

25th July 2018

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES

NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLAN

Purpose of the Report

1. The purpose of this report is to provide Elected Members with an overview of the workforce information provided to inform the revised budget setting process and the Council's People Strategy, to provide the opportunity to discuss the contents and agree the next phases of activity.

Information and Advice

2. The attached document is a high level, whole Council Workforce Plan. This information is intended to provide an overview and analysis of the current workforce and potential future workforce requirements to help inform strategic decision making by elected members and senior officers at a whole Council, departmental and service level.
3. The Plan is presented in two parts. The first section sets the wider context and background and reviews the current Council workforce, providing a baseline from which to identify emerging workforce issues and track and measure changes.
4. The second section will be more forward thinking and aims to identify future workforce needs, including the number of employees and the knowledge, skills and experience requirements needed to deliver the Council's services and meet strategic objectives and priorities.
5. The information contained in the plan is very detailed in terms of the make-up and profile of the Council's workforce and sets out a range of performance measures which provide the ability to track change and make comparisons with other local authorities. There is an increased understanding of the benefits of accessing available local and nationally identified relevant benchmarking data and recognised metrics to assess performance and value for money by using and analysing trend data in relation to the size and profile of the Council's workforce.
6. The review section includes information on the Council's organisation design principles which specify managerial spans of control, discusses what constitutes a manager and the changing shape and nature of employees working at this level

as the shape, size and operating models for the Council are changing. The report also identifies the differences between permanent and contingent workforces which will be used to inform the development of options for future resourcing models which allow for greater flexibility and agility.

7. The Workforce Plan will be iterative, developing over time as the Council's workforce needs to change. It will provide data and analysis to support a wide range of actions including addressing issues around the gender pay gap; recruitment and retention issues in certain sectors; attraction strategies for millennials and emerging talent pools; maintaining an equality proofed pay system; considering the pay and grading structure as part of implementation of the national pay spine; identifying new career pathways internally and across partner organisations. This document will also inform the development of the overarching People Strategy.
8. Alongside the budget setting process it is intended to use the information in the Workforce Plan to support undertaking a Council-wide review of the authorised staffing establishment. This will be used to baseline the current position, ensure value for money, and identify vacancies and possible areas for review to generate further savings.

Reasons for Recommendations

9. The regular provision of this information will enable Members to maintain an overview of the changing nature of the Council's workforce; to feed into key strategies which will enable the Council to identify, plan for and meet future needs and identify possible further savings.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

11. In order for the Council to identify its future resourcing needs, clear, proactive planning needs to be continued to ensure we can continue to transform and develop into a modern, twenty first century public service organisation with the ability to attract skilled and experienced staff and maintain our position as an employer of choice.
12. In commenting on this report, the trade unions have indicated their concern for employees as the workforce continues to change. We continue to work with them to promote our wellbeing agenda to ensure that all employees feel prepared and

supported for the changes they face at work. The information contained in the Workforce Plan will support the development of targeted activities to address skills shortages to ensure we have the right balance of skills and knowledge across our workforce to deliver on current and future priorities.

Equalities Implications

13. The County Council's Workforce profile information illustrates that ongoing reductions in the headcount of the direct NCC workforce have not had a direct or negative impact on the overall diversity profile of the remaining workforce. Action plans are under development to address issues such as the Gender Pay Gap and will be the subject of further reports to this Committee.

Financial Implications

14. The need to employ people with the right skills and knowledge to deliver the Council's strategic priorities has a clear link to efficiency and providing value for money to the citizens of Nottinghamshire. The undertaking of the authorised staffing establishment review may also identify vacancies or further areas for review to generate savings.

RECOMMENDATIONS

It is recommended that Members:

- 1) Consider the information contained in the attached Workforce Plan and agree to receive further updates on the information on a quarterly basis.
- 2) Support the further activity set out in the report and identify any further actions required as a result of consideration of this information.

Marjorie Toward

Service Director – Customers, Governance and Employees

For any enquiries about this report please contact:

Gill Elder, Group Manager HR on 0115 9773867 or gill.elder@nottscc.gov.uk

Constitutional Comments (KK 10/07/18)

15. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (SES 06/07/18)

16. There are no specific financial implications arising directly from this report.

Human Resources Comments (GME 22/06/2018)

17. The human resources implications are implicit in the body of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All