Meeting Date: 29 November 2018

Portfolio: Finance, Governance and Resources

Key Decision: No

Within Policy and
Budget Framework   YES

Public / Private   Public

Title: WORKFORCE DEVELOPMENT PLAN

Report of: Workforce Development Manager

Report Number: RD.28/18

Purpose / Summary:

An internal audit review of workforce planning and development identified several issues including the lack of a formal written workforce strategy. Although not written nor formalised, workforce strategies were evident within the Council; however, the auditor recommended that SMT make a formal decision on whether a workforce strategy is required. SMT in 2017 made the decision to develop a workforce development plan for the organisation.

This task was completed by the Workforce Development Manager within the remit of the Transformation Board. The Transformation Board will review progress against the key actions on a regular basis.

The plan reflects the Carlisle Plan and key prioritise of the Council; organisational culture, wellbeing, leadership, skills and engagement.

Recommendations:

Consider the Workforce Development Plan Report.

Tracking

Executive:	**n/a**
Scrutiny:	**29 November 2018**
Council:	**n/a**

1.   **BACKGROUND**

1. An audit review was completed on the Council's workforce strategy in 2016/17 recommending, amongst others, that SMT should decide whether a workforce strategy is required and to undertake the appropriate actions.

2. Whilst the Council did not have a formal Workforce Development Plan it did have a good track record on investing in development of the workforce and service managers have autonomy to design their teams to meet service demands. This includes development, apprenticeships, career grades to aid progression and the use of Market Factor Supplements with Directors approval.

3. Many service areas have organic responses regarding workforce design which are flexible and responsive ensuring adequate resources are in place to meet service requirements.

4. Whilst the above responses have been adequate over the past years, and the recent voluntary redundancy programme helped to implement some new ways of working. Over the next 5 years additional investment and planning is required to manage expected changes within the current workforce. In particular: talent, progression routes, job design and agility.

5. The newly developed service plan regime and current team appraisal process provides Directors and service managers with an opportunity to respond and plan service delivery and workforce development to aid delivery.

6. HR have developed several workforce strategies including, agile working and appraisal process which contribute to workforce design and development; those strategies have been incorporated into the formal workforce development plan.

7. Organisational Development have also implemented several strategies to aid workforce design and development such as management development, qualification study, apprenticeships and wellbeing events; all have been incorporated into the formal workforce development plan.

8. The development of the corporate workforce development plan has identified actions required to ensure that there is appropriate investment in providing a balance of developed staff and skills required across the organisation to ensure that the priorities set out in the Council plan are met.

9. Wellbeing initiatives have been further developed to support the workforce.

10. The workforce development plan has been developed under the remit of the Transformation Board and in discussion with service managers.

11. The workforce development plan does not replace the current flexibility and autonomy enjoyed by service managers to effectively plan, develop and manage their human resource.

12. The workforce development plan is also not responsible for identifying key posts required over the coming years, this would stifle local actions to work differently and react to ongoing changes within technology and the makeup of the staff team. This responsibility remains with service managers.

13. The workforce development plan has through discussion with service managers identified opportunities to improve the current use of staff design and planning across the authority.

14. The workforce development plan has been considered and agreed by SMT and the Transformation Board.

Contact Officer: **Julie Kemp**   **Ext: 7081**
Appendices   **Workforce Development Plan**
attached to report:

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

• **None**

CORPORATE IMPLICATIONS:

LEGAL – The implementation of a Workforce Development Plan represents good management practice. The usual decision-making procedures will need to be followed as appropriate when taking decisions under the Plan.

FINANCE – This report raises no explicit financial issues.

EQUALITY – The public-sector Equality Duty and Equality Policy have been considered by the service manager in preparing this report

INFORMATION GOVERNANCE – The Council must be mindful of the requirement to comply with the General Data Protection Regulation during the implementation of the action plan and proposed workforce development initiatives, ensuring processing is covered by appropriate lawful bases for processing and privacy notices.

Carlisle City Council Workforce Development Plan 2018- 2023

Contents

1) Introduction

Why undertake workforce planning in Carlisle?

To serve the people of Carlisle as well as possible, we need the *right* people with the *right* skills and aptitudes, in the *right* place at the *right* time demonstrating the *right* behaviours and values. The development and maintenance of a workforce plan will enable the Council to focus on the medium and long term and at the same time provide a framework for dealing with immediate challenges in a consistent way.

