

## CABINET - THURSDAY, 4 APRIL 2024

### Report of the Head of Transformation, Strategy and Performance Lead Member: Executive Member for Finance, Customer & Support Services, Revenues and Benefits

#### Part A

#### WORKFORCE DEVELOPMENT STRATEGY

##### Purpose of Report

To approve the Borough Council's Workforce Development Strategy 2024 – 2028.

##### Recommendation

That Cabinet agrees the proposed new Workforce Development Strategy 2024 – 2028.

##### Reason

To ensure the Council has a strategy in place to ensure it has the workforce capacity and capability to deliver the objectives of the Corporate Strategy 2024 – 2028.

##### Policy Justification and Previous Decisions

The Workforce Development Strategy 2024 – 2028 replaces the People Strategy 2020 – 2024 which supported the previous Corporate Strategy.

The change of name to a Workforce Development Strategy mainly reflects a style change where the strategy is in a more accessible format that will help prospective and existing staff to understand the overall priorities of the organisation.

The actions required to achieve the aims and objectives in the strategy will be developed and overseen by the Efficient and Effective Council Board.

##### Implementation Timetable including Future Decisions

Once approved, the strategy will come into effect immediately.

A designed version which reflects the Corporate Strategy will be compiled and added to the Council's recruitment website.

##### Report Implications

#### ***Financial Implications***

There are no direct financial implications from the strategy.

However, the Workforce Development Plan may identify expenditure on projects developed to meet the strategy. It is anticipated that any such expenditure will be

funded through existing budgets and this process will be managed by the Efficient and Effective Council Board.

**Risk Management**

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Environmental factors impact the job market.	2	2	Low (3 - 4)	The Workforce Development Plan is flexible to meet future priorities
Funding issues impact on future priorities of the Council.	3	1	Low (3 - 4)	The Workforce Development Plan is flexible to meet future priorities

**Equality and Diversity**

An Equality Impact Assessment has been undertaken in consultation with the Equalities Working Group. It is not anticipated that the strategy will have a negative impact on a specific protected group. However, specific protected groups are likely to benefit more from improvements in agile and flexible working improvements. In addition, actions are required to ensure we develop a representative workforce at all levels within the organisation.

**Climate Change and Carbon Impact**

Specific actions taken as part of this strategy will support the Council’s climate priorities. For example, the implementation of a cycle to work scheme and an electric vehicle lease scheme for staff.

**Crime and Disorder**

None

**Wards Affected**

None

**Publicity Arrangements**

The full designed version of the strategy will be published on the Council’s ‘Working at Charnwood’ webpage as a guide to prospective applicants to illustrate the Council’s priorities in supporting its workforce.

**Consultations**

In developing the strategy consultation has been undertaken with a range of groups, including the

Workforce Board: 23/01/24.  
Senior Leadership Team: 07/02/24.  
Corporate Leadership Team: 14/02/24.  
Staff Forum: 28/02/24.  
Cabinet Member Briefing: 28/02/24.  
Equalities Working Group: 12/03/24.

### **Links to the Corporate Strategy**

Caring for the Environment	No
Healthy Communities	No
A Thriving Economy	No
Your Council	Yes

Key Decision: No

Background Papers: None

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## **Part B**

### Background

1. The current People Strategy for 2020-2024 was approved by Cabinet in 2020 and has set out the Council's staff development priorities for the past 4 years.
2. As the strategy reaches its natural end in 2024 a new Workforce Development Strategy has been developed for the period 2024-2028.

### Proposals

3. A new Workforce Development Strategy has been developed over the past few months which outlines the direction for the Council for the period 2024-2028.
4. In compiling the document the view of a range of stakeholders has been considered.

### Development of the Strategy

5. The original concept of replacing the former People Strategy with a Workforce Development Strategy was agreed at the Workforce Board in 2023. It was agreed that the Workforce Development Strategy would be a shorter visual document that could be also used to inform potential applicants of the range of priorities and initiatives the Council was undertaking to attract and retain a talented workforce.
6. The Workforce Board were consulted on the first draft of the strategy in January 2024.
7. The Senior Leadership Team, the Corporate Leadership Team and the Staff Forum were all consulted in February 2024 resulting in a number of changes and updates to the proposed strategy.
8. Cabinet members were briefed on the draft version of the strategy in February 2024 where a number of comments and suggestions were made.
9. The Equalities Working Group have also been consulted and made suggestions to the strategy and equality impact assessment.
10. The Communications Team are devising a final document which will follow a corporate format.
11. A comprehensive action plan will accompany the strategy which will outline key projects for the 4 year period. These projects will outline how the Council will develop a talented and diverse workforce, with the right skills and values, to deliver excellent services to customers with efficiency and agility.

## Appendices

- Appendix 1 Workforce Development Strategy
- Appendix 2 Equality Impact Assessment