

NORTH LINCOLNSHIRE COUNCIL

POLICY AND RESOURCES CABINET MEMBER

WORKFORCE STRATEGY AND DEVELOPMENT PLAN 2013/17

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1 To outline and seek approval for the Workforce Strategy and Development Plan 2013/17

1.2 The key points in this report are:

- The Workforce Strategy & Development Plan is a three year plan which sets out the strategic outcomes and key priorities for the council's workforce

2. BACKGROUND INFORMATION

2.1 Public sector organisations are facing unprecedented change and will continue to do so over the next few years. This presents new challenges and opportunities for the council and its workforce. Our main challenge as an employer is to manage the transition and transformation in the way we deliver services and embrace new ways of working, whilst maintaining an engaged and motivated workforce.

2.2 The workforce strategy and development plan provides the council with proper strategic direction to ensure that it has the right people, at the right time, in the right place and with the right skills to deliver the council's vision and priorities. It has been developed to ensure that workforce priorities are aligned with the council's priorities over the next three years as set out in the Council Strategy 2013/17.

2.3 The workforce strategy is underpinned by four strategic outcomes:

- The workforce is the right shape and size to deliver the council's priorities

- The workforce has the right skills, attitudes and behaviours to deliver high quality, commercially viable, customer focused services both now and in the future
- The workforce is engaged, healthy and safe, particularly through periods of change
- Human Resources (HR) support and enable employees, managers and leaders to deliver the council's priorities

2.4 Key priorities for each of the four strategic outcomes are identified and addressed through the workforce development plan set out in appendix one of the strategy document.

2.5 The HR Management Team will monitor the delivery of the strategy and accompanying development plan. Progress will be reported quarterly via the council's corporate performance reporting mechanisms. This document will be reviewed on an annual basis and the development plan refreshed accordingly.

3. OPTIONS FOR CONSIDERATION

3.1 To approve the 2013/17 Workforce Strategy and Development Plan

3.2 To amend or reject the new strategy and development plan

4. ANALYSIS OF OPTIONS

4.1 Option One: approving the council's new Workforce Strategy and Development Plan is the preferred option, providing clear direction and allowing action to be taken with immediate effect.

4.2 Option Two: rejecting or deferring approval of the new strategy would lead to a loss of strategic focus and delay implementation.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 The planned review of the HR service will be informed by the new workforce strategy and support delivery of the development plan. Managers and working groups identified in the development plan will be required to support delivery of the workforce strategy.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 6.1 An integrated impact assessment has been undertaken and indicated no adverse impacts arising from this report.
- 6.2 Decisions and actions taken in the delivery of the priorities outlined in the development plan may be subject to further integrated impact assessments as appropriate.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 7.1 This strategy has been subject to consultation with officers and trade unions.

8. RECOMMENDATIONS

- 8.1 That the 2013/17 Workforce Strategy and Development Plan be approved and adopted.

DIRECTOR OF POLICY AND RESOURCES

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Background Papers used in the preparation of this report: None

Workforce Strategy and Development Plan 2013/17







Introduction









The purpose of the Workforce Strategy is to align the council's strategic approach to the workforce with the priorities and guiding principles set out in the 2013/17 North Lincolnshire Council Strategy.



We recognise that people are crucial to the council's success. Our challenge as an employer is to manage through transition and transformation whilst maintaining an engaged and motivated workforce and at the same time shaping a different workforce to meet the future challenges. Engaging our workforce fully and developing the skills, attitudes and behaviours we will need in the future is a priority. Having a workforce strategy provides proper strategic direction to ensure that the council has the right people, at the right time, in the right place and with the right skills to deliver the council's vision and priorities.

Our workforce

As a dynamic, high-performing, customer-focused council, giving the best possible value for money and changing the outcomes for all people living and working in North Lincolnshire, we want the whole of our workforce to be:

-  Talented, capable and highly skilled
-  Led and managed effectively to deliver customer focused services
-  Engaged and motivated to go the extra mile
-  Productive, flexible and responsive to the changing needs of our residents
-  Recognised and rewarded for their contribution
-  Adaptable to, and well supported through, change
-  Healthy, safe and resilient
-  Reflective of the diversity of the local community

Talented, capable
and highly skilled

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Adaptable to and
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Healthy, safe
and resilient

Productive,
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responsive

Led and managed
effectively

Recognised
and rewarded

Reflects
diversity



Strategic outcomes

We have identified **four strategic outcomes** that are critical in ensuring that the workforce is fit for purpose and equipped to provide high performing, customer-focused services and so deliver the Council Strategy:

- 1** The workforce is the right shape and size to deliver the council's priorities
- 2** The workforce has the right skills, attitudes and behaviours to deliver high quality, commercially viable, customer focused services both now and in the future
- 3** The workforce is engaged, healthy and safe, particularly through periods of change
- 4** Human Resources support and enable employees, managers and leaders to deliver the council's priorities

1 The workforce is the right shape and size to deliver the council's priorities






The council is committed to spending only on core services and locally agreed priorities in order to make major savings over the next four years. A new council structure was implemented during 2012/13, which included the rationalisation of senior management posts and the restructure from ten services to three directorates. A programme of service improvement and transformation, and subsequent staffing reviews, is ongoing. This will require continuous change in the workforce numbers and skills. We envisage a smaller, more agile and flexible workforce, which is innovative and able to work in new and smarter ways, across different delivery models and in new areas.

In managing the reduction in its workforce, the council will ensure that it maintains a sustainable workforce that can deliver high quality, responsive services now and in the future. This means retaining skilled and competent employees, redeploying and re-skilling where necessary to meet changing service needs, whilst continuing to attract and develop new talent and specialist skills. The council is also committed to having a diverse workforce that represents the local community.

Key priorities:

- ✔ **Attract and retain the right people with the right skills at the right time**
- ✔ **Re-skill and redeploy people to meet changing service needs and managing reduction effectively**
- ✔ **Employ a workforce that reflects the diversity of the local population with a particular focus on the employment of young people**

Will we measure our success in achieving this outcome through:

- | | |
|--|---|
|  Headcount analysis |  Successful redeployment rates |
|  Turnover and retention rates |  Workforce monitoring |
|  Skills & competency levels | |

2 The workforce has the right skills, attitudes and behaviours to deliver high quality, commercially viable, customer focused services now & in the future

There is evidence that employees who are developed well and receive the training they need in order to do their job well will deliver more. Our aim is to become a learning organisation, where learning and development is an integral part of our practice and culture. Not only do we see learning as an everyday activity, but believe that it must be clearly linked to the council's priorities and support improvement in the quality of services. In this way, we deliver excellence in customer service and change outcomes








for people living and working in the area by making the most of the potential of our workforce.

This will be supported by a high performance culture where employees are clear about their role and contribution to achieving the council's priorities, know what is expected of them and receive regular feedback on their performance. We expect all managers to actively support employees to improve their performance and give recognition for a job well done, while tackling poor performance where required.

Leaders and managers at all levels across the council need to be equipped and enabled to lead teams to deliver customer-focused services and service transformation. Critical to this will be our managers' ability and commitment to engaging, developing and empowering their teams to deliver high quality services to ensure that key outcomes are delivered and residents benefit from the council's work.

In addition to the issues above, the council's commitment to enhancing commercial capabilities requires the building and strengthening of commercial skills and behaviours so that we are confident and competent to operate effectively in the external market. This recognises the need to develop different skills sets to enable the council to market, proactively sell and deliver high quality services to external customers.






The council has a strong foundation upon which to build:

-  81 per cent of employees have received an employee appraisal in last 12 months
-  87 per cent of the workforce is qualified above level 2
-  73 per cent of employees state that they discuss performance with their manager
-  64 per cent employees say they know how they contribute to the council's priorities
-  Well established generic and leadership & management competency frameworks
-  ILM accredited leadership and management qualification programmes
-  Investors in People Standard achieved October 2013

Key priorities:

- ✓ **Develop employees with the skills required to deliver excellent customer service and high quality services to internal and external customers**
- ✓ **Enable managers to support employees through changes in roles, skills and ways of working as the council transforms the way it provides services**
- ✓ **Equip leaders and managers with the skills to motivate, develop and engage through service transformation and change**

Will we measure our success in achieving this outcome through:

- | | | | |
|---|--------------------------------------|--|---|
|  | Skills and competency levels |  | Percentage of the workforce skilled to a minimum of NVQ level |
|  | Evaluation of training |  | Level of positive responses to the employee survey |
|  | Employees receiving annual appraisal | | |

3 The workforce is engaged, healthy and safe, particularly through periods of change

In our 2013 employee survey, 64 per cent of employees stated that they had been personally affected by change. Employee engagement is a key driver of organisational performance and effectiveness in the changing and challenging environment. Delivering more with fewer employees can be more effectively achieved where the council has high levels of engagement. In order to deliver high quality, customer-focused services, we recognise that employees need to feel engaged, valued, supported and safe in their working environment. In this way we can harness the discretionary effort of our workforce to go the extra mile and deliver excellence in customer service.







