

Additional papers 1



Overview and Scrutiny Committee

Thu 1 Dec
2022
6.30 pm

Council Chamber
Town Hall
Redditch



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Overview and Scrutiny

Thursday, 1st December, 2022

6.30 pm

Council Chamber Town Hall

Agenda

Membership:

Cllrs:	Bill Hartnett (Chair)	Michael Chalk
	Joanna Kane (Vice-Chair)	Brandon Clayton
	Salman Akbar	Sid Khan
	Imran Altaf	Timothy Pearman
	Tom Baker-Price	

6. HR and Organisational Development / People Strategy / Workforce Strategy - Pre-Decision Scrutiny (Pages 1 - 16)

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Executive6th December 2022**Workforce Strategy**

Relevant Portfolio Holder	Councillor K Ashley
Portfolio Holder Consulted	Yes
Relevant Head of Service	Deb Poole – Head of Transformation, OD & Digital
Report Author	Job Title: HR & OD Manager Contact email:becky.talbot@bromsgroveandredditch.gov.uk Contact Tel:01527 64252
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Enabling
Key Decision / Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

1. RECOMMENDATIONS: -**1.1 The Executive Committee is asked to RESOLVE that**

The approach taken by the Chief Executive, as Head of Paid Service, to address the Workforce Strategy be endorsed.

2. BACKGROUND

- 2.1 The Council's Workforce Strategy has been developed by taking into consideration our Council Plan and by focusing on ensuring we have a workforce that is fit for the future. The strategy links to and supports the Council's strategic priorities by identifying what the workforce needs to look like and how it needs to operate to deliver better outcomes for our communities.
- 2.2 The strategy helps provide direction to ensure that the organisation has the right people, with the right skills, in the right place, at the right level and at the right cost. The Workforce Strategy also aligns with our Customer and Digital Strategy and our Agile Policy to ensure the workforce has the tools to do their jobs effectively, can work flexibly and be responsive to customer needs.

Executive6th December 2022

- 2.3 The Workforce Strategy is essential in making sure the organisation can deliver the Council Plan and Strategic Priorities.
- 2.4 In order to deliver the direction needed, the strategy highlights the following three key themes:
- **Workforce Planning and Talent Management** - the way we secure and retain the workforce that we need now and in the future, whilst achieving an increasingly diverse workforce where everyone's contribution is recognised and valued.
 - **Engagement** - the ways employees are motivated and engaged in the delivery of the Councils' Strategic Purposes.
 - **Health, Safety and Wellbeing** – the health, safety and wellbeing of our staff is important, and we will strive to provide a safe and healthy working environment that promotes everyone's wellbeing. We will focus on helping staff to make better choices, change behaviours and better manage their overall wellbeing.

3. OPERATIONAL ISSUES

The strategy will ensure we have a clear approach to how we will manage and develop our current and future workforce.

4. FINANCIAL IMPLICATIONS

There are no financial implications other than those that may relate to specific activities referred to in the strategy. Any additional budget requirements will be explored through budget bids or business cases at the appropriate time.

5. LEGAL IMPLICATIONS

There are no legal implications.

6. OTHER - IMPLICATIONS**Relevant Strategic Purpose**

- 6.1 The Workforce Strategy sets out the Council's vision and aspirations for its workforce, both now and in the future. In doing so it recognises the importance of our staff as a resource central to our success in delivering our strategic purposes and services to our communities.

Executive6th December 2022**Climate Change Implications**

- 6.2 As agile working becomes more commonplace and the use of digital technology more important, the council will need to be open to adopting new ways of working which may reduce the requirement for travel thus supporting the councils green agenda.

Equalities and Diversity Implications

As we implement the strategy due consideration will be given to equality and diversity implications. However, it is recognised that a diverse workforce is more likely to understand our customers' needs and support the development of innovative ideas to fulfil those needs.

7. RISK MANAGEMENT

- 7.1 N/A

8. APPENDICES and BACKGROUND PAPERS

Appendix One: The Workforce Strategy

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr K. Ashley	26/10/2022
Lead Director / Head of Service	Deb Poole – Head of Transformation, OD & Digital	19/10/22
Financial Services	Michelle Howell – Head of Finance & Customer Services	26/10/2022
Legal Services	Mike Rowan Legal Services Manager	26/10/2022

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Workforce Strategy 2022 to 2026

Redditch Borough Council



Date of Issue: November 2022
Review Date: 2026

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Foreword

As we look to the future, we are actively embracing technology and innovation. We want to be an employer of choice, with a high performing, agile and diverse workforce. We believe that it is important that we have a clear approach to how we will develop our current and future workforce particularly in these times where our budgets are under more pressure than ever before.

