

6.2 For details on the new proposals in the Workforce Strategy please see Appendix C – Supporting Information.

7. Conclusion

7.1 The Workforce Strategy will be delivered by leadership from elected members and senior managers; by managers in services; by employees 'going the extra mile' and living the Council values of *Fairness, Integrity and Customer Service*; and by the efforts of the HR Service. Governance will be put in place to monitor progress on the Workforce Strategy. Details on governance arrangements are under discussion and will include a report on progress to a new Workforce Board.

8. Appendices

8.1 Appendix A – Data Protection Impact Assessment

8.2 Appendix B – Equalities Impact Assessment

8.3 Appendix C – Supporting Information

8.4 Appendix D – Draft Workforce Strategy.

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	Resources
Service:	HR
Team:	HR
Lead Officer:	Robert O'Reilly
Title of Project/System:	Workforce Strategy
Date of Assessment:	21/06/19

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
<p>Will you be processing SENSITIVE or “special category” personal data?</p> <p>Note – sensitive personal data is described as “<i>data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation</i>”</p>	<input type="checkbox"/>	x
<p>Will you be processing data on a large scale?</p> <p>Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both</p>	<input type="checkbox"/>	x
<p>Will your project or system have a “social media” dimension?</p> <p>Note – will it have an interactive element which allows users to communicate directly with one another?</p>	<input type="checkbox"/>	x
<p>Will any decisions be automated?</p> <p>Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?</p>	<input type="checkbox"/>	x
<p>Will your project/system involve CCTV or monitoring of an area accessible to the public?</p>	<input type="checkbox"/>	x
<p>Will you be using the data you collect to match or cross-reference against another existing set of data?</p>	<input type="checkbox"/>	x
<p>Will you be using any novel, or technologically advanced systems or processes?</p> <p>Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised</p>	<input type="checkbox"/>	x

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:**
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;**
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:**
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;**
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;**
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.**
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.**
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”**

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	Workforce Strategy
Summary of relevant legislation:	n/a
Does the proposed decision conflict with any of the Council's key strategy priorities?	no
Name of assessor:	Robert O'Reilly
Date of assessment:	17/04/19

Is this a:		Is this:	
Policy	No	New or proposed	New
Strategy	Yes	Already exists and is being reviewed	No
Function	No	Is changing	No
Service	No		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	As set out in the Workforce Strategy
Objectives:	As set out in the Workforce Strategy
Outcomes:	As set out in the Workforce Strategy
Benefits:	As set out in the Workforce Strategy

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.		
(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)		
Group Affected	What might be the effect?	Information to support this
Age	none	
Disability	Positive – see WS	
Gender Reassignment	none	
Marriage and Civil	none	

Partnership		
Pregnancy and Maternity	none	
Race	none	
Religion or Belief	none	
Sex	none	
Sexual Orientation	none	
Further Comments relating to the item:		

3 Result	
Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?	No
Please provide an explanation for your answer:	
Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?	No
Please provide an explanation for your answer:	

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4 Identify next steps as appropriate:	
Stage Two required	no
Owner of Stage Two assessment:	n/a
Timescale for Stage Two assessment:	n/a

Name: Robert O'Reilly

Date: 21/06/19

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.