If employees are engaged and performing at the top of their potential, then services are delivered more effectively; customers receive excellent service; efficiency improves and overall performance is enhanced. We are also more likely to keep the valuable

employees who work for us. Alongside this, we recognise the importance of supporting employees to cope with change and ambiguity effectively.

Leaders have a key role in setting and communicating strategic direction and enabling individuals to see how their role fits with the council's vision and priorities, as well as keeping employees informed, involved and supported through change. Managers are expected to play a critical role and demonstrate behaviours which support employee engagement. This includes making employees feel valued, appreciating efforts and contribution, setting challenging and realistic targets, communicating well and acting with empathy, integrity and fairness. We also recognise that leaders and managers need to be supported to manage through change and develop resilience.

We see a healthy and safe workplace as central to employee engagement and will expect managers to understand their responsibilities and fulfil the duty of care towards their employees. Similarly, we will continue to support employees to understand and meet their health and safety responsibilities.









We have indications of good levels of employee engagement and well-being that we can continue to build upon:

-  89 per cent of employees say they 'go the extra mile' at work when required
-  Engagement levels are in line with the public sector benchmark – 69 per cent
-  69 per cent of employees are satisfied with their present job
-  65 per cent of employees feel motivated to do a good job
-  86 per cent of employees feel that they can talk to their manager about things that affect them at work
-  Very low levels of reported accidents resulting in a RIDDOR reporting rate below that of the national average for public sector bodies.

Key priorities:

- ✔ **Maintain employee engagement through clear leadership, effective management, improved communication and involvement**
- ✔ **Reduce sickness absence levels through effective attendance management**
- ✔ **Promote and encourage the health, safety and well-being of all employees**

Will we measure our success in achieving this outcome through:

 Employee engagement scores	 Number of days lost due to sickness absence
 Positive responses to the employee survey	 Level of RIDDOR incidents and enforcement action
 Level of disciplinary action	 Number of formal grievances & dignity at work complaints
 Continued achievement of Investors in People standard	 Achievement of the Healthy Workplace Award

4 Human Resources support and enable employees, managers and leaders to deliver the council's priorities

To deliver the workforce strategy, the council's approach to people management needs to be underpinned by robust and effective Human Resources (HR) policies, systems and frameworks. This requires a successful HR service that concentrates on the business first and foremost at three distinct but inter-related levels:

Value for money

- ✔ ***Getting the basics right and doing the day to day business better***

In carrying out its day-to-day business, the HR service will ensure that it is delivering excellence in customer service and providing value for taxpayer's money by ensuring

that it not only gets the basics right first time, but delivers transactional processes that are lean, customer-focused and represent the best possible value for money.

Adding value

Everything we do supports the business










HR will add value by developing a business partnering role, remaining close to the business and enabling the council to deliver its priorities through its people. The HR service will become fully integrated with the council's business and work in partnership with managers to deliver high quality, customer-focused services. We will continue to build professional capacity and ensure that we operate with a good understanding of when consistency or flexibility is needed in employment practice. Managers and HR will work collaboratively to deliver the best results for the organisation through sound people management approaches and decisions. This will be supported by centres of expertise offering specialist advice and support in areas such as learning and development and health and safety.

Creating value




Creating capability for the future

HR will create value for the organisation by working with senior leadership as a strategic partner. The HR service will provide strategic support through alignment with the council strategy. By shaping and driving this strategic approach to the council's workforce agenda, the HR service will play a pivotal role in creating the conditions for responding to the challenges ahead. In line with the council's commercial strategy, HR will continue to identify opportunities to utilise its highly skilled and professional members to maximise commercial opportunities, resulting in increasing levels of income.





