

# HR Committee

28 April 2022



**Report of:** Director: Workforce & Change

**Title:** Workforce Strategy refresh

**Ward:** N/A

**Officer Presenting Report:** Stephanie Griffin (Head of Internal Communications and Organisational Development)

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## Recommendation

That the Committee provides comments on the emerging priorities for the next refresh of the Workforce Strategy.

## Summary

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

## The significant issues in the report are:

Our Workforce Strategy sets out the actions we will take to help achieve our vision to create an inclusive, high-performing, healthy and motivated workplace and become an employer of choice.

The plan is reviewed and refreshed annually, and this is now getting underway for 22/23. The strategy and associated action plan is set against significant progress in our transformation journey and will be shaped by core priorities of developing talent, health and wellbeing, living with Covid and embedding equality and inclusion in our everyday practice.

The strategy will be informed by the new Corporate Strategy priorities, and will involve consultation with a range of stakeholders, including staff led groups and trade union learning reps.

## Policy

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

## Consultation

### 3. Internal

The workforce strategy will be developed in collaboration with a wide range of stakeholders including trade union learning reps, staff led groups, Mayor, Cabinet members, HR Committee, and senior leadership team.

### 4. External

Not required because this report is for information only.

## Context

### 5. Background

Our Workforce Strategy sits alongside the Corporate Strategy and Medium-Term Financial Plan and is the framework for our transformation journey. It sets out the actions we will take to meet the future needs of the organisation and support our colleagues to achieve their potential.

Through the strategy we aim to:

- Set a clear direction and priorities – so everyone knows the role they play in the organisation
- Equip teams with the skills and confidence to deliver at their best, and develop their careers
- Advance our equality and inclusion practice to become an inclusive, high-performing, healthy and motivated workplace
- Become an employer of choice

### 6. Refreshing the Workforce Strategy

The strategy is reviewed and refreshed each year to take account of emerging needs and ensure it keeps driving us towards the organisation's vision. The refresh for 22/23 is now getting underway.

It will be aligned with the priorities in the new Corporate Strategy 2022-27, our equality and inclusion programme and the results from this year's employee survey, which closes on 10 May.

The strategy and associated action plan will be set against significant progress in our

transformation journey and will be shaped by the core priorities of developing talent, health and wellbeing, living with Covid and embedding equality and inclusion in everyday practice.

We will have six workforce themes:

- **An empowering organisation** – Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day
- **Equality and inclusion** – Building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work
- **Performance and talent development** – Developing careers and managing performance in a meaningful way
- **Workforce health and wellbeing** – Keeping our workforce safe and healthy, and our workforce engaged and resilient
- **Structure, pay and policy** – A clear framework to help redesign our council and improve employee relations
- **Our brand and recruitment** – Becoming an employer of choice; attracting, developing and retaining the best talent.

An overview of the progress to date and emerging priorities against each theme is shown in **Appendix 1**.

We will work with a range of stakeholders to refine the priorities and actions, including staff led groups, trade union learning reps, Mayor, Cabinet members, HR Committee, and senior leadership team.

## Proposal

7. That the Committee provides its comments on the priorities for the Workforce Strategy.

## Other Options Considered

None.

## Risk Assessment

8. Not required because this report is for information only.

## Public Sector Equality Duties

- 11a) 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.

11b) Staff led groups and equality and inclusion team are consulted on the plan and have an opportunity to shape the priority actions.

### **Legal and Resource Implications**

#### **Legal**

Not required because this report is for information and consultation only.

#### **Financial**

##### **(a) Revenue**

Not required because this report is for information and consultation only.

#### **Land**

Not applicable.

#### **Personnel**

Not required because this report is for information and consultation only.

### **Appendices:**

1 – Emerging priorities for Workforce Strategy refresh

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

None.