The changing needs and expectations of Carlisle's population, including the rapidly rising elderly population, creation of a new town and other external factors, such as the opportunities afforded by new technology, are likely to lead to significant changes in the volume and type of services required in the future, whether provided directly by the Council or in partnership with other agencies. This will in turn have significant implications for the City's future workforce requirements.

The report 'The Council Workforce of Tomorrow' 2016 makes reference to the changing offer to local government workers, including job security, pension reform and highlighting that over 90% of employees surveyed had experienced a greater demand on their skillset; yet they didn't always have the right support to adapt. Workforce planning helps support the required changes to attract and retain talent to local government and ensure that talent is used effectively at all levels of the organisation.

Workforce planning needs to be integral to the other plans and strategies being developed by the Council and partner agencies in response to this changing agenda.

Local service plans will continue to include workforce considerations at service level providing the Council with the opportunity to regularly review service needs and react swiftly.

How has the plan been produced?

The plan involved consultation with Members, Senior Managers, the Trade Unions and a cross section of individuals throughout the Council.

The process of developing the plan and the subsequent shape of this document is demonstrated below.

Table 1

Activity	Who	When	Outcome
Annual Equality Report completed by Policy and Comms with input from HR and OD.	Policy and Comms	April 2017	Highlights ongoing gap in internal data for recording equality data. Data not reflective of actual numbers of those with disability and health problem. Also highlights ageing workforce.
A review of the service development and progression needs was carried out in 2017	Workforce Development Manager with service managers. Summary discussed with Directors	Between September 2017 and December 2017	Draft plans discussed and agreed with Directors. Key messages highlighted and incorporated into the Workforce Development Plan.
Corporate, Directorate and Service Planning	SMT Service Managers	March 2017, review September 2017,Annual	People and Development issues highlighted
Key discussion at Management Briefing regarding employee engagement and retention	Workforce Development Manager and managers	November 2017	Information included within actions incorporated into Workforce Development Plan.
Agile working, review of Timewise implementation following survey of need and opportunity	HR team and wider management team	2016-2017	Information supports actions within Workforce Development Plan
Training Needs Analysis	HR and OD	I.T specific January 2018	Information supports action

completed Council wide and I.T specific			plans
Gender reporting	HR Manager and Service Support Team Leader analysed gender equality data	2017 Report due out 2018	
Draft plan consulted on with all relevant partners	CJC Employment Panel SMT Management Briefing	2018	Plan agreed

2) **What should Carlisle City Council be doing**

Carlisle Plan **2015-18**

Our vision: To improve the health, wellbeing and economic prosperity of the people of Carlisle. We will work in partnership to further establish our position as the regional centre and focus for investment, ensuring that residents can share in the benefits through increased opportunities and greater choice of jobs, range of housing and a quality environment.

Carlisle is the urban capital of the County of Cumbria with a population estimated at approximately 108,000. The city is the centre of an economic region serving 500,000 people who live in Cumbria, Northumberland and Southern Scotland. The City of Carlisle is the largest settlement with approximately 68% of the population. The remaining area is rural, with a number of smaller market towns and large villages spread across the district.

Across the district, there are a wealth of assets making Carlisle a great place to live, work and visit.

Principles:
Clarity, confidence and commitment

We will be a clear, committed and confident Council. The principles have been developed by our staff and councillors to guide how we will deliver our vision for Carlisle. By setting out our vision, we show that we understand the needs of Carlisle's residents, businesses and visitors. Our plans to respond to these needs are clear and straightforward. We know what is expected of us and do our best to create clarity in how we work. We are committed to achieving our vision for Carlisle. We will ensure that our day to day work and

resources are consistent with the priorities. We will continue to work effectively with partners to drive positive change for Carlisle and will celebrate our successes and achievements. As part of our ongoing work to develop all our communities we will engage young people and make sure the Carlisle Plan helps to deliver their aspirations for Carlisle.

3) Current Position

Current workforce

The workforce has changed significantly over the past 10 years: FTE in 2008 was 812 compared to FTE in 2018 of 457, see table 2 below. In the main this was due to the TUPE out of some service areas, the setting up of The Tullie House Trust and austerity measures which required great savings and new methods of delivering the service. The result of these savings have seen a reduced number of Directors, flatter management structures and slimmed down workforce. This was a desired outcome that has in parts created a flexible and multi skilled workforce with less hierarchy.

