

## ***FULL COUNCIL REPORT***

Date Written	31 October 2014
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Service Area	Human Resources
Exempt/Non Exempt	Non-Exempt
Committee Date	3 <sup>rd</sup> December 2014

*To: Mayor, Ladies and Gentlemen*

### **Strategic Workforce Plan**

#### **PURPOSE OF THE REPORT:**

To seek approval of the adoption of the Strategic Workforce Plan 2014-17.

#### **1.0 INTRODUCTION AND BACKGROUND**

- 1.1 Merthyr Tydfil County Borough Council has been subject to significant challenge in the last few years, from austerity measures to challenging needs of a growing and changing community. It is critical that the decisions made to respond to the austerity measures take into consideration impact on service delivery.
- 1.2 Employees are a key resource to effective service delivery. Despite the austerity measures, it is critical that there is suitable investment of employees during the change.
- 1.3 The Chief Executive has identified three key aspirations defining success in **2017**, which are helping to underpin the framing of future decisions about the shape of the local authority and the nature of the workforce. These are:
  - Being in the top quartile across all local authorities in Wales
  - Being sustainable as an organisation
  - Being seen as the organisation responsible for improving Merthyr Tydfil and in particular in terms of generating economic growth for the area and enabling people in Merthyr Tydfil to improve their potential for success

- 1.4 The Leader of the Council has set a challenge for Members and officers of the Council **“Let's put Merthyr Tydfil in the best position for the future”**. The Chief Executive has responded to this by posing the questions, **“What does success look like for the Council in three years?”** (2017).
- 1.5 For Merthyr Tydfil County Borough Council to successfully meet the challenges set by the Leader and Chief Executive it needs to establish what resources, skills and services are needed for the future so that it is sustainable and is able to perform within the top quartile.
- 1.6 This Strategic Workforce Plan has been created to support the challenge of this change. Its main purpose is to assist the Council in aligning employee numbers and skills to the needs of the community, whilst retaining good budget management, as stated within the corporate outcome priorities.

## **2.0 HOW THE PLAN WAS DEVELOPED AND CONTENT**

- 2.1 Each year all Heads of Service are asked to complete a workforce template that focuses on assessing the risks and issues in regards to their service. This includes:
  - Skills and Capability
  - Individual Performance Management
  - Business Continuity
  - Service Delivery
  - Budget Management
- 2.2 The data collected during this exercise is then evaluated and the key issues facing the Council built into an Action Plan that is split into the following sections:
  - People and Workforce Plan Development and Monitoring
  - People Development
  - Systems and Processes
  - Transformational Change
- 2.3 The Action Plan can be found within the Strategic Workforce Plan and includes activities that the Council will deliver to ensure that the workforce are appropriately skilled, resourced, and have access to management information that informs decisions.
- 2.4 The Strategic Workforce Plan will form part of a yearly cycle that will be evaluated and updated each year.
- 2.5 The monitoring of the delivery of the Action Plan will form part of the Transformational Programme as it underpins the changes taking place from the service reconfiguration projects.

### **3.0 FINANCIAL IMPLICATION(S)**

3.1 There are no financial implications in regards to the creating and approval of this Plan. However, to deliver the Action Plan there will be a need to make some investment in developing employees.

### **4.0 SINGLE INTEGRATED PLAN AND SUSTAINABILITY IMPACT SUMMARY**

4.1 A Single Integrated Plan and Sustainability Impact Assessment has been completed, which has resulted in a positive impact. This is due to the Strategic Workforce Plan having a focus on developing the skills of the workforce to ensure business continuity.

### **5.0 EQUALITY IMPACT ASSESSMENT**

5.1 An Equality Impact Assessment (EqIA) screening form has been prepared for the purpose of this report. It has been found that a full report is not required at this time. The screening form can be accessed on the Council's website/intranet via the 'Equality Impact Assessment' link.

### **6.0 RECOMMENDATION(S) that**

6.1 The Strategic Workforce Plan 2014-17 be approved

6.2 The monitoring of delivery of the Action Plan within the Transformational Programme be approved.

**GARETH CHAPMAN**  
**CHIEF EXECUTIVE**

<b>BACKGROUND PAPERS</b>		
Title of Document(s)	Document(s) Date	Document Location
Strategic Workforce Plan 2014-17	October 2014	O drive:/Humanresources

***Consultation has been undertaken with the Corporate Management Team in respect of each proposal(s) and recommendation(s) set out in this report.***