

Slough Borough Council

Report To:	Employment Committee
Date:	14 th April 2026
Subject:	Workforce Strategy update
Chief Officer:	Will Tuckley: CEO MD Commissioner Ian O'Donnell: Executive Director of Corporate Resources
Contact Officer:	Bal Toor: HR Director
Ward(s):	All
Exempt:	NO
Appendices:	Appendix 1: HRMI pack Appendix 2: Baseline understanding of culture

1. Summary and Recommendations

- 1.1 The Workforce Strategy has been in place for almost 12 months. The strategy covers a two-year trajectory and will be reviewed in May 2026, following the next annual staff survey. For this quarter notable areas of progress are reducing our reliance on interims as part of asking all Executive Director areas to seek appropriate savings or efficiencies and improving our employee support offer and ways to recognise staff. Given this paper is presented at the start of a new financial year, we have set out a summary of progress for 25/26 alongside ambitions for 26/27.
- 1.2 The paper also incorporates the routine HR management information (HRMI) pack we present to Employment Committee each quarter, tracking key areas of HR, which underpin and evidence the progress of the workforce strategy.

Recommendations:

- 1.3 To note progress in the delivery of the workforce strategy and approve areas of focus for 26/27

Reason: This paper is updated on a quarterly basis and assures the Committee on how HR maintains a targeted approach when supporting its workforce to thrive.

Commissioner Review

A clear report giving practical examples of progress against the key themes in the strategy. Of particular note, is the increase in staff appraisals from a very low base to current levels. It is important that this is maintained.

2. Report

Introductory paragraph

As set out in the Corporate Plan 2023 – 2027, to achieve its objectives the Council requires a high performing workforce that operates within a positive culture. The Workforce Strategy is key to achieving this and the roadmap by which HR delivers its function and expects to be held to account. Monitoring the progress of deliverables set out in the strategy will enable this accountability and support the establishment of an organisation that is regarded as an employer of choice.

Background

The strategy is underpinned by four priorities.

1. **Getting the basics right:** focusing on ensuring our staff have access to timely and accurate data to discuss people priorities in an evidence-based way
2. **Empowering our people:** ensuring people have the tools and space to hold meaningful 1:1s, End of Year Review, with career pathways for all
3. **Fostering a healthy and inclusive environment:** renewed focus on supporting active travel, diversity and inclusion throughout the employee lifecycle, whilst establishing a culture of 'speak up'
4. **Building a positive and transformative culture:** creating a culture of belonging for all staff; recognising and celebrating diversity and bringing us together to volunteer, whilst broadening our connection with schools to cover work experience or placements.

Summary of achievements in 2025/26

24/25 saw the last staff survey, in which findings were reported by Head of Service level. The results of this survey were reported to Employment Committee. In tandem to this, SBC received the recommendations from a LGA Peer review focused on equalities. This coupled with views from our staff (via the Our People Forum and Networks) helped shape the Workforce Strategy. In May 2025 the strategy was launched and alongside this, HR reviewed part of its structure, re-shaping itself to be less reliant on the historical use of interims and fit for the future. Notable achievements for 25/26 were as follows:

Attracting and recruiting:

1. Introducing core skills into the recruitment process, to support hiring managers to test behaviours in addition to skills when recruiting new hires.
2. Improving the way in which we analyse the diversity of all applicants throughout the recruitment process to learn how we can better support candidates
3. Signing up to the Armed Forces Covenant
4. Improved ways in which to capture conviction data, diversity data and reasonable adjustments of all applicants (i.e. supporting neuro diverse applicants with room layout, or interview style considerations)
5. Improved number of internal staff being offered apprenticeships
6. Improved relationships with schools; ensuring we attend careers event and host work experience
7. Moved to digital payslips for school staff – extended to Members for May 2026

Supporting our staff:

1. Delivery of key HR management information (MI) to all executive directors (EDs) monthly; highlighting a focus on key people for their Delivery Leadership Team (DLT) meetings
2. Launching line manager development programme, with over 60% of managers completing all 4 modules and over 80% completing 3 out of 4 modules
3. Procurement of a new employee assistance programme (EAP) provider, Health Partners, with improved SLAs
4. Launch of Reverse Mentoring for all EDs – 90% take up.
5. Improved staff recognition, expanding the FAB scheme and ensuring 3 staff were recognised at a Royal Reception.
6. Recent investment in training offers to staff who wish to be ACAS accredited, Speak Up guides, Facilitators of mediation and Mental Health Guides.
7. Improve co-production of all HR products with staff networks, to ensure employee voice shapes HR work.

