

<p><b><u>Scrutiny request</u></b></p> <p><b>Issue</b> - Review of the Workforce Development programme and pre-policy development</p>
<p><b>Request from</b> - Council Leadership Team</p>
<p><b>Public interest</b> - Show how we plan to support staff to develop the skills to best support our communities</p>
<p><b>Ability to change</b> - Scope for the workforce development strategy can be influenced as it will be the organisation's own strategy</p>
<p><b>Performance</b> - There hasn't been a workforce development strategy in the past, so this is more about reviewing the scope for the work to inform its next stages</p>
<p><b>Extent</b> - The scope of the workforce development strategy is for all staff so has cross-organisational impacts.</p>
<p><b>Replication</b> - This request has not been submitted previously to JOSC.</p>
<p><b>Expected Outcomes of the review</b> -</p> <ul style="list-style-type: none"> <li>• What is the expected outcome of the review?</li> <li>• Who will the Committee submit advice, observations, comments or recommendations to?</li> <li>• What does the Committee need to know, or gain a clearer understanding of, in order to achieve the outcome?</li> <li>• What is the Committee trying to achieve from the review (i.e develop policy, investigate shortcomings or gaps, investigate the effects of policy etc)?</li> </ul> <p>We would like Scrutiny to provide peer challenge on the scope of the workforce development strategy to inform its development.</p>

It is suggested that JOSC could undertake this work via a JOSC Working Group with comments and recommendations then being presented from the Working Group to JOSC and then submitted to the Joint Strategic Committee/Cabinet Members as appropriate.

JOSC and its Working Group will be able to review the plan for the review of the Workforce Development Strategy to help inform its development.

JOSC and its Working Group will be able to help with pre policy development before the Strategy is agreed by the Councils.

### **What is the methodology for the review?**

- Is the review so in depth that a Working Group review is recommended
- An Officer Report to the Committee
- Themed Meeting / inquiry for review, discussion, recommendations

It is proposed that a JOSC Working Group be set up to undertake the review and then report back to JOSC.

The Working Group can undertake:-

- Engagement sessions with organisations undertaking research on workforce development
- Engagement sessions with local anchor institutions and their HR and/or workforce teams
- Literature review to understand innovative practice from elsewhere

### **What time should be allocated for the review?**

- How much time should be allocated to the item review?
- How long would a working group need to conclude a review?
- If there is a Themed meeting will this be for all or part of the meeting?

The review will need to be undertaken during the late Summer/early Autumn and then report to JOSC in late 2024/early 2025 in order for

recommendations to be provided to the Joint Strategic Committee/Cabinet Members.

### **Guests/Speakers/Resources required**

- Who will need to be involved with the review - guests (cabinet members, officers, community representatives, experts), consultees and in what capacity
- Might there be a requirement for training and or external advice?

The Working Group will have the opportunity to interview the Assistant Director for People and Change, relevant Cabinet Members, speak with other local authorities that already have Workforce Development Strategies and review good practice elsewhere.

### **Committee time/date required**

- When does the review need to be carried out by?
- Are there critical dates that the committee must meet?
- When will the working group present its findings to the Committee?

As referred above, the review will need to be completed by the end of 2024/early 2025 to report back to the Joint Strategic Committee and relevant Cabinet Members.

### **Communications**

- What communications are required for the review (i.e will there be a requirement for public engagement, will there be opportunities for promotion of the work of the Committee)

JOSC will be able to highlight this work through its usual channels on the Council website and Annual report.

**Does the proposed review link with the Council strategic objectives or does the Joint Overview and Scrutiny Committee have the ability to influence and/or add value on the subject?**

The scope of the workforce development strategy supports the Council's strategic objectives. The intended outcomes are to improve the skills and performance of our staff and teams to deliver our Mission themes, through being more adaptive, participative and resilient. This work is one of our strategic objectives within our Organisational Design programme.

The Joint Overview and Scrutiny Committee would be able to review:

- The proposed plan for how we develop and deliver the Workforce Development strategy
- The data on our workforce to inform what areas we should focus improvements on within the strategy
- Innovative practice elsewhere that we could learn from
- Learning from workforce development strategies from other local anchor institutions to identify opportunities to better join up how we attract a skilled workforce in Adur & Worthing the place