The HR service has a strong record in service delivery including avoidance of litigation through preventative HR, training and health & safety activity which saves costs and contributes to keeping council tax as low as possible. This is demonstrated through:

-  No successful equal pay claims
-  Minimal level of tribunal claims – no successful claims
-  No days lost due to industrial action on local issues
-  Network of professionally trained in-house mediators
-  Enhanced HR consultancy and coaching skills
-  No improvement or prohibition notices issued against the council
-  Very low levels of reported accidents resulting in a RIDDOR reporting rate below that of the national average for public sector bodies.
-  RoSPA Gold Award for Health & Safety - 13th consecutive year (2013)
-  Comprehensive framework of policies, procedures and guidance across HR, health & safety and learning & development

Key priorities:

-  **Reorganise our HR resources to ensure they provide the ‘best fit’ to contribute to the delivery of council priorities and deliver the HR vision**
-  **Ensure HR systems and processes are efficient, effective and well-aligned to business processes and customer needs**
-  **Enable and support good practice across the organisation to ensure compliance with equality, employment and health & safety legislation**

Will we measure our success in achieving this outcome through:

- | | |
|---|---|
|  Customer feedback |  Number of days lost due to industrial action (local issues) |
|  Service delivery measures |  Level of legal action on employment-related matters |
|  Benchmarking |  Achievement of equality and diversity outcomes |



Delivering the workforce strategy

The Human Resources Management Team (HRMT) has the responsibility to monitor and performance manage the actions of the workforce strategy, which are set out in the 2013-17 development plan included under Appendix One.

Progress on implementing the plan will be reported quarterly via the council's corporate performance reporting mechanisms.

The workforce strategy will be reviewed on an annual basis and the development plan refreshed accordingly.










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Appendix One - 2013-17 Workforce Development Plan

1 The workforce is the right shape and size to deliver the council's priorities







Key priority	Actions	Lead	14/15	15/16	16/17	Outcome	
 Attract and retain the right people with the right skills at the right time	1.1	Improve our approaches to workforce planning	HR Business Partners	●	●	●	 Right people with the right skills, knowledge and behaviours
	1.2	Work with services to produce workforce plans and identify future skill needs	HR Business Partners	●	●	●	
	1.3	Develop and introduce competency-based recruitment	To be allocated	●	●		 Robust and rigorous recruitment procedures
	1.4	Utilise effective job and role design to make the most of skills & resources	Managers & HR Business Partners	●	●	●	 Right people with the right skills, knowledge and behaviours
 Reskill and redeploy people to meet changing service needs and manage reduction effectively	1.5	Continue to develop & deliver employability skills provision	Learning Solutions	●	●	●	 Right people with the right skills, knowledge and behaviours
	1.6	Manage the transfer staff to and from external bodies	HR Teams	●	●	●	 Employment practices comply with legislation
	1.7	Support managers to achieve sustainable workforce reduction to meet saving targets	HR Teams	●	●	●	 Council achieves budget saving targets
	1.8	Support new & smarter ways of working to enable employees to use their time productively & efficiently	Managers & HR Business Partners	●	●	●	

Appendix One - 2013-17 Workforce Development Plan










Key priority	Actions	Lead	14/15	15/16	16/17	Outcome
 Employ a workforce that reflects the diversity of the local population	1.9 Undertake annual employment monitoring	HR S&P Officer	● Jun 2014	● Jun 2015	● Jun 2016	 Council meets general and specific public sector duties set out in Equality Act 2010
	1.10 Use results of monitoring to inform equality objectives	Diversity Steering Group	● Apr 2014		● Apr 2016	 Equality and diversity confident organisation

2

The workforce has the right skills, attitudes and behaviours to deliver high quality, commercially viable, customer focused services both now and in the future









Key priority	Actions	Lead	14/15	15/16	16/17	Outcome
 Develop employees with the skills required to deliver excellent customer service & high quality services	2.1 Work with directorates to identify bespoke requirements for skills development	Business Partners/ Learning Solutions	●	●	●	 Skill & competency requirements are identified & addressed
	2.2 Provide bespoke support for skills development	Learning Solutions	●	●	●	 Training provision continues to meet council's needs
	2.3 Provide training programme supported by e-learning	Learning Solutions	●	●	●	 Skills & competency gaps are addressed
	2.4 Continue to deliver Apprenticeship Development Programme	Learning Solutions	●	●	●	 Right people with the right skills, knowledge and behaviours
	2.5 Develop a structured approach to succession planning	Head of OD	●	●		 Future skill needs are identified and planned for