Whilst we have data to indicate our deliverables are being favoured by the business, for our next Employment Committee we will have the upcoming Staff Survey results to present, alongside some feedback surveys from each part of HR, to showcase staff feedback whether our progress has improved employee engagement, employee experience and overall wellbeing.

We recognise that in 26/27 HR will need to enable the organisation to deliver more for its workforce. We remain committed to reducing both the cost and reliance on interims, developing our workforce and creating a culture where our people can thrive. We believe we have laid the foundations that will help the organisation move at pace.

Update on previous actions:

Action 1: Sickness Absence Policy benchmarking

Benchmarking of SBC's Sickness Absence Policy has now been completed against neighbouring authorities, including Reading, Windsor & Maidenhead and Wokingham. This review confirms that SBC's absence triggers are broadly aligned with local comparators, assuring that our framework is consistent with practice.

Importantly, the benchmarking also highlights that SBC's policy goes further in providing clear guidance, practical tools and structured expectations for managers, supporting a more consistent, timely and supportive approach to managing attendance.

Action 2: Performance Cases

Although it is still early to provide a definitive assessment, following the introduction of the revised Performance Management Policy in February 2026, the organisation is already showing signs of positive behavioural change. The clearer expectations, improved structure and stronger guidance for managers have begun to tighten organisational grip on underperformance. Since the policy launched, SBC now has three active Performance Improvement Plans, compared with none before the revision, indicating an improvement in early intervention, confidence in using the policy and more consistent application across services.

Action 3: Understanding the baseline of Culture – see Appendix 2

Culture remains a priority focus for 26/27. The last culture snapshot was completed by an interim partner in early 2024. Following the arrival of the HR Director in June 2024, the focus was on addressing themes as set out in this work, administering a full staff survey and utilising this to drive a workforce strategy to implement the foundational work required for culture change. See Appendix 2 for a summary of our culture baseline with ambitions for 26/27.

Detailed progress against priorities as set out in the Workforce Strategy are as follows:

Getting the basics right

We continue to provide tools to ensure managers can access the right data at the right time alongside the most up to date policies.

Data dashboards – HR continues to produce key workforce metrics for each ED area. These are presented by the HR business partner (HRBP) or Head of HR each month to ensure people priorities are being tabled and discussed at each delivery team.

Data has been cleansed on our in-house system, supplemented by Unit4/Agresso bitesize learning, which continues to be offered to the business. With updated data at structural level we can advise more effectively on any restructures or associated workforce planning.

Policies:

We have focused on the following policies over the past year, ensuring we better equip our managers with the ability to support and manage staff.

Name of Policy	Key improvements
Disciplinary: Updated July 2025	The revised Disciplinary Policy has streamlined practice across the organisation by providing clearer processes, strengthened guidance and practical tools for managers undertaking disciplinary roles. These improvements have helped reduce unnecessary delays and promote more consistent and timely case management. Early evidence shows that the strengthened policy is driving substantial improvement in efficiency, with average case durations reduced significantly, from 190 days to just 31 days. This demonstrates that the revised framework is enabling earlier decision-making, improved case progression and greater confidence among managers in applying the policy effectively.