Within the past 5 years the Council carried out 2 voluntary redundancy exercises;2013/14 and 2016/17, with the most recent one including early release, lessons learnt from the 2013/14 exercise, this provided an opportunity to re- invest some savings made back into re aligning service provision. Whilst the recent exercise was primarily aimed at savings the decision to include early release was strategic to provide opportunities to work differently. This has improved opportunity for local workforce planning and created additional career grades for progression at officer level.

However, the flatter structures have resulted in reduced management roles which impacts on opportunities to gain practical management experience. There is a big step from officer or supervisor to the next level of management. Senior managers have communicated concerns regarding the aspirations and skills of those in junior management positions to progress to more senior roles within the organisation. This is evidenced by the recent recruitment into management roles within the authority where 5 posts (grade I and above) were filled by external applicants, none were filled by internal candidates, although that should be the preferred option. However, it must be recognised that with a shrinking workforce and recruitment in specialist fields external recruitment may be the accepted method, and may be positive, allowing the Council to attract new talent.

In addition the need to work with outside partners and specialist advisers has increased; this requires new methods of managing and improved skills in commercialism and contract management.

Job roles have become more diverse, the development of information technology has had an impact on the way we do our jobs allowing for more agility in the way we work, where we work and when we work. This requires a different approach to managing people and performance management. This change must be seen as a positive as may support recruitment and retention of a diverse and talented workforce.

Although we have experienced some reduction in workforce age and increase to younger workers, an aging workforce continues to be a challenge with benefits in some parts, retaining talent whilst allowing for progression opportunities is key for service delivery. A greater take up of flexible retirement has been evident and this impacts on workforce planning whilst also supporting mentoring opportunities for succession. We continue to encourage our older workforce to engage with ongoing learning and development; however the opportunity for experienced colleagues to pass on knowledge and opportunities for work shadowing may be developed further.

Front line service where physical demands impact on some of our older workers will continue to be a challenge.

In the last 12 months there has been an increase in the recruitment of apprenticeships, this was encouraged as part of the voluntary redundancy and early release programme in 2016/17, allowing for some savings to be re-invested in service design. The age profile of the Council continues to highlight the need to attract younger workers, to ensure succession planning takes place and secure a capable future workforce. See below section on demography regarding the challenges and further insight on the demands for recruitment of a younger workforce.

The retention of Council workers is generally positive and reflects the age profile of the Council workforce; however in some parts of the Council they continue to struggle to retain skilled workers, where pay falls behind that of the private sector, drivers in neighbourhood services are an example of this challenge. The opportunity for managers to offer market factor supplements has provided some local actions to address pay gaps.

Although it should be recognised that the Council is proactive in supporting equal and improved pay and conditions evidenced by the current ongoing commitment to the Foundation Living Wage, job evaluation and age related pay for apprentices. Employee benefits continue to be enhanced and include:

- Pension
- Child care vouchers
- Car purchase scheme
- Cycle to work scheme

- Computers scheme
- Employee Assistance Programme
- Access to counselling
- Access to physiotherapy
- Occupational Health
- Payroll giving
- Medicash
- Long Service awards
- Wellbeing activity
- Wellbeing lunch time learning
- Agile working
- Subsidised health club membership
- Holiday purchase scheme
- Qualification study
- Internal NVQ centre

Previous financial year spend on Workforce Development and Wellbeing:

Table 2

Budget	Activity
£52,400	Corporate Training
£25,900	Qualification Study
£22,600	Wellbeing

Please note that service areas have additional budgets for service led training and we have additional budget for member development.

Table 3

Headcount

Year	Count All	Gender	Perm Employee
2008	FTE 812	F: 404 M: 408	735
2018	FTE 457	F: 237 M: 220	432

Full workforce profile available at appendix 1.

Diversity

The Annual Equality Report identified gaps in our workforce data, with age and gender the only characteristics being fully declared. The Council aims to create an environment where employees feel comfortable and secure in providing this information, although individuals are not obliged to do so.

