

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Workforce Strategy – Introduction and Pillar 1
(Attraction and Retention)

Meeting/Date: Employment Committee – 07 February 2024

Executive Portfolio: Cllr Lara Davenport Ray (LDR)

Report by: Strategic HR Manager (NB)

Ward(s) affected: N/A

Executive Summary:

As presented at the November 2023 Employment Committee we have commenced work on the Workforce Strategy and are pleased to bring to Members the introduction and first “pillar” of the Strategy – Attraction and Retention. The remaining two pillars will be brought to subsequent meetings as will the action plan which will show all of the detailed steps planned to achieve the strategy.

Employees from across HDC have been given the opportunity to feed into the strategy with over 100 employees attending engagement sessions either online or face to face. External research has also ensured that we are capturing best practice and industry standard approaches.

Overall, this strategy is working to achieve one of the actions under priority three of the Corporate Plan that is focused on ‘Delivering good quality, high value-for money services with good control and compliance with statutory obligations’.

Recommendation(s):

The Committee is asked to consider and endorse the Strategy.

1.0 PURPOSE OF THE REPORT

- 1.1 The report draws Committee attention to the Workforce Strategy and ask for endorsement to implement the use of it.

2.0 WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 Under Priority 3, 'Deliver good quality, high value-for-money services with good control and compliance for statutory obligations', of HDC's Corporate Plan one of the identified actions was to "Deliver a renewed Workforce Strategy to prepare the Council for the changing skills needed in our future workforce and to ensure that we can continue to attract, retain and nurture talent."
- 2.2 To achieve this action a project was started to understand what the workforce strategy needed to be and then to engage with our workforce to ensure that the strategy is truly collaborative and reflective of our staff views.
- 2.3 As presented at the November 2023 Employment Committee there have been a number of engagement activities in launching the project with the most recent area being completed the engagement on the first "pillar" of the strategy Attraction and Retention. The feedback from these sessions and from our external research has provided the data to create the priorities of the first pillar of the strategy which is being presented to Committee.

3.0 KEY IMPACTS / RISKS

- 3.1 The world of work is changing at a faster rate than ever before and HDC needs to be ready for these changes. This strategy will give us the framework and direction to ensure we are ready to meet the challenges of now and in the future. The strategy will impact across our entire workforce and whilst not all actions will impact everyone, everyone will be impacted by some. This is why we have dedicated time to our engagement work to ensure we have captured as much feedback and ideas as possible, and whilst it may not be possible to implement all of the ideas either immediately, or at all, we will ensure feedback is given on the reasons for this.

4.0 WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 The implementation for the strategy is in a three stage approach, as we will launch each "pillar" following each engagement piece.
- 4.2 The timetable for this means that Pillar 2, Engagement, will come to Employment Committee in April 2024, and Pillar 3, Wellbeing, will be presented in June 2024. Alongside the full strategy we will also present the supporting action plan to Employment Committee in June. This action plan will show what we expect to do as a Council to achieve the strategy.
- 4.3 Whilst the action plan is being worked on it does not mean Officers are not already either working on or launching some of the priorities that are being recommended.

- 4.4 These areas include improving our recruitment webpages and launching targeted recruitment campaigns where the need exists. This work is a direct step towards developing a strong position in the employment market and attracting the best candidates to the Council.
- 4.5 Officers are also currently working on a management development training plan which is due to be launched this year and Officers are working on a succession planning model which will be trialled later this year with a plan to roll out across the whole council. This will help deliver positive actions to support the need to retain and develop the workforce.
- 4.6 Other actions will take longer due to the nature, such as creating an Employee Value Proposition as this is a large project with a number of activities associated to it.

5.0 LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES *(See Corporate Plan)*

- 5.1 This is a direct action of the Corporate Plan under Priority 3: Delivery good quality, high value-for-money services with good control and compliance for statutory obligations

6.0 CONSULTATION

- 6.1 All staff have been given the opportunity to provide feedback and ideas into what we do well in attraction and retention and what we need to do as a council to ensure we are fit for our workforce now and in the future, over 100 employees attended these sessions which were held across the majority of HDC sites and were held online and in person.
- 6.2 In addition, we have also engaged with the Senior Leadership Team, UNISON and ERG to gain their feedback and we have held a session for this Committee to provide any input.

7.0 REASONS FOR THE RECOMMENDED DECISIONS

- 7.1 Adoption of the strategy will ensure we are working towards what our employees need now and what they will need in the future and we will be achieving one of the actions to support the Corporate Plan.

8.0 LIST OF APPENDICES INCLUDED

Appendix 1 – Workforce Strategy Introduction and Pillar 1

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