<p>Grievance: Updated July 2025</p>	<p>Streamlined the practice to mitigate lengthy delays, clarity on what is in/out of scope of a grievance. Guidance and tools to support the managers undertaking a grievance investigation. Since the implementation of the strengthened Sickness Absence Policy in November 2025, there has been a measurable increase in formal sickness case activity, rising from 56 to 67 cases. This increase indicates that early intervention is now taking place more consistently, supported by the removal of the informal stage and clearer guidance for managers. Additionally, 15 new formal sickness cases have been initiated since the start of 2026, demonstrating improved oversight and more timely application of the policy. The combination of automated trigger alerts and proactive engagement from the HR Case Management Team has helped ensure managers feel more confident and empowered to address sickness concerns promptly and in line with policy expectations.</p>
<p>Organisational Change: Updated November 2025</p>	<p>The revised Organisational Change Policy has strengthened the overall framework by providing greater clarity on processes, roles and responsibilities, alongside a more robust approach to redeployment and the identification of suitable alternative employment. These enhancements have already demonstrated positive impact, supporting the smooth implementation of two medium-sized restructures. The strengthened process ensured early and proactive identification of suitable alternative roles, which helped to mitigate potential redundancies, while the clearer guidance offered managers and staff improved consistency and confidence throughout each stage of the change process.</p>
<p>Sickness Policy: Updated November 2025</p>	<p>The strengthened Sickness Absence Policy introduced in November 2025 has begun to show a positive impact, supported by clearer trigger points, improved alignment of system-generated notifications and a more structured approach to long-term absence management. Since implementation, there has been a measurable</p>

	<p>increase in formal sickness case activity, rising from 52 to 67 cases. This uplift indicates that early intervention is now taking place more consistently, enabled by the removal of the informal stage and clearer guidance for managers. A further 15 new formal sickness cases have been initiated since the start of 2026, demonstrating improved oversight and more timely and consistent application of the policy. The combination of automated trigger alerts and proactive engagement from the HR Case Management Team has contributed to managers feeling more confident and empowered to address sickness concerns promptly and in line with policy expectation</p>
<p>Performance Policy: Updated February 2026</p>	<p>Since the implementation of the revised Performance Management Policy in February 2026, there has been an increase in formal performance cases, rising from zero to three, although the overall numbers remain small, reflecting that the policy has been in place for less than two months and it is therefore too early to establish the policy's wider impact. The updated policy removes the previous written warning stage and replaces it with a structured monitoring period, supported by clearer guidance on how managers can help employees improve their performance. These changes have contributed to earlier identification and escalation of performance concerns, creating a more consistent, proactive and supportive approach to performance management across the Council.</p>

Better data has supported EDs to reduce cost and reliance on interims:

The ambition of SBC's Corporate Leadership Team (CLT) is to reduce the expenditure and reliance on interims across the organisation. Some of this will be progressed through internal restructures which are in flight, however we have also managed the cost of interims by utilising an alternative payroll provider (CDL) which achieves financial savings for the business.

CDL Conversion Programme

In January, a decision was made by CLT to mandate CDL transfer for eligible interims with a tenure exceeding two years.

Since launching this phase, nine workers have agreed to transfer to CDL arrangements, generating savings of approximately £325 per day (£1,625 per week).

At present, 65 active interims have a tenure exceeding 2 years, of which, 54 are eligible for transfer.

The HR team continues to partner teams with high use of interims to support achievement of savings. For example, the recruitment team has held meetings with SEND and Occupational Therapy teams to discuss the transfer process, address questions and concerns and provide clarification. Further individual meetings are scheduled. Within SEND, 17 workers have been identified as eligible for savings and we will continue working closely with the service to progress these transfers.

Wider Recruitment Activity and Cost Management

The Recruitment Team continues to work with hiring managers to review all fixed-term and temp-to-perm recruitment activity (ensuring we do not limit career opportunities for existing staff). We are currently in the process of converting four workers from temporary to permanent contracts.

The closure of the office and standing down of interims over the Christmas period generated approximately £110,000 in savings.

We have also seen a consistent month-on-month reduction in agency spend and active placements since November:

October: £2.168m – 337 active placements
November: £2.671m – 317 active placements
December: £1.618m – 301 active placements
January: £1.545m – 293 active placements
February: £1.818m – 300 active placements (5 week month due to w/e dates)
March (to date): ££1.501m - 274 active placements **please note full billing TBC*

This downward trend reflects the positive impact of the CDL initiative and broader recruitment controls.

Apprenticeships

In 25/26 we increased our number of internal apprentices to 50 (c. 4% of workforce); the highest it has been for 18 months. For comparison, Bracknell has 102 apprentices (c.4.2% of workforce) and Reading have 18 (c0.9% of workforce).