Our Workforce Strategy sets out how we will develop the capacity and capability of our workforce to achieve our Strategic Priorities. Our aim is to create a high-performance culture that can drive the effectiveness and efficiency of our service delivery. The Council Plan sets out a clear vision for the outcomes the council wants to deliver for our residents. The Workforce Strategy describes the way we plan to develop our current and future workforce to ensure we have the right people with the right skills, to enable the council to deliver the council plan. The Strategy also signals a clear intent to better integrate workforce planning with financial and service planning processes.

The Strategy sets out our aims / plans for the next four years and demonstrates a commitment to our workforce. Our staff are our most valuable asset. We must ensure that all staff feel engaged and motivated so that they can deliver the best possible services to the residents.

We recognise that some of the things in this strategy will be challenging to deliver which is why it is imperative that staff feel they have a voice and can contribute to improving the way we do things. I would encourage you to embrace the strategy and play your part in helping us achieve the workforce of the future.

Kevin Dicks
Chief Executive

Introduction

Our refreshed Council Plan 2020 – 2024 sets out how we, as a council, will support the achievement of the vision for the borough / district through our strategic purposes. Our workforce is integral to delivering against Strategic Purposes.

**REDDITCH
BOROUGH
COUNCIL**

- **Run and grow a successful business**
- **Finding somewhere to live**
- **Aspiration, work and financial independence**
- **Living independent, active and healthy lives**
- **Communities that are safe, well-maintained, and green**

Our Workforce Strategy is essential in making sure we can deliver our Council Plans and our Strategic Priorities. It should be read in conjunction with service and corporate level business plans as the themes set out here are how we intend to support delivery of our Council Plans.

We recognise that the greatest asset the councils have is our workforce, who make such a positive difference to the quality of residents' lives. The Workforce Strategy demonstrates the value we place on our people, their energy, ideas, and innovation and sets out how we intend to demonstrate this.

As we move forward into a world where agile working becomes more commonplace and the use of digital technology more important to achieving high performance, we will need to adopt new ways of working and develop new and different skill sets and behaviours. While technology will become even more important in how we deliver services to our customers and, while we move to a more digital model of service delivery, we must not forget the importance of human interaction.

The continued financial challenges we face mean high performance and adopting new ways of working are even more important than before.

The Workforce Strategy builds on and expands the previous Human Resources & Organisation Development Strategy (2017) and sets out how we are going to achieve the workforce of the future.

The diagram below provides an overview of how the Workforce Strategy fits alongside the Council's other strategic plans.



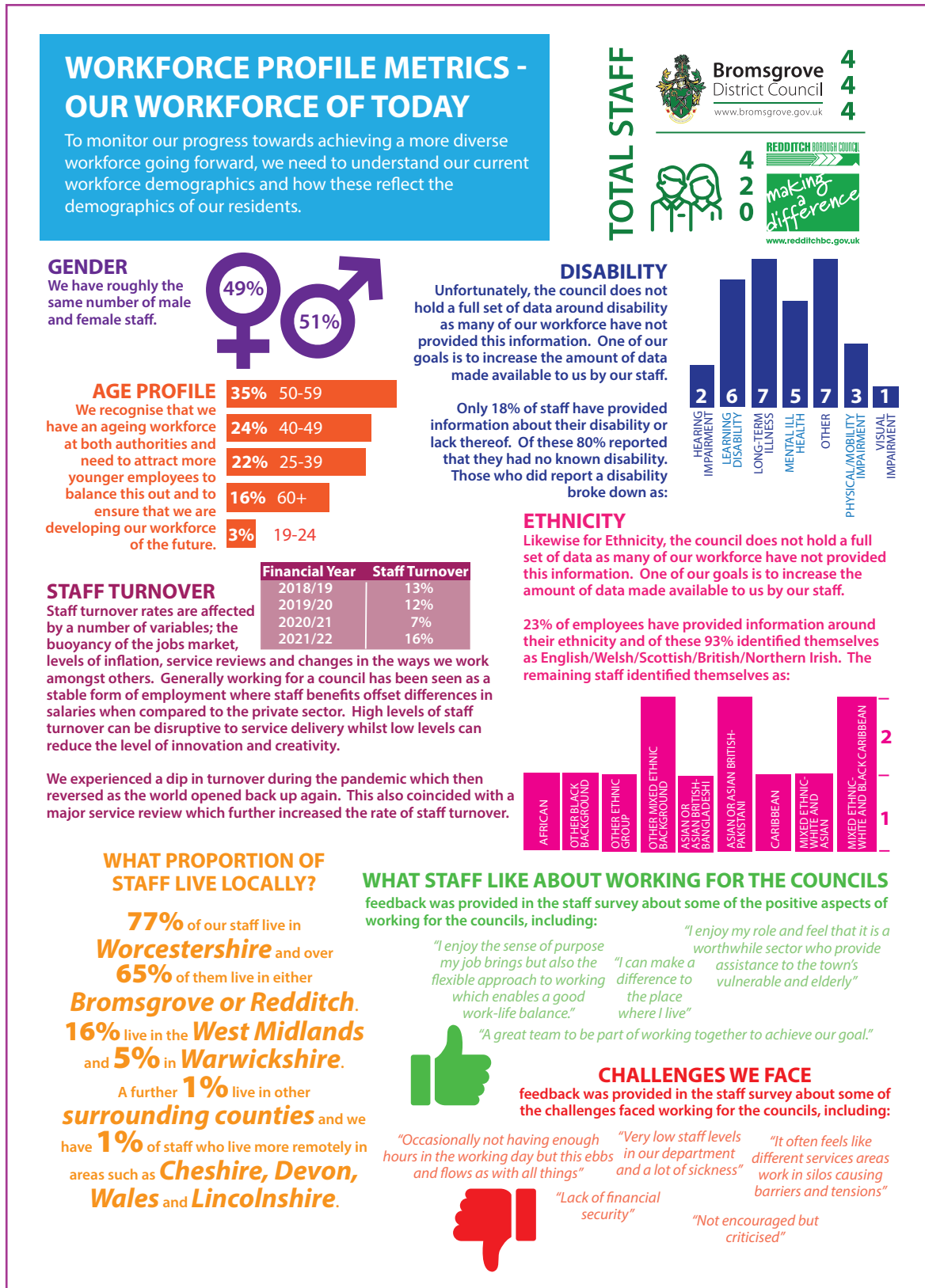
Other interlinking strategies – The Workforce Strategy has a direct link to other strategies and plans including the Customer & Digital Strategy, Equalities Strategy and Asset Strategy.

