

**TO: COUNCIL  
20 JANUARY 2016**

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**PAY & WORKFORCE STRATEGY 2015/18  
(Director of Corporate Services– Human Resources)**

**1 PURPOSE OF REPORT**

- 1.1 This is the Council's 9th Pay and Workforce Strategy which is agreed annually by full Council. Like all strategies it is important to regularly review it in the light of changing priorities, new legislation and other issues which impact on the Council.
- 1.2 The attached report provides both an update on progress to date against the previously agreed priorities, and an assessment of what changes need to be made to the Strategy over the coming three years alongside detailed Action Plans.
- 1.3 This Strategy is intended to demonstrate how HR priorities for the Council link into departmental priorities and take into account local issues; it is not intended to be a resource allocation document but should be viewed as an outline plan on priority HR areas for the Council to tackle in the next 1-3 years.
- 1.4 The Strategy is not intended to relate in detail to work with schools staff although there are some generic issues contained within it which do cover schools employees.
- 1.5 The purpose of this report is therefore to bring the Council's attention to the key elements which make up the workforce requirements over the next 12 – 36 months and impact on the delivery of the Council's strategic objectives.

**2 RECOMMENDATION**

- 2.1 **That the Council endorse the attached 9<sup>th</sup> Pay and Workforce Strategy**

**3 REASONS FOR RECOMMENDATION(S)**

- 3.1 The Department of Communities and Local Government expects that all local authorities will have a strategy in place which shows how they plan to address the 5 key national workforce priorities, which are detailed in the Pay and Workforce Strategy.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 As it is a requirement for the Council to produce an updated pay and workforce strategy on a regular basis, no other options were considered.

## **5 SUPPORTING INFORMATION**

- 5.1 The Council's current Pay and Workforce Strategy is a "living" document which is annually revised and regularly updated to take account of changes to national, regional and local priorities. The Strategy consists of a number of linked plans including the Local Safeguarding Children's Board Workforce Strategy, the Adult Social Care Workforce Strategy and the Recruitment and Retention Strategy.

The Local Government workforce (including Bracknell Forest) faces a number of major issues which include: an aging workforce (particularly in relation to senior staff experience), recruitment difficulties in particular skills shortage areas, equalities requirements, improving leadership and management capability and competence, developing fair and modern pay systems and increasing flexibility in working practices. These issues can be successfully addressed at a local level by identifying them in the Strategy and then introducing suggested remedial actions through the Action Plans.

- 5.2 There is a particular emphasis in this 9th Strategy on the Council's new narrative and Council Plan as implementing the Council Plan over the next four years will mean that a number of services will change significantly. Some of the more notable points from the Plan are:

- All services will be reviewed over the next four years, including considering alternative service delivery models
- Charging appropriately for services, including reducing the subsidy on some services will be paramount
- Seeking opportunities to generate additional income will be key

- 5.3 Within this change of approach it's important to recognise that there will be significant staffing implications which will impact on the Pay and Workforce Strategy as those implications develop and become clearer. The Council will likely see a reduction of between 10% and 15% in its workforce. Natural turnover will help but that process will not be an easy one for everyone affected by it. The Council's Organisational Change Protocol will be key to ensuring the staffing issues are address equitably and in line with legal requirements.

### **5.4 Conclusion**

- 5.4.1 When revising strategy documents, it is important to ensure that links to other high level plans are taken into account and any impact on them assessed and addressed. This Strategy seeks to do that through its work across the Council in services areas to ensure all workforce priorities are identified and addressed.

## **6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS**

### **Borough Solicitor**

- 6.1 There are no specific legal implications arising from the contents of this report.

Borough Treasurer

- 6.2 Within the context of a challenging financial environment, the delivery of this strategy will be dependent upon future budget decisions by the Council. The action plans attached as appendices to the strategy provide the means by which available resources are prioritised to best effect, within the overall budget constraints.

Equalities Impact Assessment

- 6.3 The Pay and Workforce Strategy, alongside the Equality Scheme 2012-16 sets out how the Council will achieve its equality objectives and further advance equality of opportunity amongst the workforce of the Council.

Strategic Risk Management Issues

- 6.4 The Council requires an overall people management strategy in order to ensure it meets its obligations and makes the best use of its resources.

Other Officers

- 6.5 Contributions from other relevant officers are included in the Strategy.

**7 CONSULTATION**

Principal Groups Consulted

- 7.1 Employment Committee, Corporate Management Team and Departmental Human Resource Managers.

Method of Consultation

- 7.2 By face to face meetings

Representations Received

- 7.3 Representation was received from CMT on behalf of the organisation and from departmental Human Resource Managers on behalf of their individual departments.

Background Papers

8<sup>th</sup> Pay and Workforce Strategy December 2013

Contact for further information

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