All employees received a personal data form attached to their February 2017payslip, requesting that they provide up to date equality data. Information provided has been added to employee details stored on iTrent and the percentage of undeclared information has reduced for all characteristics. Sexuality and religion have the largest increase in information declared, from over 80% of information missing to just under 40%. This confirms that the approach to encourage employees to declare information was partly successful. However the Council still have work to do on capturing up to date declared equality data.

In areas where information was declared, the diversity of our employees for some of the protected characteristics has slightly increased. Our workforce has also changed following the voluntary redundancy and early release programme in 2016/17. The average age of employees has reduced, due to an increase in the number of employees aged 16-24 and a reduction in staff aged 45+. Although further recruitment of younger workers is required to safeguard future workforce needs. The continued transformation of the Council through service reviews has identified improved strategies for recruitment and career growth opportunities for existing staff. This is evidenced by an increase in career grade posts across the Council; over 80 individuals are on a career grade.

Gender

Table 4

Gender Pay Quartile Figures

Upper Quartile	Upper Middle Quartile	Lower Middle Quartile	Lower Quartile	
Males 58/108 = 0.53 = 53.7%	Males 38/108 = 0.35 = 35.19%	Males 55/108 = 0.50 = 50.93%	Males 64/108 = 0.59 = 59.26%	
Females 50/108 = 0.46 = 46.3%	Females 70/108 = 0.64 = 64.81%	Females 53/108 = 0.49 = 49.07%	Females 44/108 = 0.40 = 40.74%	

The upper quartiles would reflect the current numbers of Directors and senior managers, the recent voluntary redundancy exercise resulted in reduction in this quartile of females.

The lower quartile reflects the numbers of employees employed in front line services where more men are employed within tradition roles of gardeners, refuse workers and street cleaners. Although the Council have recruited some females into refuse driver posts. Female numbers reflected in the lower quartile are traditionally cleaners and entry level administration, although the Council have recruited a small number of males to these areas of work.

Although females are represented well in the upper middle quartile for the Council as a whole, there are departments where females in management roles are significantly less than males where females represent the majority of the team. This reflects an historical situation where the lack of management turnover impacts on progression opportunities, with the changes to agile working opportunities we would hope to readdress this position in the future.

Pay rate

Table 5

Mean gender pay gap in hourly rate		Medium gender pay gap in hourly rate	
Mean hourly pay rate for men	£12.65	Median hourly pay rate for men	£10.59
Mean hourly pay rate for women	£12.38	Median hourly pay rate for women	£11.26
Mean gender pay gap as a % of men's pay	2.13%	Median gender pay gap as a % of men's pay	-6.32%

Aspiration

It would appear that some employees and lower middle managers within the Council have a lack of opportunity and lack desire for progression to more senior management positions, this may be a reflection of the Council cuts over the past 10 years, low staff turnover or lack of investment at staff levels regarding future progression into these areas. Although the Council have and do provide an enhanced learning environment which has seen excellent progression at entry level to officer level posts, including the achievement of higher level qualifications, see table 6 below. More could be done to identify future managers and leaders at both entry level and officer level, further investing in opportunities to build emotional intelligence, confidence and aspiration. This may require a change within Directorates willingness to share talent across the authority.

Table 6 (2017 figures) qualifications held by Council employees many supported via internal learning and development

Highest NQF Levels

Number	Highest NQF Level	% of Current Staff
24		5.24
6	Level 1	1.31
129	Level 2	28.17
97	Level 3	21.18
37	Level 4	8.08
18	Level 5	3.93
73	Level 6	15.94
53	Level 7	11.57
3	Level 8	0.66
	Total %	96.07

Identifying and cultivating talent would require careful management as retention levels are high and opportunities for progression are limited, the Council face a choice of whether to invest and accept that some workers will progress out of the Council or limit development contributing to a lack of skill and aspiration to progress. Improved job design would be a great benefit to enable improved use of employee skills and experience allowing for improved delegation and autonomy. This may require and improve cross Directorate working which could contribute to the grow your own culture. Although our goal should not be purely focused on retention and as a Council we should celebrate the occasions when talent progress to do well in other Carlisle organisations.

Development afforded to managers has and continues to be extensive, all managers have access to a comprehensive development programme to enable them to deliver against their objectives and leading teams, this is supported by coaching and attainment of relevant management qualifications. See table 7 which highlights current study levels taken in 2017, management includes level 3 and above, this does not include the eLearning provision and additional off the job training for managers including; workshops for the management competency standards, ethical governance and HR related topics.

