



## **REPORT OF THE SERVICE DIRECTOR, CUSTOMERS AND HUMAN RESOURCES**

### **WORKFORCE STRATEGY 2016 - 2018**

#### **Purpose of the Report**

1. To seek the approval of Elected Members to the Council's new corporate Workforce Strategy which sets out the Council's current strategic people priorities in response to the challenges it faces now and over the next few years and the workforce transformation needed to deliver these priorities.

#### **Information and Advice**

##### **Background**

2. Its people are the Council's most important and most valuable resource. To deliver its wider strategic priorities effectively the organisation needs to enable and support its employees to utilise their skills and experience to find innovative and creative approaches and new ways of working.
3. In the context of on-going organisational change and transformation, the Council has an aspiration, working through the creativity and innovation of its people, to maximise and improve its workforce capacity and improve its employment practices.
4. The Council also needs to be able to recruit and retain the key knowledge, skills and experience it needs now and for the future with robust workforce planning arrangements in place to enable the Council to plan effectively for the future.
5. The Council's people and future workforce priorities are set out in its Workforce Strategy, based around four themes which reflect the Council's aspiration to be:
  - A High Performing Organisation
  - A Learning Organisation
  - An Employer of Choice
  - A Healthy Organisation
6. The proposed strategy was considered and supported by Chief Officers at the Corporate Leadership Team on 19th April 2016, at Directors Business Forum on 25 April 2016 and by the trade unions at the Central Joint Consultative and Negotiating Panel on 5<sup>th</sup> May 2016 where the trades unions indicated their support.
7. A copy of the Workforce Strategy is attached as **appendix 1** to this report.

## **Proposal**

8. Subject to formal approval, it is proposed that the Council's new Workforce Strategy will be launched in summer 2016.
9. This will be underpinned by a corporate Delivery Plan which will be developed in conjunction with departmental workforce leads in order to ensure that there is connectivity between the corporate strategy and departmental workforce plans.
10. Group and Team Managers will be involved in developing implementation plans through the Leadership Development Programme. Employees will be directly engaged through a series of countywide roadshows which it is anticipated will take place in autumn 2016.

## **Other Options Considered**

11. The corporate Workforce Planning and Organisational Development Team has liaised with departmental workforce leads to ensure that the specific skill shortages; recruitment and retention and workforce planning issues in individual departments are reflected in the corporate strategy at a strategic level.

## **Reason for Recommendations**

12. The proposed Workforce Strategy will provide a framework to enable Nottinghamshire County Council to be a high performance organisation with a culture that engages and develops its people to achieve continuous improvement and an agile workforce with key knowledge, skills and experience; effectively deployed to meet organisational priorities.

## **Statutory and Policy Implications**

13. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Equalities Implications**

14. These are set out within the body of the report. The Council's core value to treat its people fairly is reflected as a priority in the Strategy under the theme of a Healthy Organisation. The Council's self-managed employee support groups will be engaged in the development of relevant delivery plans to support the implementation of this commitment.

## **Human Resources Implications**

15. These are set out in the body of this report. Trades union colleagues are supportive of the Strategy and joint working will be a feature of the development of specific delivery plans to support its implementation.

## **RECOMMENDATIONS**

It is recommended that Personnel Committee:

1. Approve the Council's Corporate Workforce Strategy for 2016-18 and recommend this for further consideration by Policy Committee.
2. Note the proposals to develop actions for implementation and engagement with Group and Team Managers and the wider workforce.

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### **Constitutional Comments (KK 05/05/16)**

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

### **Financial Comments (SES 06/05/16)**

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

### **Human Resources Comments (CLG 04/05/16)**

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

### **Background Papers**

None

### **Electoral Division(s) and Member(s) Affected**

All