

# Forest Heath District Council

(This report is not a key decision. This report has been subject to appropriate notice of publication under the Council's Access to Information Rules)

## Report of the Cabinet Member for Resources, Governance and Performance

**CABINET**

**28 OCTOBER 2014**

**CAB14/170**

**JOINT WORKFORCE STRATEGY 2014 - 2016** (Decisions Plan Reference: OCT14/06)

### **1. Summary and reasons for recommendation(s)**

1.1... The West Suffolk Councils have an agreed Corporate Plan and a Financial Strategy to support its delivery. This Workforce Strategy sets out how we will recruit and develop our workforce and work with our communities to make sure we have the people, the skills and behaviours we need to make sure that the priorities in the Corporate Plan are delivered. This strategy aims to enable us to be a confident, co-operative and high performing partnership in every aspect of our work addressing the needs of our customers and our communities.

1.2 The Workforce Strategy sets out five key areas that we will focus on to deliver our vision of having a workforce that understands our priorities, is innovative, commercial and creative, bold in approach, energetic in the delivery of outcomes, resilient, diverse and inclusive, flexible, adaptable, working without boundaries and with our communities, with ownership and responsibility.

1.3 The key areas that the strategy focuses on are:

- Skills and Behaviours Development
- Recruitment and Retention
- Pay, Reward and Recognition
- Wellbeing and Engagement
- Performance and Change

Actions and outcomes have been identified that will enable us to continue to build a professional and committed single workforce, who are supported to ensure they can deliver with others our priorities and objectives; whilst working with change and challenge.

### **2. Recommendation(s)**

**2.1 That the Workforce Strategy 2014-2016 is approved by Cabinet for adoption.**

<b>Contact details</b>	<b>Portfolio holder(s)</b>	<b>Lead officer(s)</b>
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### **3. Strategic Priorities**

- 3.1 The Workforce Strategy sets out the necessary actions to support, develop and achieve the priorities of both Forest Heath and St Edmundsbury, by identifying the outcomes, and how we will achieve them, that will enable us to deliver the Corporate Plan.

### **4. Key issues**

- 4.1 The councils have been working in partnership and now have a single workforce. This strategy recognises that we are facing significant change and challenge, when it is more important than ever to make sure we have the right people, the right skills and behaviours, and people who are able to perform their role well in uncertain times.
- 4.2 The Strategy seeks to articulate the commitment and responsibility we have to make sure we enable the delivery of great services to our communities, together with a clear approach to the workforce that everyone understands. Once approved a workforce development plan will be put in place to make sure we deliver the actions described in the strategy.

### **5. Other options considered**

- 5.1 Clarity around expectations, actions and approach to our workforce is the only option under consideration.

### **6. Community impact**

#### **6.1 Crime and disorder impact** *(including Section 17 of the Crime and Disorder Act 1998)*

- 6.1.1 There is a commitment to work with Suffolk County Council on county-wide initiatives such as the 'Raising the Bar' Programme, which seek to support not only educational attainment, but, also, those not in employment or education, which is a positive step towards reducing crime and disorder in the long term.

#### **6.2 Diversity and equality impact** *(including the findings of the Equality Impact Assessment)*

- 6.2.1 The Strategy has been written to provide equality of opportunity in employment and aspires to achieving some diversity in the workforce.

#### **6.3 Sustainability impact** *(including completing a Sustainability Impact Assessment)*

- 6.3.1 Not applicable.

6.4 **Other impact** *(any other impacts affecting this report)*

6.4.1 Not applicable.

7. **Consultation** *(what consultation has been undertaken, and what were the outcomes?)*

7.1 The Workforce Strategy has been shared with Unison and members of the Joint Staff Consultative Group.

8. **Financial and resource implications** *(including asset management implications)*

8.1 To be delivered within existing budgets.

9. **Risk/opportunity assessment** *(potential hazards or opportunities affecting corporate, service or project objectives)*

<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
Poor employment relations	Medium through times of significant change	Clear strategy supports staff in dealing with challenge and change.	Low
Lack of appropriate skills development and understanding of new ways of working to deliver corporate plan	Medium	Strategy identifies skill development as a key priority for workforce development Clarity to managers on the required approach to the workforce.	Low
High levels of absence through stress through period of transformation and change	Medium	Commitment to wellbeing and providing support to staff gives confidence and builds resilience.	

10. **Legal and policy implications**

10.1 None.

11. **Ward(s) affected**

11.1 None directly.

12. **Background papers**

12.1 None.

13. **Documents attached**

13.1 Appendix A – Joint Workforce Strategy 2014 - 2016