Table 7 current studying during 2017 via Council learning and development

Current Study Levels

Number	Current Study NQF Level	% of Current Staff
2	Entry Level	0.44
14	Level 2	3.06
16	Level 3	3.49
8	Level 4	1.75
1	Level 5	0.22
3	Level 6	0.66
3	Level 7	0.66
	Total %	10.26

External coaching has increased in the past two years and more managers request this support, whilst external support offers benefits it would be advisable to develop in house coaching skills to better equip managers, support a growing culture of coaching within teams.

Wellbeing

Workplace Wellbeing continues to be a major aspect of the modern workplace and where the Council previously led the way now many private sector organisations are offering similar benefits.

Areas of specific wellbeing concerns including mental health are now included within the remit of the Health and Safety executive and expectations of managers to be able to support their teams with individual wellbeing need's increases.

The Council have invested significantly in this area and continue to do so, the need to ensure that managers have the skills and ability to support teams is crucial, adding wellbeing to the management competency standards will support this understanding. The Council have also committed to working towards the 'Better Health at Work' award, pledges to the 'Time to Change' campaign and provide support to carers.

Engagement

Employee Engagement is about being an organisation that strives to ensure that employees have the opportunity to enjoy their work, be fulfilled and perform to the best of their ability.

"Being focused in what you do (thinking), feeling good about yourself in your role and the organisation (feeling), and acting in a way that demonstrates commitment to the organisational values and objectives (acting) - Chartered Institute of Personnel and Development

Employee Engagement is becoming increasingly important for the changing face of Local Authorities in terms of how we deliver services within an increasingly changing environment (move from generation x to y and differing expectations of work), changing nature of work and increase in technology with greater emphasis on outputs and the drive for added value from people management practices. Ensuring Carlisle City Council have engaged employees will help us face the challenges of the future as we move forward from Brexit and possibility of further period of austerity.

The Council currently deliver a range of programmes that contribute to employee engagement including: training and development, appraisal process, staff benefits, management competency standards, wellbeing events and regular communications and updates. However, we acknowledge the need to do more and the link between engaged employees and improved business performance.

There is always room for improvement and as a Council we can do more to ensure that our employees are happy whilst at work and recognise when a good job has been done. Managers play an active part in employee engagement and the management competency standards help outline aspects of their role.

Results from the recent staff survey will help identify key actions required to sustain and improve employee engagement.

Learning and Development

Learning and Development continues to be key to the Council offer to the workforce and provides a good return on investment, staff opinion surveys highlights the high numbers of staff engaged with learning and development; 70.1% have taken part in learning and development in the last 12 months (2016 staff survey).

Learning and Development is delivered in many different forms including; off the job training, eLearning, coaching, on the job training, lunch time learning and more. Subjects and outcome vary depending upon demand and include entry level literacy and numeracy to higher post graduate qualifications, the Council has a well-supported and skilled workforce. Data on qualifications held by Council employees can be viewed in Appendix 2

The organisational development team continue to run the NVQ centre delivering bespoke qualifications. The team have further developed the offer to apprenticeships and trialling different ways of accessing the apprenticeship levy to aid workforce development.

Whilst options for continuous learning and development continue to grow and learning opportunities are investigated it is now evident that improved evaluation techniques are required. The improved evaluation will ensure that skill development and behavioural changes are impacting on business/ service results.

The eLearning provision will be further developed to support cost effective solutions to delivering learning and encourage improved agility for easy access, this development will further aid the Council in reaching the expectations of a digital savvy younger workforce.

The celebration of learning events takes place annually and is well supported by employees, this contributes to the engagement of the workforce and retention of talent.

Mental health and wellbeing has been a key focus for the Council throughout the year. Examples of support and training offered to staff included:

- Occupational health referrals
- Pledged to the 'Time to Change' campaign
- Set up intranet pages regarding mental health
- Promotion of Mental Health Awareness Week
- Mental Health presentation to Management Briefing and staff promotion of MIND (national charity for mental health issues)

- Mental Health First Aider Training and Mental Health Awareness Training
- Health and Wellbeing day
- Promotion of the Council's Employee Assistance Programme
- Development of Health Advocates to help us work towards The Better Health at Work Award.

