



Committee and Date

Cabinet
8th June 2022

Item

Public

Workforce Strategy 2022 to 2025

**Responsible
Officer**

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1. Synopsis

The updated Workforce Strategy reviews progress and achievements over the last 2 years, taking account of the challenging times due to Covid 19 and outlines priorities for development of the workforce for the next 3 years.

2. Executive Summary

- 2.1 Attached is the updated Workforce Strategy covering the 3-year period 2022 to 2025, aligned to the priorities set out in The Shropshire Plan.
- 2.2 First created in 2016, the strategy was last updated in February 2020. The strategy outlines the achievements that have been made since 2019, recognising the Covid 19 pandemic and its impact on the organisation and its workforce. The strategy then looks forward to the next 3 years outlining the priorities to take forward in an action plan.
- 2.3 The action plan not only aligns with high level priorities and strategic objectives in the Shropshire Plan but also closely to the Shropshire Telford & Wrekin Integrated Care System (ICS) People Plan Themes to ensure that, as a system in Shropshire, the workforce activities are joined up wherever possible.
- 2.4 Actions for the next 3 years are based around the following themes:

Growing for the future: Attract, Recruit & Retain,
Apprenticeships & Career Pathways, Workforce Planning

New Ways of Working: Agile & Mobile Working
Belonging in the Council: Equalities, Diversity & Inclusion, Leadership Development, Management Essentials
Looking After Our People: Health, Wellbeing & Resilience

3. Recommendations

- 3.1 Cabinet is asked to consider and comment on the contents of the draft Workforce Strategy 2022 to 2025 and to make a recommendation to Council to adopt this as the strategy for the Council going forward.

REPORT

4. Risk Assessment and Opportunities Appraisal

- 4.1 The Council's Workforce Strategy provides assurance that as an organisation we take a proactive approach to workforce issues, identifying areas of risk and implementing mitigating actions to address these. It identifies the capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.
- 4.2 Amongst the Council's Strategic Risks there are two particularly pertinent to the Workforce Strategy: Mental Health and Wellbeing of Staff and Reputation. Mitigation of both risks is considered as part of the four themes identified in paragraph 2.4 above.
- 4.2 The recommendations contained in this report are compatible with the provisions of the Human Rights Act 1998 as well as being guided by our obligations under the Equality Act 2010 and the raft of Employment Legislation that protects both the organisation as an employer and the rights of individual employees.
- 4.3 There are no direct environmental, equalities, consultation or climate change requirements or consequences of this report. However, the nature of the report and strategy and its impact on the workforce has indirect implications from an equality perspective, and these are highlighted as part of the action plan in the strategy.

5. Financial Implications

- 5.1 There are no direct financial implications from the adoption and implementation of the strategy. Staff costs make up around a quarter of the Council's gross budget, therefore it is important that

the strategy maximises the use of the workforce to meet priorities and provide value for money.

6. Climate Change Appraisal

- 6.1 This report does not directly make decisions on energy and fuel consumption; renewable energy generation; carbon offsetting and mitigation; or on climate change adaptation. Therefore, no effect to report.
- 6.2 Indirect climate change considerations are related to the future ways of working and the use of council buildings for the workforce, acknowledged and outlined in the strategy action plan.

7. Background

- 7.1 The council has had a Workforce Strategy in place since 2016 and was last reviewed in 2020. Since the last update the Covid 19 pandemic has had an enormous impact on local authorities across the country and given that the majority of services are delivered through its workforce, this has impacted our people greatly.
- 7.2 The review of the strategy acknowledges the way the organisation responded to the pandemic and is indeed still suffering effects in 2022 as we learn to live with the virus. Our dedicated and committed workforce has adapted to meet the challenges and responded in many ways to keep services running and our residents and communities safe.
- 7.3 Despite the pandemic there have been many achievements to be proud of and these have been acknowledged and celebrated in this updated strategy.
- 7.4 As we look forward to the next 3 years, and learn to live with Covid to some degree, the world of work and therefore our employees will be different. Our plans and actions, set out in Section 8 of the Strategy, look to address the challenges and changes we need to make to ensure that the workforce is effective, efficient, agile and resilient for the future.
- 7.5 Our plans align to not only the priorities and strategic objectives set out in the Shropshire Plan, but our organisation principles – specifically ensuring we operate as a single organisation, engage, empower and develop talented people, provide value for money, continuously improve performance and making digital the preferred way to work and transact.

7.6 As Shropshire Council is part of the Shropshire Telford & Wrekin Integrated Care System (ICS) the actions in the strategy have also been closely aligned to the themes of the ICS People Plan to ensure, particularly for our health and social care workforce, we can join up activities wherever possible:

Growing for the future: Attract, Recruit & Retain,
Apprenticeships & Career Pathways, Workforce Planning

New Ways of Working: Agile & Mobile Working

Belonging in the Council: Equalities, Diversity & Inclusion,
Leadership Development, Management Essentials

Looking After Our People: Health, Wellbeing & Resilience

7.7 Although a 3-year strategy, there will be an annual review to monitor progress against actions and ensure these remain aligned to council priorities.

8. Conclusions

8.1 As a public sector body that delivers over 600 services to communities, the majority through people, a talented, engaged and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives.

8.2 The strategy therefore needs to ensure that we utilise our workforce in the best possible way, meeting priorities and our organisation principles.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder)

Gwilym Butler, Finance and Corporate Resources

Local Member

Appendices

Appendix A - Workforce Strategy 2022 to 2025

Appendix B - Equality, Social Inclusion and Health Impact Assessment (ESHIA)