It should be noted that the number of apprentices an organisation can employ is limited by the levy that it pays. Levy is fixed at 0.5% of an annual salary budget. For example, an organisation of 1,000 staff can recruit far fewer apprentices than an organisation with 6,000 staff as their levy pots will be significantly lower. At SBC the maximum number of apprentices we could fund would be 50-60 apprenticeships. This is dependent on the level of the apprenticeships as the costs vary from £750 - £21,000 per apprenticeship. (Note – the government are removing their 10% “top up” of levy funds, so there will be a reduction

in the maximum number of apprentices that can be funded once this comes into effect on 1st August 2026).

For National Apprenticeships Week we celebrated existing and graduating apprentices with a graduation ceremony, networking opportunities and a drop-in session for anyone interested in learning more about our apprenticeships. We have new apprentices coming on board in the coming months across data, social work, youth work and occupational therapy as well as further Council wide cohorts in Data analysis/management. Our apprentices are being supported to be champions for others to follow a similar route and we are ensuring we support them throughout their time with SBC, notably via the End of Year Review discussion.

The HR team recognises that the organisation needs to broaden its early career intake. To this end, it has been working on a proposal concerning early career roles (apprenticeships, graduates, student placements); however the government announcements in mid-March relating to the removal of certain standards and the cessation of the government contribution to levy pots have paused this proposal whilst the available levy estimates for the coming years are recalculated.

New Occupational Health and Employee Assistance Provider

When procuring a new supplier, a key element was ensuring the Council would obtain a system that helped managers support their staff. Previously managers could not easily navigate the OH system and this resulted in time lags. Since going live on 1 February 2026, the new Occupational Health provider has made a strong and stable start. Early MI data shows a solid uptake of services with 22 Management Referrals, 9 Pre-placement checks and 1 ill health retirement case initiated in the first month, demonstrating that core pathways are functioning effectively as mobilisation embeds. This is in sharp contrast to delays reported by staff in relation to the previous supplier. Clinical delivery has been well balanced with 69% of appointments completed by OH Advisors and 31% by Physicians, alongside zero avoidable costs incurred to date. Initial diagnosis patterns show a typical mix of mental health (9%), musculoskeletal (23%) and other conditions, with a small number of work-aggravated cases.

Anecdotal feedback from managers is positive, noting that outcome reports are balanced, objective and easy to work with, and that they provide clear, practical recommendations for managers and employees. Reports are viewed as constructive, professionally reasoned and supportive of decision-making around adjustments and returns to work. While SLA reporting is still in development and benchmarking data is only indicative at this stage, the overall picture reflects a well-managed transition, good early engagement from services and a provider that appears to be bedding in well operationally and clinically. Further MI in the coming months will provide a fuller view of consistency, responsiveness and service quality, but the early signs are encouraging.

Casework

Over recent months, we have seen a continued increase in HR casework across the organisation, including matters relating to performance, attendance and employee relations. The increase is viewed as a positive indicator of cultural maturity. Employees are demonstrating confidence in organisational processes and feel psychologically safe to

raise concerns, knowing that issues will be addressed fairly and transparently. This reflects progress towards a culture that values accountability, openness and constructive dialogue.

Following the HR restructure and the introduction of updated employee HR policies, SBC has seen a significant improvement in the speed, quality and consistency of case management. Average case duration has reduced from 190.62 days to just 31.38 days, representing a transformative shift in efficiency and demonstrating that the new operating model is working. The revised Disciplinary and Grievance Policies have been central to this progress, giving managers clearer steps, greater confidence and a more structured framework, resulting in quicker decision-making and faster case resolution. This is further supported by the launch of the Performance Management Policy in February 2026, which has already strengthened organisational grip on underperformance:

Alongside this, the updated Sickness Absence Policy has been benchmarked against neighbouring authorities, Reading, Windsor & Maidenhead and Wokingham, confirming that SBC's absence triggers are broadly aligned with local comparators. Importantly, SBC's policy provides more detailed guidance and practical tools for line managers, enabling a more supportive, structured and timely approach to managing attendance. This additional clarity has made expectations easier to apply in practice and reinforced early, proportionate action. Taken together, the strengthened policy framework, revised processes and improved HR structure have created a more efficient, fair and proactive employee relations environment, with early data showing clear and positive impact.

