

 HERTSMERE	HERTSMERE BOROUGH COUNCIL	PART I Agenda Item No	5
	<u>PERSONNEL COMMITTEE</u>	Document Reference No	PER/18/12
<u>DATE OF MEETING:</u> 4 July 2018			
UPDATE TO THE WORKFORCE PLAN 2018/19			

1. **RECOMMENDED THAT:**

- 1.1 The updates to the Workforce Plan 2018/19 set out in Appendix B be approved, subject to the outcome of consultation with the Local Joint Committee and to any financial implications being approved by the Executive.
- 1.2 Feedback from consultation with the Local Joint Committee be noted.

2. **INTRODUCTION**

- 2.1 The Workforce Strategy 2015-2018 ratified by the Council on 26 November 2014 is due to expire at the end of the calendar year. The process of consultation on a new workforce strategy began with the discussion at the meeting of the Committee in May 2018. The Workforce Strategy 2019-2021 is being developed with reference to the draft new Local Government Workforce Strategy called 'Great People for Growing Places' (March 2018) a copy of which is included in Appendix A. This and other research reports including 'Outside the Box – the council workforce of tomorrow' and 'The 21st Century Public Servant', which were previously circulated to the Committee in the May agenda have also been circulated to the Senior Management Team to inform the discussion of our local workforce strategy. It is anticipated that the final strategy will be approved by the Personnel Committee and ratified by the Council by December 2018.
- 2.2 The Workforce Plan 2018/19 was approved at the February meeting of the Committee and then updated again at the meeting of the Committee in May 2018. Further amendments are proposed, including measures related to the procurement of agency staffing and the development of a policy on the management of employee personal data developed to comply with GDPR. A copy of the updated Workforce Plan 2018/19 is attached as Appendix B for the Committee's approval.

3. **PRIORITIES FOR A NEW WORKFORCE STRATEGY FOR HERTSMERE**

- 3.1 There are a number of recurring themes in the research reports from the LGA, New District Council Network and the University of Birmingham referred to in paragraph 2.1 above. Promotion of employee well-being as a proactive approach to sickness

absence management; effective leadership and employee engagement to build a culture of trust and innovation; new ways of working to improve work/life balance; rebranding the council as an employer and up-skilling the workforce for digital transformation and to meet the demands of legislative change and financial constraints are all significant issues that need to be addressed in the Workforce Strategy.

- 3.2 The updated Workforce Plan contains a number of new actions targeted on these needs including: GDPR training and policy development; training to support improvement of the council's website (key to digital transformation); additional well-being events and promotion of the employee assistance programme; upgrading of the on-line recruitment software (JobsGoPublic); site visits to learn from best practice in employee engagement (Kesteven Council); Institute of Directors training for senior managers and members; and review of the Homeworking Policy and facilities.
- 3.3 Although the council has reduced its reliance on agency workers, the annual spend is still significant (more than £1m) and in view of the recruitment and retention difficulties faced by a range of services for professional and technical staff, it is unlikely that we will be able to dispense with agency workers in the near future. The effective procurement and management of agency temps is therefore a key issue. The current contracts with agencies were procured in 2015 and are due to expire at the end of July this year.
- 3.4 Consideration has been given to the possibility of joining in the procurement framework of another Hertfordshire authority which has recently conducted a procurement exercise and appointed preferred suppliers on the same cascade basis used by Hertsmere. However, it appears that this would lead to increases in the agency on-costs in some key professional areas and it has therefore been decided that the current contracts should be extended on terms as close as possible to the original contracts to minimise this problem over the next 12 months. A decision on whether to conduct our own procurement or to join in with another procurement framework can then be taken at a later date, with the opportunity for some soft market testing beforehand. There is some evidence to suggest that many agencies are seeking to increase their on-costs, possibly to defray the costs of the Apprenticeship Levy and the impact of IR35 rules, so we will also need to explore alternatives to use of agency temps wherever possible

4. **FINANCIAL AND BUDGET FRAMEWORK IMPLICATIONS**

- 4.1 The costs will need to follow on from the development of proposals based on consultation outcomes. These will be reported to the Executive for their approval before the strategy goes to full Council for ratification.

5. **PERSONNEL IMPLICATIONS**

- 5.1 These are set out in the appendices to the report

6. **LEGAL POWERS RELIED ON AND ANY LEGAL IMPLICATIONS**

- 6.1 None specifically identified at this stage

7. **EFFICIENCY GAINS AND VALUE FOR MONEY**

7.1 Doing more for less is one of the key factors to be addressed in the new workforce strategy.

8. **RISK MANAGEMENT IMPLICATIONS**

8.1 The high level risks will need to be identified in the new Workforce Strategy.

9. **CORPORATE PLAN & POLICY FRAMEWORK IMPLICATIONS**

9.1 These are to be identified in the Workforce Strategy 2019-2021.

10. **APPENDICES ATTACHED**

10.1 Appendix A: Local Government Workforce Strategy - 'Great People for Growing Places' March 2018
'Outside the Box – the council workforce of tomorrow' LGA/NLGN report 2016

10.2 Appendix B – Updated Workforce Plan 2018/19

11. **BACKGROUND PAPERS USED IN PREPARATION OF THIS REPORT**

11.1 Document title: The Workforce Strategy 2015-2018 Custodial Officer: Judith Fear

Where filed: Agenda and minutes for the Council meeting of 26 November 2014

12. **AUTHOR**

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