

CORPORATE COMMITTEE

9 JULY 2018

REPORT OF THE DIRECTOR FOR CORPORATE SERVICES

WORKFORCE STRATEGY

1.0 PURPOSE OF REPORT

- 1.1 Following staff engagement and the refresh of the corporate mission, vision, values and priorities, the purpose of this report is to seek approval for the new Workforce Strategy. The strategy and action plan aim to attract, retain and develop the best possible teams to deliver the corporate priorities.

2.0 RECOMMENDATIONS

- 2.1 **It is recommended that the Workforce Strategy and action plan be approved for implementation with immediate effect.**
- 2.2 **That delegated authority is granted to the HR and Communications Manager to make minor amends to the strategy in line with employment legislation and best practice and keep the action plan updated and refreshed.**
- 2.3 **That in recognition of the potential costs of addressing the inequality in the current system, coupled with the ambitions articulated within the Workforce Strategy that the charges for parking in the non-public area known as ‘the sidings’ behind Parkside be removed.**
- 2.4 **Subject to 2.3 being approved, to delegate authority to the Director for Corporate Services to finalise the details and establish an appropriate method for implementing the change.**
- 2.5 **That the revised procedure for evaluating and grading a post is approved.**

3.0 KEY ISSUES

- 3.1 The Workforce Strategy at Melton was last reviewed in 2010. Since then there has been a considerable amount of change, externally and internally which has informed the development and creation of a new strategy for 2018 – 2020
- 3.2 In May 2018 the Council agreed a new vision and set of priorities, one of which is “Being a great place to work and build a career”. The Workforce Strategy aims to support the delivery of this priority and also responds to the particular challenge Melton has had in the last 18 months in attracting and retaining quality staff. Local government is an increasingly competitive environment and it is important Melton is perceived as an excellent place to work so as to attract and retain the best the sector has to offer. Melton already provides some positive benefits to employees including flexible working and lifestyle benefits, but more needs to be done to ensure Melton is the local employer of choice. The recent Peer Challenge identified recent improvements in culture and staff morale and the new Workforce Strategy seeks to build on this and strengthen it further.
- 3.3 The new strategy attached as Appendix A includes the refreshed mission, vision and new corporate values. It focuses on 4 areas for development namely recruitment and retention, reward and recognition, learning and development and engagement and wellbeing.

- 3.4 The action plan included with the strategy at Appendix A which supports the strategy will be monitored by Human Resources but delivered corporately through the Senior Management Team and service managers.
- 3.5 The new strategy has been shaped through significant engagement with colleagues across the organisation. Workshops with employees took place at the end of 2017. The outcomes and feedback from these have influenced the strategy and action plan. One reoccurring theme from staff feedback is regarding the approach to managing staff parking arrangements at Parkside. Investigations into the concerns have identified issues of fairness and an administrative burden which will likely require investment in the infrastructure to address. The current lease of the private land known as the 'sidings' and used as a car park to the rear of the building is short term and therefore any investment could also be limited in terms of its long term value. Charging staff for parking at work also represents a disbenefit to working at Melton and therefore has the potential to undermine the ambitions to be the Employer of Choice. Given the perceptions of inequality and burden to administrate, the potential infrastructure costs to address and the frustrations felt by staff, it is proposed that to support the launch of the new strategy the parking charge for staff using the privately owned parking spaces in the sidings. The views of the joint Staff working Group will be sought at the meeting to be held on 4th July 2018 and these will be fed back verbally at the meeting.
- 3.6 The Job Evaluation procedure has been reviewed following feedback that the process was long, time consuming and could sometimes lack quality assurance which resulted in several posts going to the appeal process. The new process as set out in Appendix B makes use of the extra capacity designated to Human Resources to benchmark and quality assure the process as well as creating more job families which support more a more agile and resilient workforce. The procedure follows full engagement with Unison.

4.0 POLICY AND CORPORATE IMPLICATIONS

- 4.1 The strategy addresses the corporate organisational priority to be a great place to work and build a career.
- 4.2 As a result of the implementation of the strategy it is anticipated that key HR policies and procedures will be reviewed to ensure they are fit for purpose and achieve the corporate priorities.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 A budget of £15k has already been allocated to support the implementation of the workforce strategy and associated actions. It is not anticipated that any actions from this will attract an additional budget requirement.
- 5.2 The removal of car parking charges in the siding's would result in the potential loss of income equivalent to approx. £9k per year which can be contained within the above budget.

6.0 LEGAL IMPLICATIONS/POWERS

- 6.1 All recommendations and best practice will be in line with current employment legislation

7.0 COMMUNITY SAFETY

- 7.1 There are no implications arising from this report.

8.0 EQUALITIES

8.1 The strategy aims to encourage and embrace a more diverse workforce that reflect the community. The action plan includes initiatives to identify and improve diversity through targeting heard to reach and under represented groups. A full equality impact assessment will be undertaken and kept under review

9.0 RISKS

9.1

L I K E L I H O O D	A	Very High				
	B	High		7		
	C	Significant		1,6	2,5	
	D	Low		3,4		
	E	Very Low				
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4
IMPACT						

Risk No	Risk Description
1	Employee turnover remains high
2	Inability to fill vacancies of key positions
3	The council does not develop skills required for the future
4	Morale and motivation decrease resulting in increased sickness absence
5	Capacity to deliver organisational priorities is reduced.
6	Time spent managing performance as a result of poor recruitment practices
7	Issues regarding car parking continue to arise taking up management time and costly infrastructure

10.0 CLIMATE CHANGE

10.1 There are no implications arising from this report

11.0 CONSULTATION

11.1 The strategy has been developed following a series of workshops with employees. It also considers information taken from previous staff survey and exit interviews. Services Champions, Managers and unions have been involved in the development of the strategy.

The strategy is being considered by the Joint Staff Working Group in 4 July 2018 and their comments will be provided verbally at the meeting.

12.0 **WARDS AFFECTED**

12.1 All

Contact Officer Sarah-Jane O'Connor

Date: 25/06/2018

Appendices : Appendix A - Workforce Strategy 2018 – 20
Appendix B - WFS Action Plan
Appendix C - JE procedure

Background
Papers:

Reference : X: C'tees, Council & Sub-C'tees/Corporate/2018-19/9-07-18/DG-workforce strategy report