

FOR PUBLICATION

WORKFORCE STRATEGY

MEETING: COMMUNITY, CUSTOMER AND ORGANISATIONAL
SCRUTINY COMMITTEE

DATE: 24th November 2015

REPORT BY: HR MANAGER - ARVATO

1.0 PURPOSE OF REPORT

- 1.1 To present the draft 2015-2019 Workforce Strategy and enable Scrutiny Members to contribute to final decisions on content.

2.0 RECOMMENDATIONS

- 2.1 That the committee receive and consider the draft Workforce Strategy and comment on this as the final version.

3.0 BACKGROUND

- 3.1 The Council's 2012-2015 Workforce Strategy was agreed in March 2012 and a report was presented to scrutiny January 2015 providing updates on achievements. Members were also asked for contributions towards identifying priorities for the 2015-19 strategy.
- 3.2 During 2015 work has been ongoing to develop the 2015-2019 strategy which is attached at appendix 1 for consideration by Scrutiny Members.

4.0 PROGRESS TO DATE

- 4.1 The revised strategy builds on the successes of the 2012-2015 strategy and has used data from the Investors in People review, Employee Survey results, Workforce Planning Diagnostic, the Council Business Plan and Great Place Great Service plan to identify priorities for inclusion in the revised strategy.

4.2 The revised strategy is set out under the following headings as it is recognised that many of the ensuing actions are cross cutting and will achieve multiple aims :-

- Pay and Reward – key challenges face the council as it strives to become self-sufficient whilst also meeting budgetary targets.

The shift in emphasis towards a more commercial mind-set whilst also retaining a pay and reward structure that makes the council an employer of choice is a key challenge going forward.

- Leadership, skills and capabilities – whilst much has been achieved in recent years, the council recognises that it will need to continue to invest in the development of staff and elected members to deliver the challenging outcomes in the council plan.

More emphasis is needed on certain skills e.g. commercial awareness, risk management, working in partnership and collaboration whilst also maintaining excellent levels of customer service

- Talent Management – the council continues to face challenges in recruiting to certain specialised job roles and to compete more widely on salary with the private sector.

The council intends to develop a process for succession planning and a talent management programme to ensure that key talent is recruited and retained. The council plan recognises the demographic challenges faced by business in Chesterfield and promotes the take up of apprentices and therefore the council will also promote the recruitment of apprentices more widely throughout its services.

- Employee engagement - how employees feel about working for the council is a key priority and hence the strategy incorporates key actions from the employee survey around engagement of staff. Managers will work with their teams to develop action plans to tackle issues that are important to that team.

It is recognised that communication is critical to employee engagement and actions have been incorporated within the action plan to address communication and engagement.

- Health and Wellbeing – Having a healthy workforce is integral to the delivery of the Workforce Strategy and the council has a duty of care to ensure employees are safe and well.
Workplace stress is the cause of increasing levels of sickness absence and the council has committed to the Time to Change mental health awareness campaign and through management training, Health and Safety group and the Health and Wellbeing group it is hoped to achieve an environment where employees are comfortable in dealing with these issues in an open manner.

Managers have also been trained in the stress risk assessment process and more needs to be done to encourage a preventative approach to this.

The Occupational Health provider is being reviewed with the aim being to improve the range of support available to employees and managers to maintain their good health.

5.0 NEXT STEPS

- 5.1 The Workforce Strategy Group continues to meet to deliver against the action plan within the revised strategy.
- 5.2 The Workforce Strategy must be communicated to managers throughout the organisation to ensure the actions outlined are embedded in day to day business.

6.0 RECOMMENDATIONS

- 6.1 That the committee receive, consider and comment on the 2015-1019 Workforce Strategy.

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You can get more information about this report from
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