Empowering our people

End of Year Reviews (EOYR)

In 2023 the completion rate of EOYR was 17%, in 2024 this increased to over 70% and in 2025 this increased to over 85%. Each year the team has listened to staff and improved the tool. This year we have included the opportunity for Tiers 1-3 to include 360 feedback and a Talent Tool - to ensure we build on our ability to succession plan and grow as a leadership cohort. Results of this year's EOYR will be reported at the next Employment Committee by Learning and Development lead Katie Penn.

LEAD line management development programme

Over the 25/26 year there were 295 managers eligible to attend our LEAD training across SBC and SCF. Overall, 166 managers (56%) have completed the programme across the two phases. This relates to 62% of SBC managers and 37% of SCF managers.

We have collected feedback from managers who have attended the course. This includes feedback on the content and activities to gauge the interest/value of each section. Feedback was positive about the content and structure of the courses – the models introduced and the activities that were employed.

Using this information, we are building new modules that are tailored based on learner feedback. This also includes new content and new interactive elements to move away from the less engaging PowerPoint sessions. Our plan is to begin delivery of additional training for Q1 of 26/27.

Supporting the business with restructures

Work is ongoing with Executive Directors, Directors and Heads of Service to identify opportunities to reduce reliance on interim staff. This is regularly reviewed through organisational design activity, particularly during restructures, where we work in partnership with services to encourage more strategic workforce planning and ensure opportunities around recruitment, retention, managing performance, secondment opportunities and our career pathways are fully considered.

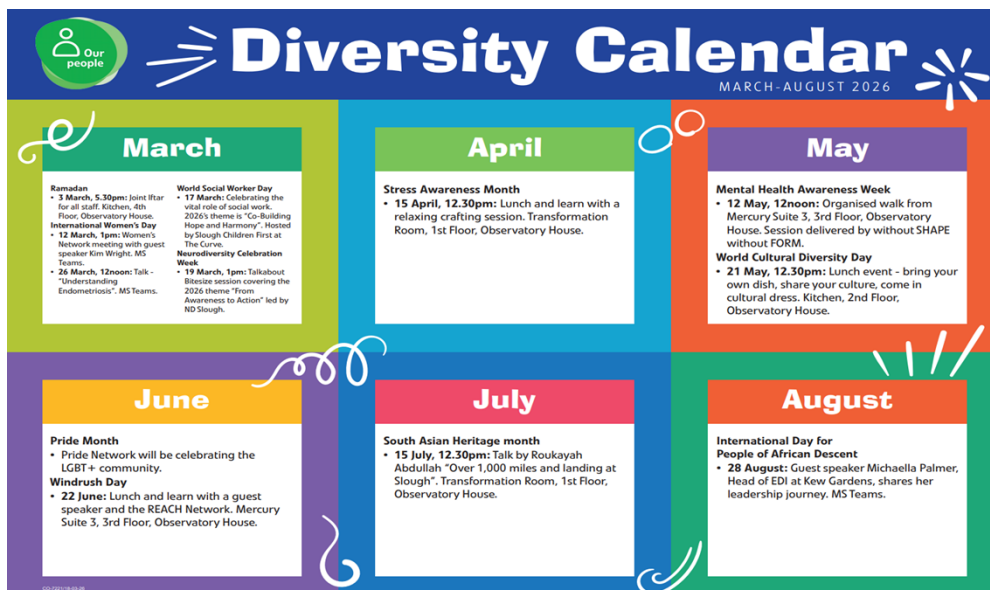
Since December, three restructures have been completed, with a further three business cases for change due for CLT approval next month, alongside further restructures in design stage.

Across the 2026 restructure pipeline, we are targeting a reduction of 48 interim roles. While interim usage has supported service continuity, it also highlights opportunities to strengthen workforce practices and build sustainable internal capacity, reducing reliance on interim staff over time.

Fostering a healthy and inclusive environment in which we work

Opportunities to celebrate and value diversity:

We have updated a diversity calendar, co-created with our staff networks, and are encouraging all staff to help shape it by sharing and promoting events/activities they and their teams are also planning.



