

WAVERLEY BOROUGH COUNCIL

EXECUTIVE

4 DECEMBER 2018

Title:

DRAFT HR STRATEGY 2018 - 2023

[Portfolio Holder: Cllr Julia Potts]

[Wards Affected: N/A]

Summary and purpose:

This report sets out the Council's draft HR Strategy for 2018 – 2023, which outlines our plans within HR, Learning & Development, Recruitment and Payroll to recruit, develop and retain staff, and to support them to work in ways to deliver council services in an effective 21st century council. The Executive is asked to approve the proposed Strategy.

How this report relates to the Council's Corporate Priorities:

Having professional and qualified Council staff is key to delivering effective and efficient council services. The new HR Strategy sets out how the council will recruit, develop and retain staff, and complements the Corporate Strategy and the Priority themes of People, Place and Prosperity.

Equality and Diversity Implications:

An Equality Impact Assessment has been carried out, and there are no Equality and Diversity implications arising from the HR Strategy.

Financial Implications:

There are no direct financial implications of the Strategy.

Legal Implications:

There are no direct legal implications of the Strategy.

Background

1. The Council's recently agreed new Corporate Strategy sets out a number of ambitious plans for what the Council will achieve and how it will work as an organisation. Staff are the Council's biggest asset so the delivery of these ambitions relies upon the effective recruitment, development and retention of staff is a crucial part of delivering these plans.
2. In line with recommendations arising from the 2016 Strategic Review, the Council's strategic, operational and learning and development HR functions were brought

together into a single team earlier this year in order to provide a more rational and customer-focused approach.

3. As well as drawing on the new corporate strategy, the strategy directly addresses those areas for development picked up within the council's recent Investors in People report and the recent LGA planning peer review. It learns from a number of key data sets, including the June 2018 Value for Money and Customer Service Overview and Scrutiny workforce profile report, results from staff exit interviews and from staff surveys. It also picks up on key issues within the LGA Great People for Growing Places workforce strategy 2018 and the 21st Century Public Servant 2018 amongst others. Taken together, these have identified six areas the Council needs to focus on:
 - A changing and modernising workforce
 - Flexibility and changes to working culture
 - Leadership, and management skills providing autonomy, communication and collaboration.
 - Staffing levels, recruitment and retention
 - Career development and succession planning
 - Pay structure and benefits programmes
4. Priorities for change and improvement are put forward within the strategy under four headings:
 - HR Foundations
 - Talent Management
 - Retention, Recognition & Reward
 - Learning and Organisational Development

Comments from VfM and Customer Service Overview and Scrutiny Committee

5. The Value for Money and Customer Service O&S Committee met on Monday 10 September and made the following observations on the HR Strategy:
 - Members thanked officers for producing a clear and accessible Strategy.
 - The Committee suggested that the Strategy could be enhanced by the inclusion of a forecast as to how the workforce might change as a result of technological advances e.g. more remote working.
 - Members were pleased to note that the issue of talent management was addressed in the Strategy as there was an acknowledgment that staff, particularly in areas such as Planning, would gain experience at Waverley and then move on to positions in London councils or the private sector. It was also highlighted that different levels of staff within the organisation would have different career aspirations and Members suggested that this be taken into account in the Strategy.
 - The Committee felt that a statement should also be included in regard to equality and diversity. Officers responded that the Council was part of the 'two ticks' scheme and agreed to make reference to this in the Strategy.

Recommendation

That the Executive approves the proposed HR strategy 2018-2023.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Robin Taylor
Head of Policy and Governance

Telephone: 01483 523108
E-mail: robin.taylor@waverley.gov.uk

Name: Katy Meakin
Human Resources Manager

Telephone: 01483 523499
E-mail: katy.meakin@waverley.gov.uk