

Corporate Policy Committee

| | |
|-----------------------------|---------------------------------------------------|
| Date of Meeting: | 04 November 2021 |
| Report Title: | Workforce Strategy |
| Report of: | Jane Burns, Executive Director Corporate Services |
| Report Reference No: | CP/17/21-22 |
| Ward(s) Affected: | All |

1. Executive Summary

- 1.1. The Workforce Strategy 2021-2025 sets out how the Council will develop the capacity and capability of our workforce to support the priorities identified within the Corporate Plan and deliver our Medium-Term Financial Strategy (MTFS).
- 1.2. The Workforce Strategy supports the Council's vision for an open, fairer, greener Cheshire East, as set out in the new Corporate Plan. In particular the Strategy supports the priorities for an open and enabling organisation, by putting in place plans to support and develop our workforce to be confident, motivated, innovative, resilient and empowered.

2. Recommendations

- 2.1. That the Workforce Strategy at Appendix One be adopted; and
- 2.2. That Corporate Policy Committee receive regular progress updates.

3. Reasons for Recommendations

- 3.1. To provide a clear vision for the development and retention of our workforce and to enable the Council to have in place the resources required to deliver against its commitments as set out in the Council's Corporate Plan 2021-25.

4. Other Options Considered

- 4.1.** The option to not have a strategy is not considered reasonable based on the vital role our workforce plays in delivering the Council's priorities. It is important to ensure that the plans are in place to use staff resources wisely.

5. Background

- 5.1.** Our four-year strategy builds on the previous workforce strategy, its achievements and also our organisational cultural change. The Covid-19 pandemic has had a major impact on our workforce and the way in which we work. It has demonstrated our workforce's ability to respond brilliantly and adapt quickly to the many challenges we face. It also presents an opportunity to re-shape the way in which we work in the future, building in more agility and flexibility to respond to new circumstances. This new strategy reflects this alongside our current workforce profile.
- 5.2.** The Workforce Strategy is built around 4 key priorities:
- Delivering Our Future;
 - Living our Values and Delivering our Employee Deal;
 - Inclusive Workforce – Ensuring Everyone has a Voice
 - Empowering Our Workforce
- 5.3.** The Strategy has been developed, using a profile of our workforce to identify key issues and in consideration of the feedback provided through Service Workforce Plans.

6. Implications

6.1. Legal

- 6.1.1.** There is no legal requirement to produce a Workforce Strategy. However, it is helpful to provide a clear articulation of our workforce priorities and to ensure alignment with the Corporate Strategy.

6.2. Finance

- 6.2.1.** The delivery of the actions set out in the Workforce Strategy is within existing budgets and approved business cases.
- 6.2.2.** Some of the actions contained within the strategy relate to the delivery of apprenticeships and these will be funded through the Council's existing apprenticeship levy funding.

6.3. Policy

- 6.4.** The Workforce Strategy supports the Council's "Open, Fairer, Greener Cheshire East. In particular the Strategy supports the priorities for an open and enabling organisation, by putting in place plans to support and develop our workforce to be confident, motivated, innovative, resilient and empowered.

6.5. Equality

- 6.5.1.** The Workforce Strategy aims to improve the experience of working for the Council for all members of staff. It also sets out key priorities and actions to ensure our workforce is inclusive to all and our recruitment and selection processes promote recruitment and selection for all underrepresented groups.

6.5 Human Resources

- 6.5.1** The Strategy covers the breadth of services with HR and sets the priorities for Human Resources to work towards for the next four years.

6.6 Risk Management

- 6.6.1** There are risks to service delivery across the Council if plans are not put in place to address skills gaps and work is not undertaken in relation to recruitment and retention in an increasingly competitive market.

6.7 Rural Communities

- 6.7.1** There are no implications.

6.8 Children and Young People/Cared for Children

- 6.8.1** The delivery of the Council's Action Plan for Apprenticeships includes work to increase the number of apprenticeships available across the Council for our cared for children.

6.9 Public Health

- 6.9.1** There are no implications.

6.10 Climate Change

- 6.10.1** The delivery of the priorities within the Workforce Strategy that are focussed on new ways of working and the delivery of the agile working policy will contribute towards our workforce becoming more carbon neutral, through reduced commuting into work and commuting in between buildings to attend meetings in person.

| Access to Information | |
|------------------------------|----------------------------------------------------------------------------|
| Contact Officer: | Sara Barker, Head of HR Sara.barker@cheshireeast.gov.uk 01270 686328 |
| Appendices: | Appendix One – Workforce Strategy |
| Background Papers: | None |