We also held our first young people led Christmas Choir, inviting a local primary school choir to sing with us, in addition to recognising staff who were fasting during Ramadan with an SCF organised and hosted Iftar.

Working with ACAS to improve our staff offers re: Speak Up, Mediation and Mental Health

We are committed to creating a culture of psychological safety where staff feel able to speak up. To this end we have partnered with ACAS to support the training of 36 staff as Mental Health/MH Contacts, Speak Up ambassadors and mediators. MH Contacts will be

available for colleagues who may be experiencing problems and are looking for support from someone outside of their usual line management structure. This is not by giving advice but by listening, understanding and signposting.

The Speak Up ambassadors will be more aligned to a difficult workplace situation colleagues may find themselves in and can provide support and assistance to work through this in a positive way.

Mediators will be involved in situations where there is a potential conflict that needs an outside party to try and reach a resolution. This is to try and prevent grievances or any other HR employee relations issues.

All three of these training opportunities are open across the Council and are welcoming volunteers from across the ED areas.

The training took place in Jan-Feb 2026 so the impact of these volunteers may not be identifiable until Q2 of 26/27.

Building a positive and transformative culture

Attracting our local community: in addition to revising our website to be more helpful to local candidates, we continue to partner Learning to Work, partnering SEGRO and our local schools to host more business insight days to children.

Activity to Date

School Engagement and Careers Inspiration

Date	School	Year Group	Activity	Purpose & Outcomes
26 March 2026	N/A (External Event – Talent Connect)	N/A (Mixed participants)	Talent Connect 2026 – Employer Engagement Event	To engage in one-to-one interactions with participants to understand their skills, interests and career aspirations. Promote career opportunities and showcase SBC as an employer of choice.

Future efforts are focusing on children who are in schools where there is higher than average proportion of students eligible for free school meals. Our intention is to raise aspirations and awareness of careers within a local authority setting.

Date	School	Focus
7 May 2026	Baylis Court School	Workplace Visit & Careers Insight
17 June 2026	Langley Academy	Workplace Visit & Careers Insight
15 July 2026	Lynch Hill School	Workplace Visit & Careers Insight

In 2026 we are also partnering Slough Children First to develop a targeted employability support offer for young people at risk of becoming NEET.

Proposed Activity	Description	Intended Impact
Monthly "World of Work" Workshops	Sessions covering job searching, understanding SBC as an employer, CV writing, application forms and interview preparation	Improve employability skills, confidence and readiness for work
Practical Employability Support	Hands-on guidance tailored to vulnerable young people (providing case studies of school leavers who have joined SBC and excelled)	Reduce barriers to employment and training
Early Intervention Engagement	Targeted support before statutory leaving age (promoting apprenticeships at SBC)	Prevent disengagement and reduce NEET figures

Supporting SBC to be an inclusive employer: Introducing blind sifting

Since the introduction of the unbiased recruitment and CV redaction features to our ATS (application tracking system) platform, TALOS, we have seen slight differences to the percentage of candidates shortlisted, interviewed or hired. This will continue to be monitored throughout 26/27 and inclusive recruitment training developed to address any concerns the data illustrates.

As a snapshot the table below represents the top 10 ethnicity groups, % of total applicants and % of total shortlisted, interviewed or hired, comparing Oct-Dec pre-edits to the system and Jan-March, following edits to the system.

Lised below are the top 10 ethnicity groups and indicates those where the total % has increased, decreased or remained consistent from Oct-Dec 25. Whilst the % of applicants from each category remains the roughly the same, with the introduction of blind sifting we have increased our White, Pakistani and African hires. The African hires will increase the diversity of our current workforce (based on a 65% declaration rate).

Ethnicity Group	Oct-Dec 25		Jan-Mar 26		
	% of Applicants	% Shortlisted/Interviewed/Hired	% of Applicants	% Shortlisted/Interviewed/Hired	
Indian	16%	12%	17%	9%	↓
Asian - British	14%	12%	16%	12%	
Pakistani	12%	4%	13%	13%	↑
African	10%	4%	6%	6%	↑
White - British	10%	22%	13%	22%	
Prefer not to say	5%	6%	3%	5%	↓
White - English	5%	6%	4%	9%	↑
Black British	5%	6%	6%	5%	↓
Polish	2%	6%	1%	2%	↓
Mixed - White & Caribbean	2%	2%	1%	0%	↓

Finally, as part of our drive to create a positive culture, at the last committee we updated on the introduction of new categories to the way in which we hold our FAB awards to recognise staff. We have not only seen an increase in nominations but also more submissions cross-directorate which highlights collaborative working. As a reminder nominations can be received from colleagues, Members, residents and partners and will be taken through a panel to ensure alignment with values and ensure transparency and

fairness. Our new categories are listed below with the next TalkAbout sessions, where the Chief Executive hands out the awards, scheduled for June.

