

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Employment & Appeals Committee      **DATE:** 28<sup>th</sup> June 2012

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**WARD(S):** All

### **WORKFORCE STRATGY**

#### **1 Purpose of Report**

- 1.1 This report discusses key elements of the Councils Workforce Strategy and the planned programme of work. Information is provided to brief members on the main items, seek views and determine methods for reporting progress at future Employment & Appeals Committee.

#### **2 Recommendation(s)/Proposed Action**

The Committee is requested to Resolve that the report be noted.

#### **3 Supporting Information**

- 3.1 The Council had identified a need to develop a Workforce and Organisational Development Strategy to ensure that a vision and mechanisms are in place to develop the current and future workforce to meet future service delivery needs. The Strategy has been based on the national workforce strategy for local government, 'Delivering through People'. The key elements of the strategy have been developed, through discussion and consultation, which aims to reflect the specific challenges and opportunities for Slough over the next 2-5 years.

- 3.2 The focus of this strategy is on employability. This means we will aim to attract people with the best skills, competencies and behaviours to help the Council succeed in the current climate and situation; accepting that this will be different from year to year and will require a far greater reliance on mixed-economy solutions. The central theme of this Strategy is flexibility. We aim to develop and retain a workforce that is agile, able to change quickly and positively to respond to new challenges and opportunities as they arise. This means removing much of the traditional bureaucracy that we have historically found in local government and focussing on securing and rewarding a workforce that is motivated to deliver the objectives of the Council for the good of our borough.

#### **4. Themes in the Strategy**

##### **4.1 Development of Commercial and Entrepreneurial skills and abilities**

- 4.2 To meet the challenges of doing 'more with less' we require a workforce with commercial skill and entrepreneurial ideas and drive. These skills are also necessary because of the different ways in which the council now delivers some of its services i.e; partnership, commissioning, contracting and shared services.

Theme Objectives	Examples of the Actions
<p>Improve Commercial and Entrepreneurial capability in the Council</p> <p>Develop role of Intelligent Customer</p>	<p>Carry out review of Learning and Development approaches to skills and abilities in this area</p> <p>Deliver series of inspirational master classes on entrepreneurial &amp; commercial achievements that have improved Council services.</p> <p>Implement new competencies framework into new all new jobs and append to existing.</p>

#### 4.3 Take action to Recruit and Retain the right workforce.

4.4 Planning future requirements is important to ensure we have the right balance of skills and capability in the future. As the council has reduced the overall numbers of staff employed, there is an increased need to focus on retaining the right people with the right skills and attitudes needed to achieve our ambitions.

Theme Objectives	Examples of the Actions
<p>Address all critical gaps in the workforce</p>	<p>Guidance developed to support managers carrying out rudimentary workforce analysis when completing service plans.</p> <p>Each service area to undertake workforce analysis using the workforce planning decision tool. (Equalities Measure)</p>

#### 4.5 Reward and Engagement

4.6 The new financial situation means that the focus on pay and reward reform has shifted to long-term cost control and reduction with some difficult choices becoming inevitable. The broad aim must be for total reward package including pension, annual leave and employee engagement to recruit, retain and motivate the best people and provide a focus on the council's priority outcomes.

Theme Objectives	Examples of the Actions
<p>Improve retention of staff in key areas</p> <p>Improve level of staff engagement and in some areas motivation and productivity</p>	<p>Review current approaches to staff recognition consider;</p> <ul style="list-style-type: none"> <li>• Employee of the month type schemes</li> <li>• Secondment and Acting up opportunities</li> <li>• Future leaders cadre ( Equalities measure)</li> <li>• Develop reciprocal arrangements with other LA's</li> <li>• Recognition Events</li> </ul>

	<p>Promote existing staff benefits more comprehensively.</p> <p>Review approaches taken in other authorities to staff reward and engagement.</p> <p>Ensure Performance Management course covers reward and engagement.</p> <p>Review link between incremental pay and performance in the future.</p>
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#### 4.7 Improve overall Staff Wellbeing and reduce sickness

4.8 The wellbeing strategy will work in tandem with a targeted programme to reduce sickness absence. The approach includes initiatives to increase overall employees health by participation in sport, exercise, smoking cessation e.t.c

Theme Objectives	Examples of the Actions
<p>Reduce council sickness rate to below 10 days a year.</p> <p>Improve overall health and wellbeing of council employees</p>	<p>Improve timeliness of Occupational Health referral to ensure employees are supported at early stages of ill health.</p> <p>Increase access to exercise and fitness opportunities.</p> <p>Increase take up of smoking cessation programme by publicising service.</p> <p>Review council sickness absence policy to ensure it reflects contemporary practice</p> <p>Work with council catering contractor to improve awareness and access to healthy eating choices.</p>

#### 4.9 Improve Leadership skills across the Council

4.10 Fostering leadership behaviours at all levels is even more important given the resourcing challenges facing councils. Encouraging and developing leadership skills at all levels also helps to develop the next generation of senior managers

Theme Objectives	Examples of the Actions
<p>Managers understand their role in applying management process and policies</p> <p>Managers develop core skills and are confident in their approach to managing others.</p>	<p>Implement performance management element of Leadership Development Programme</p> <p>Develop management scorecard measures to track effectiveness of improved Performance Management.</p>

<p>Management systems and processes are accessible</p> <p>Culture of accountability and responsibility modelled throughout the organisation.</p>	<p>Publish Managers Charter of accountability including desired behaviours and management tasks.</p>
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#### 4.11 Introduce robust employee management systems and information

4.12 Effective and accurate system that help record and monitor workforce issues are crucial to plan, manage and evaluate improvement. Through its relationship with Arvato the council is planning to introduce a new Human Resource Management System. This provide an opportunity to improve and rationalise the processes that support employee management, as well as improving overall accuracy and timeliness of information.

Theme Objectives	Examples of the Actions
<p>Ensure employee information is available to all managers in real time.</p> <p>Council Establishment is accurate and supports reporting across the all employee dimensions.</p>	<p>Specification of how the council will use the system to support improvement in the following areas;</p> <ul style="list-style-type: none"> <li>• Sickness absence monitoring and triggers</li> <li>• Appraisal completion in line competences and corporate values</li> <li>• Establishment control and vacancy management</li> <li>• Learning and Development including self booking and individual record</li> <li>• Annual Leave administration</li> </ul>

#### 4 Appendices Attached

None