The appraisal process has grown in delivery across the Council and now includes all service areas and is linked to the improvement of the business planning process at service levels. This incorporates improved performance management techniques and improved innovation, encouraging teams to identify delivery models and solutions to problems. The appraisal process is a key part of the performance framework for the Council and reaches all levels of the workforce.

Agile working

The Council committed to the 'Time wise' accreditation in 2016 and as part of our Timewise accreditation, we have continued to develop flexible working through our Agile Working Strategy. We raised awareness across the Council by:

• Setting up an initial working group to progress the objectives of agile working
• Holding an agile working session at June 2016 Management Briefing
• Delivering 'bite size' training events to managers on agile working topics
• Developed an Intranet site
• Updated our Homeworking Policy
• Adopted the Timewise logo on our website and documentation during 2016/17.

 The Council also completed a staff survey in 2017 regarding agile working which highlighted the following:

• 52% of staff have used agile working in some way, of which 83% is adhoc
• 60% of staff felt that the use of agile working had increased within the last 12 months.

The commitment to supporting agile working remains in place. This has been supported with the I.C.T strategy and improved agile technology, we believe that agile working will help attract talent and improve business performance.

Claire Mansfield, Head of Research at NLGN and co-author of the report; Outside the Box said:

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"It is encouraging that public sector ethos and work life balance came out so strongly as motivations for local government. There is a great opportunity for local councils to embrace these priorities in their recruitment and retention of staff, but this may require a change in working practices across local councils."

Culture

The Council have invested significantly in Culture change over the past 5 years, this has been supported by the development of Management Competency Standards, training for managers regarding the standards, the development and communication of the 3 C'S; Clear, Committed and Confident.

This has further been supported by ongoing learning and development and changing attitudes and developed processes to support agile working, improved process for service planning and appraisals.

The recent voluntary redundancy and early release scheme also helped to contribute to new ways of working and reducing hierarchical structures, allowing for improved autonomy and decision making at a local level.

The report 'Outside the Box' states *'' As part of their approach to staff development, councils should address mind-sets and approaches to work to develop a more outcomes focused, flexible and can-do attitude."*

Although more work is required the Council is in a good position to progress a consistent change in culture that is required across the whole organisation. This change includes improved performance management, improved agile working and the introduction of staff competency standards.

The new service planning and appraisal process contributes to this shift by encouraging services to identify and focus on key outcomes whilst reducing the opportunity for presentism, this contributes to ensuring that the Council employ an engaged workforce.

4) Demography and the labour market

The current workforce statistics appendix 1 identifies the previous lack of investment in attracting younger workers; this reflects a national picture and the demand to attract a shrinking pool of younger talent will increase as the City attracts new investors and opportunity for work.

The replacement demand and growth demand exceeds projections for Working Age Population.

Cumbria's working age population (16-64) is shrinking, contrary to national trends, and based on current projections will reduce by nearly 20,000 people between 2016 and 2026. By 2037, it is forecast to have reduced by 41,000 people. [1]

Carlisle is the only district in Cumbria where the working age population grew between 2001 and 2014 (+6%). [2]

The number of young people aged 0-15 in Cumbria fell by 9% between 2004 and 2014, compared with a 3% increase nationally. [3]

The proportion of working age adults with level 4+ qualifications is lower in Carlisle than nationally at 23.8% (England 29.8%). [4]

An estimated 41% of the replacement demand jobs in Cumbria between 2016 and 2021 (c. 27,500 jobs) are expected to be at Level 4 or above.
Gross weekly earnings for residents living in Carlisle and at workplaces located in Carlisle are below the national average. [5]
Over a quarter (26.6%) of jobs in Carlisle are estimated to pay below the Real Living wage (UK 23.2%). [6]

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[1] Cumbria LEP Skills Plan Evidence Base
[2] Cumbria LEP Skills Plan Evidence Base
[3] Cumbria LEP Skills Plan Evidence Base
[4] Cumbria JSNA: Economy, Skills & Employment

[5] Cumbria JSNA: Economy, Skills & Employment
[6] Cumbria JSNA: Economy, Skills & Employment

5) Action Plan

During periods of savings and great austerity the Council has continued to invest in workforce skills and wellbeing, this has resulted in the development of a highly skilled and motivated workforce capable of responding to and dealing with change. This was evident during the 2016/17 voluntary redundancy and early release scheme and the floods of 2016.

