

HR Committee

18 March 2025



Report of: Director: Workforce and Change

Title: Progress update on Workforce Strategy refresh

Ward: N/A

Officer Presenting Report: Steph Griffin

Contact Telephone Number: (0117) 92 223962

Recommendation

That the Committee notes progress in developing the refreshed Workforce Strategy and provides comments on the emerging priorities and actions.

The significant issues in the report are:

The purpose of this report is as a discussion paper to seek comments on the priorities for the refresh of the Workforce Strategy.

The Workforce Strategy will set out the actions we need to take to meet the future needs of the organisation and support colleagues to be able to deliver the Corporate Strategy priorities.

The Workforce Strategy is being developed alongside the refresh of the Corporate Strategy to ensure the priorities are aligned.



Policy

The current Corporate Strategy describes our aspiration to become an employer of choice, one where the workforce is reflective of the city we serve, where we support people to learn and develop their careers and prioritises employee wellbeing. The current Workforce Strategy sets out the vision for the workplace to create an inclusive, high-performing, healthy and motivated workforce and become an employer of choice.

Consultation

1. Internal

Focus groups have been held with a range of staff groups and stakeholders including trade unions, staff-led groups, leaders and HR Committee, the feedback has been used to develop the draft vision and priorities.

2. External

None.

Context

3. The Workforce Strategy is designed to sit alongside the Corporate Strategy so that we understand the workforce requirements to meet the vision for the future council, and put in place the right resources, support and development to achieve it.
4. The strategy will be informed by HR data, staff survey responses and the input from various focus group sessions.
5. Flowing from the Workforce Strategy will be our culture and leadership development plan, our apprenticeship plan and the health, safety and wellbeing plan.

Progress to date

6. Early engagement with various focus groups took place during summer/autumn last year. This included sessions with staff, managers, apprentices, trade unions, staff led groups and the senior leadership team. In addition, HR Committee provided feedback at their September meeting.
7. Following this engagement, a draft vision and priorities for the strategy were drafted. Alongside this, work has begun on the refresh of the Corporate Strategy, which will also inform the vision and priorities of the Workforce Strategy to ensure they are appropriately aligned.
8. The current draft vision and priorities are shown in Appendix I for discussion and input from HR Committee. The draft vision is "To develop an inclusive, high-performing, healthy and motivated workplace, an organisation that is prepared for the future and an employer of choice".

The draft priority areas are:

- Being prepared for the future
- Developing a 'one council' culture and leadership
- Improving representation and equity
- Becoming an employer of choice

Next steps

9. Some further engagement on these emerging priorities is planned, and as the full strategy is drafted it will include specific outcomes, performance indicators and the governance and monitoring arrangements.

Proposal

10. That the Committee notes progress in developing the refreshed Workforce Strategy and provides comments on the emerging priorities.

Other Options Considered

11. None.

Risk Assessment

12. None.

Public Sector Equality Duties

- 19a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
 - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and

those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
- promote understanding.

19b) An Equality Impact Assessment has not been completed as this is a discussion paper.

Legal and Resource Implications

Legal

Not required as this is a discussion paper

Financial

(a) Revenue

Not required as this is a discussion paper

Land

Not applicable.

Personnel

Not required as this is a discussion paper

Appendices:

Draft vision and priorities for the Workforce Strategy

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.