Purpose

The Workforce Strategy sets out the Council's vision and aspirations for its workforce, both now and in the future. In doing so it recognises the importance of our staff as a resource central to our success in delivering our strategic purposes.

Our Approach

Our starting point is understanding our current workforce. The infographic below provides an overview of where we are at present.



Our approach is practical and recognises that this is a corporate strategy, and everyone within the two councils has a role to play in its delivery. This strategy is supported by a detailed action plan setting out who will take the lead on which element, how we will measure our success and deliver our objectives to completion.

How will we monitor progress?

We will monitor progress and the difference we are making through a variety of ways, such as performance measures, surveys, and human resources data. In addition, regular progress reports will be provided to Corporate Management Team (CMT). A Workforce Strategy Group will have oversight and responsibility for the Strategy's implementation and will receive regular updates on progress from topic leads.

Our Vision for our workforce

- Develop a high-performing workforce which delivers the services our customers need
- Create a culture which drives employee engagement and open, two-way dialogue at all levels
- Find ways to ensure that our workforce is engaged, motivated and resilient
- Develop a workforce which is flexible, adaptable and innovative
- Provide an environment which is safe, healthy and supportive
- Ensure a diverse and inclusive workforce. See page 5 for our current workforce demographics
- Demonstrate our ongoing commitment to supporting our staff

We will achieve this by focusing on three themes:

1. **Workforce Planning and Talent Management** - the way we secure and retain the workforce that we need now and in the future, whilst achieving an increasingly diverse workforce where everyone's contribution is recognised and valued.
2. **Engagement** - the ways employees are motivated and engaged in the delivery of the Councils' Strategic Purposes.
3. **Health, Safety and Wellbeing** - the health, safety and wellbeing of our staff is important, and we will strive to provide a safe and healthy working environment that promotes everyone's wellbeing, and we will focus on helping staff to make better choices, change behaviours and better manage their overall wellbeing.

Progress Updates

We will keep staff up to date on progress, and key actions will be communicated to staff through the Chief Executive's Q&A sessions, Team Briefs and Oracle newsletters, and via updates on the Orb.

Getting Involved

There will be many ways for staff to get involved by providing their feedback, thoughts, and ideas. These will include team meetings, focus groups, one-to-ones and via Kevin's Q&A sessions. Individuals can participate in the training and development opportunities on offer, respond to staff surveys, look after their own health and wellbeing, and help ensure that their workplace is safe for themselves and others.

