

Committee: Cabinet

Date:

Title: Workforce Plan 2023 to 2027

Thursday, 16
March 2023

Report Author Nicola Roberts, Human Resources Manager
nroberts@uttlesford.gov.uk

Angela Knight, Assistant Director – Business &
Change Management
aknight@uttlesford.gov.uk

Key Decision:
No

Summary

1. The Workforce Plan (Appendix A) shows how we intend to create an agile workforce that can help achieve the ambitious goals set out in the Corporate Plan and Blueprint Uttlesford. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Uttlesford.
2. It is our mechanism for ensuring that we have the right people, in the right place, with the right skills, at the right time and at the right cost to deliver the Council's priorities to the residents and businesses of Uttlesford.
3. It provides a framework to all staff by providing direction on; workforce planning, performance, learning and development, leadership and management, engagement, reward and wellbeing.
4. It is a four year plan which will be reviewed annually to ensure it remains fit for purpose and continues to meet the needs of the council.
5. An Action Plan will sit behind the Workforce Plan setting out specific actions to achieve the aspirations of the Workforce Plan and setting target dates for each. A draft high level Action Plan is attached at appendix B. This is a 'work in progress' and is subject to staff engagement and feedback.

Recommendations

6. Cabinet is recommended to note the Workforce Plan and High Level Action Plan

Financial Implications

7. There are no implications for the Council's budget beyond those approved as part of the 2023/24 budget setting process.

Background Papers

8. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

Impact

9.

Communication/Consultation	None
Community Safety	None
Equalities	EqHIA attached as Appendix C
Health and Safety	None
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None
Workforce/Workplace	This Workforce Plan and supporting documents are subject to staff engagement and feedback

Situation

10. The Workforce Plan shows how we intend to create an agile workforce that can help achieve the ambitious goals set out in the Corporate Plan and Blueprint Uttlesford. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Uttlesford.
11. The Council will be going through significant change over the next four years and will be smaller than it is now.
12. We will need different skill sets in some areas, including more commercial, contract and performance management skills, data insight and analysis, enhanced customer service skills, and improved ways of working with our communities and partners.
13. The Workforce Plan is our mechanism for ensuring that we have the right people, in the right place, with the right skills, at the right time and at the right cost to deliver the Council's priorities to the residents and businesses of Uttlesford.
14. It provides a framework to all staff by providing direction on; workforce planning, performance, learning and development, leadership and management, engagement, reward and wellbeing.
15. An Action Plan will sit behind the Workforce Plan setting out specific actions to achieve the aspirations of the Workforce Plan and setting target dates for

each. A draft high level Action Plan is attached at Appendix B. This is a 'work in progress' and is subject to staff engagement and feedback.

16. We need to understand the profile of our staff and local community, so a staff and resident profile document is being created to sit alongside the Workforce Plan and to inform the action plan.
17. We intend to introduce the Workforce Plan across the organisation in June 2023 at the Staff Conference. We will engage with staff and seek their feedback continuously which will help to formulate a more detailed action plan and ensure it remains fresh, realistic and current.
18. This is a four year plan and so it is important to see this as a journey. If it is done properly, we will be able to predict the demands ahead, how we will meet them and adapt and mould our workforce as we go.

Risk Analysis

19.

Risk	Likelihood	Impact	Mitigating actions
Workforce and Action plan is not delivered within the life of the Workforce plan	2 – The Workforce and Action plan may change in line with the corporate change programme	2 – The workforce will not be in a position to meet future organisational needs	The Workforce and Action plan is a live and evolving document, reviewed regularly to ensure it meets the needs of the workforce and the council

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.