

**REPORT OF SERVICE DIRECTOR – HUMAN RESOURCES AND  
CUSTOMER SERVICE****COUNTY COUNCIL WORKFORCE STRATEGY****Purpose of the Report**

1. The purpose of the report is to seek the endorsement of Personnel Committee to the draft Workforce Strategy for the County Council which is attached as Appendix A.

**Information and Advice**

2. The County Council currently has in place a draft Workforce Development Strategy based on the Improvement and Development Agency (IDeA) framework model for workforce development. To date this has been used as an overarching framework within which the overall organisational development and action plans such as the Wellbeing Action Plan and associated HR policies have been developed and implemented.
3. The Workforce Strategy has now been reviewed and updated in light of the Council's vision and values as reflected in the Strategic Plan, the underpinning principles and the revised operating model and to better reflect and support the transformation of the Council going forward.
4. The County Council's vision now and for the future includes the commissioning and provision of good quality, affordable services which reflect the needs of the citizens of Nottinghamshire. We have clearly set out our aspiration to put customers at the centre of what we do and become more customer focussed which will clearly impact on how we do things. In order to deliver this and on our strategic priorities we need a modern, flexible and engaged workforce with the knowledge, skills and experience, displaying the Council's values and behaviours as set out in the competency framework which we require now and for the future. We will need to plan for this now. Our employees will need to be open and responsive to change and involved in the re-shaping of the Council and services we deliver as we meet the significant financial and other challenges we face ahead.
5. A key area of activity for us going forward will be the effective leadership of the organisation. We need to ensure that middle managers are fully involved, own the required changes and have the skills and confidence and are displaying the leadership behaviours necessary to effectively engage employees' creativity and

innovation and take them with us as we transform the Council. There will need to be a significant focus on this aspect of the strategy over the next twelve to eighteen months led by the Corporate Leadership Team and Service Director cohort. The Chief Executive intends to personally support and sponsor this area of activity.

6. Feedback from employees via the One Council roadshows, team talk and the Chief Executive's bulletin; the work of KPMG and feedback from the Peer Challenge and Investors in People re-accreditation process are also reflected in the revised strategy.
7. The revised strategy has been organised under five key areas identified in the Council's agreed principles:

**Operating as a unified "One Council – one Business"**. This includes wider organisational development; organisational culture; fit for purpose structures and modern, efficient processes and systems designed with the customer in mind; engaged and involved employees who respect, value and support others.

**Inspirational Leadership** based on the behaviours, role and expectations of a Nottinghamshire Leader which have been clearly articulated with clear responsibilities and accountabilities. This will be supported by a comprehensive leadership development programme for middle managers. This section also refers to identifying potential future leaders.

**Deploying our people resources** to meet the aspirations and needs of our communities and key strategic priorities. This area includes recruitment and retention, reward and recognition, performance management and cross-organisational workforce and succession planning.

**Maintaining a suitably qualified, effective and efficient workforce** includes effective talent management, a corporate approach to learning and development activity and the development of career pathways to support succession planning, motivate employees and ensure they are enabled to develop their potential. The health, safety and wellbeing of employees are also covered under this section.

**Customer focus** articulates the importance of ensuring that all employee activity is directly linked to improving outcomes for the citizens of Nottinghamshire and that staff and customers are clear about the expected service standards and employees are enabled and empowered to take steps to improve customer satisfaction.

8. More detailed strategies, policies, action plans and programmes of work will sit beneath the Workforce Strategy which set out key milestones and measures of success and will ensure delivery of key outcomes.

## **Other Options Considered**

9. Research has been undertaken in relation to the Workforce Strategies of a range of other public sector bodies in order to identify best practice and set our

proposed approach within a context. As stated previously, the IDeA tool was also used to provide the initial framework and starting point for the development of the Council's Workforce Strategy. The approach has also built on previous departmental strategies and approaches developed jointly with key partners across various sectors.

## **Reasons for Recommendation**

10. The Workforce Strategy is important to provide the overarching direction to organisational development activity, including the culture of the organisation and to ensure close links between this and the next phase of the Improvement Programme in order to realise the vision and ambitions for the Council as set out within the Strategic Plan. This needs to be supported by a flexible, modern workforce, working practices and systems. Involving our people and effectively harnessing their knowledge, skills, creativity and innovation is critical to achieving our strategic priorities and ensuring we have greater focus on our customers.

## **Statutory and Policy Implications**

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**

An Equality Impact Assessment has been undertaken in respect of the proposed Workforce Strategy.

## **Human Resources Implications**

These are set out broadly in the report and in the Workforce Strategy itself.

## **Trades Union Comments**

The trades union side have commented on the Workforce Strategy and made some suggestions as to changes which could be made to the strategy to better emphasise the role of the trades union working in partnership with managers. The trades union response is available in full as a background paper.

## **RECOMMENDATION**

That Personnel Committee recommends the Workforce Strategy to Policy Committee for approval.

**Marjorie Toward**  
**Service Director – HR and Customer Service**

**For any enquiries about this report please contact:**  
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#### **Constitutional Comments (KK 06/09/12)**

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

#### **Financial Comments (MB 05/09/12)**

12. There are no specific financial implications arising from the report.

#### **Background Papers**

Trades union comments  
Equality Impact Assessment

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

All