Workforce Planning and Talent Management

Aims:

- To implement a strategic and systematic approach to workforce planning to define, attract and grow our future workforce and leaders, creating our route map for the future
- To ensure Strategic Workforce Planning is linked and embedded in business planning.
- To attract, engage and retain the best talent from the widest pool and to ensure their on-going development, to maximise the contribution they make to the delivery of council services
- To safeguard the delivery of future council services by developing our future workforce internally including our future leaders
- To achieve a diverse workforce which is representative of the communities we serve
- To develop and retain high performing talent

Including:

- A systematic approach to workforce planning - understanding what our future business looks like, the skills, knowledge and behaviours that will enable us to deliver services now and, in the future
- Evidence based decision making supported by accurate workforce data and projection of future need.
- Ensuring there are sufficient mechanisms in place to get the best out of employees, be it through performance appraisal, one to one meetings, training and development and talent management programmes.
- Focus our development activities to increase leadership capability across the organisation
- Looking to introduce more creative ways of reaching potential candidates, using better ways of selecting the best talent for our organisation and recruiting for future potential
- Streamline our recruitment and selection process to enable us to select the best candidates and fill posts quickly
- To be a modern employer of choice, whereby our recruitment, development opportunities, reward and recognition align with our workforce plans.
- Provide wider opportunities through work experience and apprenticeships
- Make full use of the apprenticeships levy to support learning and development and career progression of current and future workforce.
- Review performance processes to ensure they are fit for purpose in an agile workforce
- Implementing learning and development programmes which fit both the organisation's needs and staff aspirations wherever possible
- Reviewing our approaches to retention, looking at keeping and developing talent within the organisation
- Continuing to build on our approach to performance management to reflect the changing environment in which we work, understanding what "good" looks like, providing staff with

recognition for good performance, and supporting staff if they struggle to achieve this.

- Reviewing the use of our temporary workforce to ensure that this is aligned to our permanent workforce strategies
- Maintaining accurate and up-to-date human resources analytics such as establishment, leavers, starters etc to support decision making, workforce planning, monitoring and reporting
- Ensuring that our pay and conditions are fair and consistently applied
- Providing staff benefits which meet requirements and provide support when staff need it such as making their money go further
- Implementing an agile working approach that is appropriate for our business

Engagement

Aims:

- To enable staff to be high performers by helping them see how their role fits into the bigger picture and to understand the value that they bring
- To help all staff to be committed to success
- To create a culture where staff are proud of what they do and are committed to supporting their customers
- To ensure that staff have timely and relevant information to enable them to deliver high levels of performance
- To seek staff input and participation in setting our direction and the delivery of Council services
- To recognise effort as well as achievement
- To have a culture of open and constructive communication

Including:

- Developing an organisation culture which reflects our values and supports our staff to be high performers
- Promoting our Principles as part of our employer brand and internal identity
- Carrying out staff surveys and audits, using the results to drive decision making
- Reviewing communications within the councils to ensure that they are timely, accurate, transparent, and two-way
- Looking at ways to involve staff in consultation around corporate projects and plans
- Establishing an induction process which meets the needs of our new starters and staff moving within the organisation, and allows them to rapidly become productive members of our workforce
- Improving leader visibility and ensure they are engaged and 'walk the talk' around wellbeing
- Exploring ways of improving and promoting staff wellbeing

- Ensuring our Equalities, Diversity and Inclusion policies are reflected in our processes, procedures, behaviours and culture
- Ensuring that Appraisals and One-to-Ones take place regularly and provide a safe place to hold two-way conversations around aspirations, performance, and achievements in an open, honest, and respectful manner
- Holding team meetings which provide an open forum for development, discussion and the exchange of information, views, and ideas

Health, Safety and Wellbeing

Aims:

- To provide a workplace that meets staff needs, both physical and mental
- To meet our legal obligations to staff health, safety and wellbeing
- To have a consistent and coordinated approach to wellbeing through effective leadership
- To make a significant shift from reactive to preventative approaches to wellbeing

Including:

- Supporting managers so that they understand and carry out their role in ensuring health, safety and wellbeing
- Managing risk by observing best practices in industry and through collaborating with staff and managers
- Providing training and awareness sessions around essential health, safety and wellbeing topics
- Providing Occupational Health & Employee Assistance Programmes (EAP), increasing staff awareness and understanding of the benefits of the EAP, Occupational Health interventions and any wellbeing initiatives which form part of the strategy
- Participating in local and national wellbeing initiatives where there is a benefit to our staff, supporting and learning from other organisations
- Providing access to services that are available to organisations in the public sector which support our wellbeing agenda
- Providing essential health surveillance and interventions where relevant to specific roles
- Engaging with HSE's Stress Management Standards throughout the Workforce Strategy to prevent stress-related illness as far as reasonably practicable, and to minimise the impact of stress-related issues on the workplace
- Developing wellbeing resources and toolkits to enable staff to better take responsibility for their own wellbeing
- Increasing the visibility and awareness of wellbeing, making it relevant and accessible by improving signposting to internal and external resources

Version Control

Title	Redditch Borough Council Workforce Strategy 2022 to 2026			
Description				
Created By	Head of Transformation, OD & Digital Services			
Date Created	2022			
Maintained By	Head of Transformation, OD & Digital Services, Human Resources & Development Manager			
Next Review Date	2026			
Version Number	Modified By	Modifications Made	Date Modified	Status

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