Brilliant Leader – An individual who offers the leadership and guidance that inspires others to deliver excellence.

Innovative Thinker – A colleague who is passionate about constant improvement and seeks out creative ways to introduce new ways to how we all work and find solutions.

Outstanding Apprentice - An apprentice who has excelled in their role and demonstrates a positive attitude to learning, collaboration and reflection. They are an ambassador for apprenticeships and provide a shining example for future apprentices.

Resident Champion – Someone who goes the extra mile to meet the needs of our residents and communities and consistently demonstrates our values to be responsive and empowering.

Unsung Hero – That person who is always looking to grow themselves, expand their skill set and take on new challenges to enhance their contribution to their services and work towards achieving our corporate plan.

In addition to the internal recognition scheme, we were delighted to be asked to nominate representatives from Slough to attend a King's Reception at St James's Palace. The event in February was organised by MHCLG to showcase the breadth and diversity of local government roles with a particular emphasis on individuals who deliver essential services directly to communities. Three front line service colleagues were invited to attend, two members of the Waste team for outstanding assistance to residents and one customer services advisor where a resident wrote to the Chief Executive praising them.

Key matters for Committee to consider and discuss are:

- The plan is set out over 2 years and therefore some deliverables span multiple months, therefore impact of initiatives may not be realised for 2 or more quarters. Does the Committee have a preference of areas of focus in the revised 26/27 workforce strategy update?
- Given the ambition to focus on culture in 26/27 does the committee agree with the areas of focus? (noting details set out in Appendix 2)

Link to Statutory Equality Objectives

The Council uses a robust and comprehensive set of employment data to inform its workforce strategy and management practice.

As part of meeting its statutory obligations under the Public Sector Equality Duty, the Council has developed and published 6 equality objectives. There are 2 objectives that are specifically related to the workforce:

Objective 4: The Council uses a robust and comprehensive set of employment data to inform its workforce strategy and management practice, as well as benchmarking and sharing best practice

Objective 5: The Council actively ensures that the profile of its workforce (including the profile of major commissioned services) reflects the community it serves/local labour market.

3. Implications of the Recommendation

3.1 Financial implications

- 3.1.1 There are no decisions with financial implications in this report. All the activity set out in the report is managed within existing budgets: current HR L&D allocates £227,000 for all staff bespoke and mandatory training.

3.2 Legal implications

- 3.2.1 The effect of the Public Sector Equality Duty under s.149 of the Equality Act 2010 is noted below.

The reporting of equality data and taking any necessary action based on this data supports an approach which should also guard against any employment claims under the Equality Act.

3.3 Risk management implications

- 3.3.1 Currently the Corporate Risk register details a risk regarding our 'Failure to Attract, Retain & Engage with Our People', the Workforce Strategy supports HR focus on workforce and cultural initiatives to address this in a more detailed and transparent way.

3.4 Environmental implications

None

3.5 *Equality implications*

- 3.5.1 The Council is committed to being an inclusive employer and meeting its statutory obligations under the Equality Act 2010 and s.149, the Public Sector Equality Duty. Monitoring of workforce profiles and other key workforce metrics by equality groups, within regular management information reports, is the foundation of this analysis. A key issue remains the incomplete diversity declarations, but work continues to support our workforce to declare their protected information or state 'prefer not to say' to further drive HR initiatives that are designed to improve culture.

3.6 *Workforce implications:*

- 3.6.1 This information is vital to the Council's Corporate Leadership Team and an equivalent set of HR MI is presented at a monthly DLTs, allowing for a discussion on whether deliverables remain right for the desired culture.

4. Background Papers

None