

Committee: **Corporate Overview Scrutiny Committee**  
Date of meeting: **16<sup>th</sup> July 2021**  
Report Subject: **Workforce Strategy 2021-2026**  
Portfolio Holder: **Councillor Nigel Daniels, Leader / Executive Member Corporate Services**  
Report Submitted by: **Andrea J. Prosser – Head of Organisational Development**

Reporting Pathway								
Directorate Management Team	Corporate Leadership Team	Portfolio Holder / Chair	Audit Committee	Democratic Services Committee	Scrutiny Committee	Executive Committee	Council	Other (please state)
x	10.06.21 01.07.21	06.07.21			16.07.21	21.07.21	29.07.21	

## 1. Purpose of the Report

- 1.1 The purpose of this report is to give Members of the Corporate Overview Scrutiny Committee opportunity to scrutinise and challenge the draft Workforce Strategy 2021-2026 (Appendix 1).

## 2. Scope and Background

- 2.1 The Council's Organisational Development Strategy 2015 -2020 had a strategic focus on preparing the Council and its workforce for transformation and change, and successfully promoted the 'one Council' approach, supported the transformation of the organisation in response to financial efficiency which included the review of services and the introduction of new and alternative service delivery models and workforce downsizing. Headline achievements of the Strategy are attached as appendix 2.
- 2.2 In March the Council agreed to introduce a new Council Operating Model and Working Arrangements the report is attached as appendix 3. This New Operating Model will introduce modern working practices, will seek to enhance employees' working experience, maximise performance and productivity and deliver the greatest value to the organisation, in terms of improving service delivery, as well as realising financial gains. The New Operating Model will also introduce new Community Hubs improving customer access to Council Services and develop the Democratic Hub at the Council's General Offices in Ebbw Vale.
- 2.3 The new Workforce Strategy will be a key enabler in delivering the Council's ambition, the New Council Operating Model and key priorities. It is a five-year strategy focussed on the future, integrating the Council's vision, objectives and financial planning arrangements. It links service outcomes with the workforce required to deliver them and an on-going understanding of how the workforce should look in the future through continual review, re-alignment and measurement of how outcomes are achieved. It will support the workforce to transition from responding to the emergency situation in relation to the pandemic COVID-19 and act as a key lever to facilitate culture change, capacity and skills, continuation of transformational change and performance improvement. The

Strategy will aim to ensure we have the right people, with the right skills, in the right place, at the right level, and at the right cost.

The Workforce Strategy is a 5-year strategy with an annual action plan for delivery.

The Strategy will cover all Council employees including school based staff appointed by governing bodies.

The Strategy clearly uses the Council's vision and organisational ambition and sets out:

- What the Council needs to look like
- Describe the Council's future service delivery model
- Outlines workforce priority outcomes for the next 5 years
- Includes the action plan for 2021/22

### 3. **Options for Recommendation**

3.1 **Option 1:** To support the proposed draft Workforce Strategy 2021 – 2026 to progress for endorsement at Council.

3.2 **Option 2:** Members to consider the draft Workforce Strategy 2021-2026 and make suggestions/amendments for improvement prior to progression to Council for endorsement.

### 4. **Evidence of how this topic supports the achievement of the Corporate Plan / Statutory Responsibilities / Blaenau Gwent Well-being Plan**

#### 4.1 **Corporate Plan Priorities**

The New Workforce Strategy aligns to the Corporate Plan and will support the delivery of priorities.

#### 4.2 **Statutory Responsibilities**

The Workforce Strategy has been drafted in accordance with, and to comply with key legislations such as, the Equality Act 2010 and the Health and Safety at Work Act 1974.

#### 4.3 **Blaenau Gwent Well-being Plan**

The Workforce Strategy will promote and support workforce wellbeing.

### 5. **Implications Against Each Option**

#### 5.1 **Impact on Budget**

There is no impact on budget with the introduction of the new Workforce Strategy.

#### 5.3 **Human Resources**

The workforce is critical and the most important the resource the Council has in delivering services to the community. This Workforce Strategy demonstrate the Councils commitment to its workforce and aims to create a good place to work – developing a workforce that feels connected to and can meet the current and future needs of our community is critical in the Council's ability to deliver ambitious outcomes for the County Borough of Blaenau Gwent.

## 6. **Supporting Evidence**

### 6.1 **Performance Information and Data**

The Strategy contains data that gives a position in terms of the current workforce.

### 6.2 **Expected outcome for the public**

Members of the public may be attracted to an employer that demonstrates strategic commitment in its workforce. The Strategy will support enhancing the reputation of the Council as an employer.

### 6.3 **Involvement (consultation, engagement, participation)**

There has been engagement with the Wider Corporate Leadership Team and Elected Members in development of this strategy. There has been a workforce survey and a pulse survey (2020) which has supported the direction of the Strategy.

There has been formal consultation with the trade unions and suggestions and amendments have been taken on board and influenced the draft Workforce Strategy.

### 6.4 **Thinking for the Long term (forward planning)**

The Strategy is a 5-year commitment aiming to create a good place to work.

### 6.5 **Collaboration / partnership working**

Continued collaboration at a local, regional and national level to ensure that delivery actions in the Strategy are modern and in line with any legislative changes.

### 6.6 **Integration (across service areas)**

The Workforce Strategy will continue to promote a 'one Council' approach.

### 6.7 **EqIA**

The Workforce Strategy will actively promote equality of opportunity and diversity in the workforce and as an organisation.

## 7. **Monitoring Arrangements**

The Strategy will have an annual delivery plan and this will be monitored on an annual basis by the Corporate Management Team and Corporate Overview Scrutiny.

## 8. **Background Documents /Electronic Links**

Appendix 1 – Workforce Strategy 2021 – 2026

Appendix 2 – Organisational Development Strategy 2015 -2020 Headline Achievements

Appendix 3 - New Council Operating Model & Working Arrangements report to Council March 2021