



REPORT TO:	Policy Development Panel
DATE:	23 March, 2022
SUBJECT:	S&ELCP Workforce Development Strategy
PURPOSE:	To seek Policy Development Panel's views on the draft S&ELCP Workforce Development Strategy.
PORTFOLIO HOLDER:	Councillor Jim Astill, Portfolio Holder – Corporate and Communications
REPORT OF:	James Gilbert, Assistant Director - Corporate
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WARD(S) AFFECTED:	N/a

SUMMARY

The Business Case for the South & East Lincolnshire Councils Partnership identifies the opportunity to align internal policy and strategy in several areas across the Partnership.

This report brings forward the S&ELCP Workforce Development Strategy for the Partnership – Appendix A.

The S&ELCP Workforce Development Strategy sets out the approach the Partnership Councils will take between now and 2024 to develop workplace culture, working practices and people.

The Strategy is an adaptation of the existing Workforce Development Strategy already approved by Boston Borough Council and East Lindsey District Council. South Holland District Council is being asked to adopt the Strategy so the Partnership has a single Workforce Development Strategy in place.

This Strategy would replace SHDC's existing Workforce Strategy.

RECOMMENDATIONS

- That the Panel considers the Policy, provides feedback and comments that it may wish to make in readiness for submission to Council.

REASONS FOR RECOMMENDATIONS

- To ensure the Panel has the opportunity to input into the S&ELCP Workforce Strategy prior to its consideration at Council. It should be noted that the Strategy is already adopted at Boston and East Lindsey Councils and was identified in the S&ELCP Business Case as a Strategy to be brought forward for South Holland District Council.

OTHER OPTIONS CONSIDERED

- To continue with the existing SHDC Workforce Strategy – this has been discounted. The S&ELCP Workforce Development Strategy and SHDC's existing Workforce Strategy aren't dissimilar in their aspirations but a single Strategy across the Partnership will provide a holistic framework for how the Partnership/Councils develop their culture, working practices and people.

1. BACKGROUND

- 1.1.** When the South & East Lincolnshire Councils Partnership formed it identified an opportunity to align several areas of Policy and Strategy across the Partnership. An early opportunity has been identified to align the Workforce Development Strategy for the Partnership Councils.
- 1.2.** The way in which the S&ELCP consistently develops the workplace culture, working practices and its people is vitally important to the Partnership's success and, indeed, the success of the individual sovereign Councils.
- 1.3.** SHDC has an existing Workforce Strategy. This Strategy was adopted in 2020 but would be superseded by the S&ELCP Workforce Strategy proposed in this report. The existing SHDC Strategy isn't dissimilar to the proposed S&ELCP Workforce Development Strategy in its aims and aspirations.

2. REPORT

- 2.1.** The S&ELCP Workforce Development Strategy proposed in this report provides a holistic framework for how the Partnership/Councils develop their culture, working practices and people.
- 2.2.** The themes identified in the S&ELCP Workforce Development Strategy are:
 - a) Attract and retain talented employees
 - b) A flexible approach to service delivery
 - c) A healthy and active workforce
 - d) Shape our organisational culture and maximise staff engagement
 - e) Be efficient and effective in all we do
 - f) Celebrate our success and reward excellence
- 2.3.** The Strategy also sets out the values and behaviours for Officers across the Partnership. Values are important pillars of our organisations. They are recognised as an important element as our values define how we do things across the Partnership. They reflect the important shared attitudes, beliefs, and behaviours we value in each other, regardless of role. Values and behaviours are reinforced at every opportunity through recruitment, training and personal performance accountability. Values then ultimately generate our behaviour. The values and behaviours are the qualities that transform our objectives, vision, and purpose into reality.
- 2.4.** To enable the Strategy's delivery and ensure it is well embedded across the workforces, a Workforce Development Board will oversee its implementation. The Board forms part of the

Partnership's operational governance model, as agreed by Council in November 2021.

- 2.5.** The Strategy's success will be measured via the indicators identified within the document and these will be reported via the Performance Framework.

EXPECTED BENEFITS TO THE PARTNERSHIP

A single S&ELCP Workforce Development Strategy across the Partnership will create a unified approach to developing our workforces. An integrated approach across the Partnership will create an environment where everybody has the opportunity to thrive. A shared approach enables joint working offering significant opportunity to add resilience, share expertise, and drive efficiency through increased capacity and delivery potential. Creating our approach at a sub-regional level provides the opportunity to set the standard for engaged, empowered and visionary workforces positioning our Councils as 'employers of choice'.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

As identified in 'Expected benefits to the Partnership'.

CORPORATE PRIORITIES

A positive workplace culture results in improved teamwork, raises morale, increases productivity and efficiency, and enhances the retention of the workforces. Research shows a positive workplace culture encourages creativity and employees who are more invested in the success of the organisation.

The Workforce Development Strategy supports the Corporate Strategies of the S&ELCP Councils by:

- Enabling and supporting colleagues across and within the three Councils to deliver aims of the Corporate Strategies.
- Establishing a healthy environment of trust and support across and within the three Councils.
- Placing a focus on staff health and resilience.
- Improving outcomes by focusing on people and place – customers, residents, elected members, partners and colleagues.
- Delivering both integrated and locally delivered services and matching the right skills to the right roles.
- Embedding an effective, visible and high performing leadership team to support each Councils' employees and priorities.

STAFFING

The vision of this Strategy is to develop talented workforces that are agile, efficient, empowered and engaged in the visions of the Council(s) they serve. The successful delivery of this Strategy will ensure our teams are well placed to deliver on the Council's priorities.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

Staffing matters are a non-executive function and are therefore a Council decision.

DATA PROTECTION

There are no direct data protection implications arising from the content of the report, but data relating to staff is protected under data protection laws. The Council has suitable technical and organisational measures in place to protect such data.

FINANCIAL

On the whole the Strategy will be delivered via the Workforce Development Board within existing resources. It should be noted that some of the actions (for example, ICT investment) may require funding as they develop and business cases will be produced on a project by project basis for consideration.

RISK MANAGEMENT

The S&ELCP resourcing plan will form a key part of this Strategy which will seek to mitigate against potential risk of loss of key skilled personnel. A risk register for this Strategy will be developed alongside the underpinning action plan.

STAKEHOLDER / CONSULTATION / TIMESCALES

Consultation has taken place with the trade unions when the Strategy was previously adopted at Boston and East Lindsey and unions were supportive.

REPUTATION

A clearly defined approach to workforce development demonstrating a culture that rewards talent and success, empowers and enables people and an environment that promotes, and provides employee wellbeing and work-based learning will be key to not only retaining our current workforces but also attracting our workforces of the future.

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

The actions arising from the Strategy will comply with all associated legislation.

HEALTH AND WELL BEING

A targeted Health and Wellbeing Strategy for our workforces is an integral part of the Workforce Development Strategy action plan recognising that healthier (mentally and physically) workforces provide greater capacity to deliver services.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

ACRONYMS

S&ELCP – South & East Lincolnshire Councils Partnership

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX A

Proposed Workforce Development Strategy

BACKGROUND PAPERS

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
N/a	N/a

CHRONOLOGICAL HISTORY OF THIS REPORT

Name of body	Date
N/a	N/a

REPORT APPROVAL

Report author:	James Gilbert, Assistant Director - Corporate
Signed off by:	Christine Marshall, Deputy Chief Executive – Corporate Development
Approved for publication:	Councillor Jim Astill, Portfolio Holder – Corporate and Communications