

18 November 2020**Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE
AND EMPLOYEES****WORKFORCE RESILIENCE AND RECOVERY STRATEGY AND ACTION
PLAN - AUTUMN 2020 TO SEPTEMBER 2021****Purpose of the Report**

1. The purpose of this report is to seek the approval of Personnel Committee to the attached draft Workforce Resilience and Recovery Strategy and associated Action Plan. The strategy aims to ensure the Council continues to develop its strategic approach to having the right people, with the right skills, at the right time, with the right development and support in place, to deliver the Council's published priorities and objectives outlined in the Council Plan and within the context of managing and delivering services in the ongoing Covid-19 pandemic.

Information and Advice**Background**

2. The strategy and action plan sit within the context of cross-cutting transformation, an increasingly challenging financial position and the ongoing Covid situation requiring us to work differently and more efficiently. It recognises that the Council's workforce is its most valuable asset and this position has been reinforced by the contributions of so many during the Covid outbreak. Their safety and that of service users continues to be of primary importance. It also recognises that some people have continued to work with little change since the pandemic outbreak whilst for others the changes have been significant and that this situation is likely to continue for the foreseeable future.
3. The Workforce Resilience and Recovery Strategy provides the platform for the continued delivery of the Council Plan "Your Nottinghamshire, Your Future", the associated Departmental strategies and within the context of the ongoing public health situation. It has been developed through the work of the Workforce Resilience and Recovery Group which draws its membership from across the Council's departments.
4. The strategy seeks to describe what work looks like in the new world context and in the Council – where, how people will be working, what will they be doing and new operating models which will require a "balanced/blended approach" including ongoing consideration of individual and service needs.
5. The strategy is underpinned by a number of core principles and is broadly divided into the following themes:

- Organisational culture
 - Leadership development
 - People development
 - Employee health and well-being
 - Smarter working and the working environment.
6. The activities identified will build on and develop existing work underway corporately and in departments. A distributive leadership approach will be used with focussed task and finish groups to develop and implement specific proposals within the action plan to ensure wider buy-in and avoid duplication of effort. Priority workstreams will include recognition and reward; homeworking package of measures; review of employee health and well-being support, organisational and individual resilience and internal communication and engagement with employees.
7. The strategy and action plan will be developed to reflect the changing circumstances in relation to Covid-19 and wider context within which the Council operates.

Other options considered

8. The option of not reviewing the People Strategy in light of learning from the initial response to the pandemic could be considered but would mean the Council would be poorly placed to respond to the second wave and ultimately as we move into recovery, the “new normal”.

Reasons for Recommendations

9. The existing People Strategy and underpinning information in the Workforce Plan provided a framework for Members and senior officers to make informed decisions in respect of budget setting and future resourcing requirements in a world before Covid-19. It was due to continue to guide our various actions until May 2021. However, the pandemic has created a new set of challenges and opportunities to move quicker towards new ways of working. It is anticipated that the way we are working now will continue indefinitely and become the “new normal” and we need to consider what changes are required to ensure our workforce are adequately prepared, supported, equipped and developed for the immediate future. The strategy is therefore expected to be in place from the date of approval until September 2021, allowing for discussion and planning around the new priorities of the next iteration of the Council Plan.

Statutory and Policy Implications

10. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Data Protection and Information Implications

11. There are no data protection implications arising from this report as all information is in relation to trends rather than named individuals' data.

Human Resources Implications

12. The Human Resources implications are implicit in the body of this report and the attached draft strategy and action plan. The future success of the Council relies on our ability to plan effectively our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver in the current emergency and on the future commitments made to the citizens of Nottinghamshire.
13. The strategy will be shared and discussed at the Central Joint Consultative and Negotiating Panel, scheduled for 19 November 2020, with the recognised trades unions. They have been engaged throughout the Covid outbreak with additional meetings taking place weekly, to ensure that every aspect of our response and recovery where there is an impact on the Council's workforce, has been actively considered.
14. A range of activity has already been undertaken to prepare and enable the Council's workforce to respond to the demands of the global pandemic and some of this detail was shared at July's Committee in the Covid 19 Update report. However, the action plan draws together the work already in train and provides a platform for further future developments.

Public Sector Equality Duty Implications

15. In seeking to maintain our position as an Employer of Choice, even in view of the Covid situation, the ability to engage our current and future workforce is essential to our ongoing success. The themes identified in the Workforce Resilience and Recovery Strategy apply to every part of the workforce and therefore there is no group of employees disadvantaged because of this report. Where necessary, equality impact assessments will be prepared for the various action plans which will provide the detail of how the strategy will be delivered.

Financial Implications

16. There are no direct financial implications arising from the Workforce Resilience and Recovery Strategy. Clearly the ability to identify future resourcing requirements and effective workforce planning are key components of an organisation which places value for money and efficiency at the heart of all that we do. The need to support all our employees during the pandemic will ultimately minimise non-covid related sickness absence, improve engagement and deliver efficient and effective performance across our services.

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the Workforce Resilience and Recovery Strategy and associated Action Plan (Appendix A) and agree to the identified actions being progressed to facilitate its implementation.
- 2) Agree to receive a further update on the delivery of the actions associated with implementing the strategy at Personnel Committee in March 2021.

Marjorie Toward

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Chief Executives Department**

For any enquiries about this report please contact:

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Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 26/10/20)

18. There are no specific financial implications arising directly from the report.

Human Resources Comments (GME 22/10/20)

19. The human resources implications are implicit in the body of the report and will be the platform for wider employee engagement with the Corporate Leadership Team, departmental leadership teams, directly with the wider workforce and their nominated representatives.

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.

- The Council Plan - Your Nottinghamshire, Your Future and the 4 departmental strategies.

Electoral Division(s) and Member(s) Affected

- All