Appendix One - 2013-17 Workforce Development Plan












Key priority	Actions	Lead	14/15	15/16	16/17	Outcome	
 Enable managers to support employees through changes in roles, skills and ways of working as the council transforms the way it provides services	2.6	Implement Level 3 & 5 ILM programmes	Learning Solutions	● Apr 2014			 Accredited leadership & management programme in place
	2.7	Review manager induction programme	Head of OD	● Sep 2014			 New managers are equipped with skills and behaviours to manage and lead effectively
	2.8	Support managers to develop skills and operate effectively as 'engaging managers'	HR Business Partners	●	●	●	 Improved engagement levels & positive survey responses
 Equip leaders and managers with the skills to motivate, develop and engage through service transformation and change	2.10	Review the relevance of the leadership and management competency framework	Head of OD	● Sep 2014			 Clearly defined leadership & management skills and behaviours across the council
	2.11	Provide appropriate leadership and management development programme	Learning Solutions	●	●	●	 Managers are equipped with skills to manage and lead effectively
	2.12	Develop a high performance culture in which good performance is valued and poor performance tackled	Senior managers	●	●	●	 Consistent and effective performance management approach across the council
	2.13	Promote and assist high performance through coaching and mentoring	Head of OD	●	●	●	 The council develops and embeds a coaching culture

Appendix One - 2013-17 Workforce Development Plan








3 The workforce is engaged, healthy and safe, particularly through periods of change

Key priority	Actions		Lead	14/15	15/16	16/17	Outcome
 Maintain employee engagement through clear leadership, effective management, improved communication and involvement	3.1	Use results of 2013 employee survey to identify areas for improvement in service areas	Managers	● Mar 2014			 Improved engagement levels & positive survey responses
	3.2	Gain a better understanding of correlation between attendance & engagement through analysis of 2013 results	HR S&P Officer	● Feb 2014			 Link between engagement & attendance is understood and informs the council's approach to attendance management
	3.3	Work with external partner to develop transformational approach to attendance and engagement	Assistant Director, HR	● Apr 2014			 Higher levels of employee engagement  Reduced sickness absence
	3.4	Develop organisational values to support the desired culture	Assistant Director, HR	● Dec 2014			 Clearly defined cultural values are understood and embedded across the council
	3.5	Continue to identify areas of improvement for employee engagement	Workforce Eng. Group	●	●	●	 Improved engagement levels & positive survey responses
	3.6	Deliver Investors in People Improvement Plan	Head of OD	●	●	●	 Maintain Investors in People standard

Appendix One - 2013-17 Workforce Development Plan




Key priority	Actions		Lead	1/4/15	1/5/16	1/6/17	Outcome
 Maintain employee engagement through clear leadership, effective management, improved communication and involvement	3.7	Establish employee forums to explore engagement themes across protected characteristics	Diversity Standards Officer	● Apr 2014			 Improved engagement levels & positive survey responses
	3.8	Deliver employee survey (or alternative measurement of employee engagement)	HR S&P Officer		● Mar 2015		 Relevant and reliable employee engagement measures in place
	3.9	Identify appropriate mechanism(s) to involve employees in service transformation	Senior managers	●	●	●	 Employees are involved service transformation
	3.10	Consider opportunities for introducing non-financial reward and recognition schemes	To be allocated	●			 Employees feel valued and recognised for a job well done
 Reduce sickness absence levels through effective attendance management	3.11	Develop a programme of awareness and training to promote mental health and well-being in the workplace	Diversity Standards Officer	● Apr 2014			 Reduction in sickness absence due to stress and mental health
	3.12	Develop a network of trained employee workplace health champions	Healthy Workplace Group	● Jun 2014			 Improved employee health and well-being
 Promote and encourage the health, safety & well-being of all employees	3.13	Promote health surveillance covering exposure to hand arm vibration (HAV), noise and other substances harmful to health	Health & Safety Manager	●	●		 Reduction in sickness absence  Maintain low level of RIDDOR reportable incidents

Appendix One - 2013-17 Workforce Development Plan























Key priority	Actions	Lead	14/15	15/16	16/17	Outcome
 Reduce sickness absence levels through effective attendance management	3.14	Promote prevention of muscular skeletal injuries across the workforce	Health & Safety Manager	●	●	 Reduction in sickness absence  Maintain low level of RIDDOR reportable incidents
	3.15	Review strategic health and safety priorities to support a continuing positive safety culture	HR S&P Officer	● Jun 2014		 Safe people, safe workplace
 Promote and encourage the health, safety & well-being of all employees	3.16	Develop appropriate training programme to support managers to meet health & safety duties	H&S Team	● Dec 2014		 Safe people, safe workplace
	3.17	Review occupational health provision	Assistant Director, HR	● Jul 2014		 Adequate and appropriate OH provision supports effective attendance management

4








Human Resources support and enable employees, managers and leaders to deliver the council's priorities

