

POLICY & FINANCE COMMITTEE

31 MARCH 2022

WORKFORCE DEVELOPMENT STRATEGY

1.0 Purpose of Report

1.1 To ask Members to support the Workforce Development Strategy.

2.0 Background Information

2.1 The Council does not currently have a Workforce Plan and this document seeks to address this.

3.0 Proposals

3.1 The Workforce Development Strategy is attached as **Appendix A**. It outlines how we will develop our workforce to ensure we are able to meet the changing demands that are likely to be placed upon us over the next five years. To ensure that we can continue to provide quality services. In order to achieve this, we need to understand the makeup of our current workforce and anticipate our future business needs so that we can develop our approach to meet those ever changing demands.

3.2 This is a high level document which anticipates where change may be required. It has been developed by using a range of data sets, meaning it is evidence based, and it is supported by a 3 year action plan.

3.3 However, our operating environment is constantly changing, as we are continuously influenced by external changes, challenges and developments. Therefore, as we work through the action plan we will consider how we can, at all levels of the business, adapt quickly and embrace change by listening to the experiences of our staff and regularly reviewing our plans.

3.4 Our workforce is our greatest asset. Our employees are at the heart of everything we do so it is imperative that they are motivated, engaged and high performing. In order to achieve this we must ensure that we have the right people, with the right skills in the right place so that we can continue to “serve people and improve lives”. To deliver against this promise we need to develop our approach in the following five areas:

3.5 The strategy covers the following main areas:-

- **Current Profile** - Understanding our starting position by reviewing the data we already hold to set the scene for the changes we need to make.
- **Knowing our Workforce** - How we understand the views and experiences of our employees by gathering data such as surveys and forums on how staff feel and performance data so that we can understand what they need from us to deliver the best services they can.

- **Recruitment** - How we advertise and attract during recruitment is key to ensuring we employ the right people. Providing an effective induction programme for all our new recruits is also key as it sets the relationship off to the best start by providing an excellent first impression and helps us embed our values in everything we do.
- **Retention** - We need to work to retain quality staff by ensuring they are supported, invested in, listened to, valued and treated consistently and fairly.
- **Our Role as an Employer in the Community** - As an organisation we are a significant local employer, with over 500 employees, as such we have an excellent story to tell and a role to play in the community as both an advocate for work in local government and as a supporter of local talent through programmes such as the apprenticeships and traineeship

4.0 Equalities Implications

- 4.1 All elements of the Workforce Development Strategy have a strong commitment to inclusion, equality and diversity. The strategy is a high level document and each element of the work running from this will have proper regard to equalities implications for the workforce.
- 4.2 The strategy has already identified that it needs to deliver organisation wide training in equality and diversity which will be implemented within the first year of the strategy, it has further identified gaps in data which help us understand how representative we are as a workforce and the new HR data system will rectify this.

5.0 Digital Implications

- 5.1 There are no specific digital implications from the strategy. However, some elements of the action plan do have digital implications and as such the Business Manager - ICT will be appropriately consulted as these are developed.

6.0 Financial Implications

- 6.1 There are no specific financial implications for the strategy. Elements relating to a new HR system and training and development are currently budgeted for. It is not envisaged that any additional budget will be required to deliver the strategy.

7.0 RECOMMENDATION

That Members support the Workforce Development Strategy.

Reason for Recommendation

To ensure a robust and strategic approach is taken to workforce development.

Background Papers - Nil

For further information please contact Sarah Lawrie – Business Manager - HR & Training on Ext. 5447.

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