

Policy and Resources Committee		Agenda Item:
Meeting Date	5 February 2024	
Report Title	Workforce Strategy	
EMT Lead	Larissa Reed, Chief Executive	
Head of Service	Bal Sandher, Head of HR Shared Service	
Lead Officer	Bal Sandher, Head of HR Shared Service	
Classification	Open	
Recommendations	That the draft Workforce Strategy 2025-2030 is agreed for publication on the councils web site.	

1 Purpose of Report and Executive Summary

- 1.1 The Workforce Strategy is one of the key enabling strategies that support the Council's Corporate plan. The strategy was last updated in 2019 and since this time there have been changes in the way services are delivered. The proposed strategy builds on the developments that have taken place to date and identifies the changes that are needed for the future.

2 Background

- 2.1 The council refreshed its Corporate Plan in 2024 and to ensure that it is able to deliver on the priorities the council needs to understand the impact on the workforce and the factors that need to be put in place to ensure success.
- 2.2 The overall purpose of the Workforce Strategy is to ensure that Swale Council have sufficient numbers of staff with the appropriate capabilities to deliver high quality services for the people of the borough. The council provides an environment for staff that supports and encourages high performance, provides a fair reward package and recognition for work, and has employment practices which encourage commitment and retention.
- 2.3 The council has had a Workforce Strategy in place since 2008 and this has been regularly reviewed and refreshed over the last few years.
- 2.4 In order to gather information about the changes in the way the council delivers services and the likely future for the workforce a workshop was carried out with the senior management team to consider and address current and future workforce issues in order to support the strategic priorities. In addition, a review of management literature identifying future trends has also been considered in the development of the strategy.

2.5 Our new Workforce Strategy identifies 4 key strategic themes for action, which we will focus on during the next few years to support and develop our workforce, strengthen our capabilities as an organisation and modernise how we do things:

- Talent & development
- Our brand & recruitment
- Wellbeing & reward
- Organisational change & design

Each of these themes have an associated action plan to ensure that the council is supported in developing the organisations resources to achieve its priorities. The action plan will be reviewed and updated regularly in order to meet the ongoing requirements of the council.

3 Proposal

3.1 That the Policy and Resources Committee agrees the proposed Workforce Strategy attached at Appendix I.

4 Alternative Options Considered and Rejected

4.1 The council could decide that it does not require a Workforce Strategy and not refresh the current strategy. However the council's most valuable resource is the workforce and to have no expression of the strategic direction may give rise to uncoordinated actions in the future.

4.2 The council may choose to refresh the Workforce Strategy but arrive at a different set of predictions and associated actions to those in the attached draft; however the proposed document follows consultation with Senior Officers and offers significant scope for development and change in the way it is structured.

5 Consultation Undertaken or Proposed

5.1 The Workforce Strategy was developed with input from senior managers in the organisation and discussed with the trade union.

6 Implications

Issue	Implications
Corporate Plan	The Workforce Strategy has an impact on all aspects of the corporate priorities.
Financial, Resource and Property	There are areas of the Workforce Strategy that may have a financial impact but these would be costed within the normal

	annual budget
Legal, Statutory and Procurement	Although there may be specific actions that have legal implications there is nothing identifies in the plan overall that will have legal implications.
Crime and Disorder	None specific to this report.
Environment and Climate/Ecological Emergency	None specific to this report.
Health and Wellbeing	The strategy includes a further commitment to supporting employee Health and Wellbeing.
Safeguarding of Children, Young People and Vulnerable Adults	None specific to this report.
Risk Management and Health and Safety	The overarching risk is that if the council does not have a Workforce Strategy it may fail to put in place the actions to deliver the priorities
Equality and Diversity	The Equality Act 2010 places requirements upon all public sector bodies to ensure that its policies and procedures are promoting equality. The workforce strategy includes specific commitments and actions to advance equality, diversity and inclusion and should therefore have a positive impact upon equality.
Privacy and Data Protection	There is no impact to Privacy and Data Protection.

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- **Appendix I:** Draft Workforce Strategy 2025-2030

8 Background documents

None