Key priority	Actions	Lead	14/15	15/16	16/17	Outcome	
 Reorganise HR resources to ensure they provide 'best fit' to contribute to council priorities	4.1	Implement new service delivery model – business partnering/ service centre model	Assistant Director, HR	● Phase 1	● Phase 2	● Phase 3	 Service delivery model supports HR vision and delivery of council priorities
	4.2	Communicate new service delivery model with customers & stakeholders	HR Mgmt Team	● Apr 2014			 Customer-focused service delivery

Appendix One - 2013-17 Workforce Development Plan

Key priority	Actions	Lead	14/15	15/16	16/17	Outcome
 Reorganise HR resources (cont)	4.3 Map posts against professional behaviours to develop competency based job roles and skills development	HR Mgmt Team	 Apr 2014			 Desired skills and behaviours embedded across the HR service
 Ensure HR systems and processes are efficient, effective and well aligned to business processes and customer needs	4.4 Carry out systems thinking review on identified priority areas incorporating annual review process	Systems thinking project teams				 Systems driven by clear purpose and customer needs  Waste and duplication are eliminated
	4.5 Complete HR Info roll out across the council	Principal HR Officer (OD)	 Jan 2014			 Increased self service provision for employees and managers
	4.6 Develop and implement e-form provision via HR Info platform and imp	Principal HR Officer (OD)				 Reduce duplication and manual intervention
	4.7 Extend the use of PP Agent to increase opportunities to 'push' management information	Principal HR Officer (OD)				 Timely & accurate information to enable sound & robust decision making
	4.8 Implement workflow management system to support new service delivery model	Heads of HR	 Mar 2015			 Customer-focused service delivery  Doing the day-to-day business better
	4.9 Develop service delivery measures	HR Mgmt Team	 Sep 2014			 Relevant and reliable service delivery measures enable continuous improvement

Appendix One - 2013-17 Workforce Development Plan

Key priority	Actions	Lead	14/15	15/16	16/17	Outcome
 Enable and support good practice across the organisation to ensure compliance with equality, employment and health and safety legislation	4.10 Continue to provide framework of robust policies and procedures that enable good employment/health and safety practice and legal compliance	HR Policy Team / H&S Team	●	●	●	 Employment practices comply with legislation  Managers are supported to make sound and legally compliant people management decisions
	4.11 Review of Net Consent and Learning Lincs to roll out policy and legislation updates	Head of OD		● May 2015		 Managers and employees understand legislative and policy requirements
	4.12 Undertake biannual review of the Diversity Aims, Outcomes & Objectives framework	Diversity Standards Officer	● Apr 2014		● Apr 2016	 Council meets general and specific public sector duties set out in Equality Act 2010
	4.13 Deliver diversity action plan to achieve council's equality outcomes	Diversity Standards Officer	●	●	●	 Council meets general and specific public sector duties set out in Equality Act 2010
	4.14 Continue to develop and tailor workforce information provision	HR S&P Officer	●	●	●	 Timely & accurate information to enable sound & robust decision making

Appendix Two - Workforce Strategy Map

Council Vision

A dynamic, high performing, customer-focused council, giving the best possible value for money and changing outcomes for all people living and working in the area

Council priorities

Excellence in customer service

Provide value for taxpayers' money

Make our communities safer and stronger

Regenerate our area and increase prosperity

Strategic outcomes













The workforce is the right shape and size to deliver the council's priorities

The workforce has the right skills, attitudes and behaviours to deliver high quality, commercially viable customer focused services

The workforce is engaged, healthy and safe, particularly through periods of change

Human Resources support and enable employees, managers and leaders to deliver the council's priorities

Key priorities

-  Attract and retain the right people with the right skills at the right time
-  Re-skill and redeploy people to meet changing service needs and managing reduction effectively
-  Employ a workforce that reflects the diversity of the local population
-  Develop employees with the skills required to deliver excellent customer service and high quality services to internal and external customers
-  Enable managers to support employees through change in roles, skills and ways of working as the council transforms the way it provides services
-  Equip leaders and managers with the skills to motivate, develop and engage through service transformation and change
-  Maintain employee engagement through clear leadership, effective management, improved communication & involvement
-  Reduce sickness absence levels through effective attendance management
-  Promote and encourage the health, safety and well-being of all employees
-  Reorganise our HR resources to ensure they provide the 'best fit' to contribute to the delivery of council priorities and deliver the HR vision
-  Ensure HR systems and processes are efficient, effective and well-aligned to business processes and customer needs
-  Enable and support good practice across the organisation to ensure compliance with equality, employment and health & safety legislation

Appendix Two - Workforce Strategy Map

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