This action plan reflects what we are doing well and encourages us to continue to evolve and reflect on the changes required to enhance our current and future workforce.

The corporate action plan below focuses on 5 key areas for the Council; it identifies what is happening now and actions for the future. The need to attract talent and retain talent is referred to in a number of the key areas and actions, as is the development of innovation in the way we work and the opportunities to think differently about job design and methods of working.

Local service plans and service learning plans will continue to be reviewed and developed at that level allowing for team autonomy and reaction to the demands of the service, relevant outcomes will be incorporated into the corporate learning and development plan.

The culture of the organisations is captured within these key areas and is reflected in all aspects of the plan.

The Council has made good progress and managed the reduction in workforce numbers well; we are now facing the demands of an ever changing workforce, unknown effects of Brexit and a growing City. It is important that our plans are well defined and actioned to enable the Council to continue to adapt and develop its workforce.

The action plan is based on the assumption that the local authority will continue as is currently and is subject to change affected by political needs, budget restraints and autonomy.

Please note that the action plan is a steer for corporate and service planning processes.

Action Plan
1. Developing Leadership Capacity

What is happening now

- Corporate management working groups
- Management Competency Standards
- Mentoring available as required
- Common purpose programme
- Management development programmes
- Graduate development
- External coaching

What is needed	Who	When
Aspiring leadership programme to identify talent include working across Directorates	OD & SMT	2019 recruitment with two year programme to allow time for cross Directorate working
Mentoring between Managers to provide ongoing support and encouragement to aspire for leadership progression	OD & MGRS	2018-19 Development of Mgrs 2019 – 20 First group delivering
Leaders maintain the culture for a learning and supporting Council	SMT	2018 ongoing
Develop culture of coaching	OD & MGRS	2018-19 coaching programme identified 2019-20 recruitment and first group developed to provide internal coaching 2020 ongoing
Directorates provide short term leadership experiences for staff and trainees to build confidence.	SMT	2018-19 set up
Create innovation teams to identify future talent and support people develop new	SMT	2018-19 set up

ideas and tackle projects		
Identify career pathways	HR	2019
Develop aspiring leadership course for women	OD	2018 trial delivery to one group
Review Management Competency Standards	Transformation Board & SMT	2018

Action Plan
2. Supporting and maintaining workforce wellbeing

What is happening now

- Occupational Health
- Employee Assistance Programme
- Access to physiotherapy
- Wellbeing days delivered
- Health checks provided
- Flu jabs offered
- Wellbeing advocates
- Trained first aiders and mental health first aiders
- Working towards the Better Health at Work
- Survey identifying workforce needs completed
- Regular wellbeing information and workshops available
- Lunch time learning activities
- Carers support
- Pledge to Time to Change campaign
- Intranet site with access to wellbeing information
- Reduced price at Sports centre
- Counselling
- Coaching
- Mentoring
- Reasonable adjustments
- Agile working options
- Support for pregnant mothers

- Risk assessments carried out
- Regular health and safety training

What is needed	Who	When
Stand up desk options to reduce time spent sitting down	OD	2019 options available to trial
Lunch time walking options to encourage time out of building and walking	OD	2018 set up one per week
Relaxation room for lunch breaks	OD	2018
First Aid room to be set up	E,H&S MGR & SMT	2020 in line with ground floor development
Mental Health awareness courses for all managers to raise awareness and support	OD	2018
Improved offer to lunch time learning to encourage male take up	OD	2018
Staff competency standards for all	OD &SMT	2018 -2019
Actively demonstrate and manage dignity and respect	SMT	ongoing
Review the employee assistance programme	EH&S MGR & OD	2019

Action Plan
3. Develop the skills and capacity of the workforce

What is happening now

- N.V.Q programmes available for staff
- Management development available from entry levels to advanced
- Corporate development programme
- On the job development service specific
- eLearning programme
- Health and Safety training

- Skills audit for I.C.T completed
- Basic skills provision available
- Apprenticeship programmes
- Ethical governance programme
- Organisational Development Team
- Lunchtime learning options
- Coaching
- Mentoring
- Counselling

What is needed	Who	When
Introduce a staff competency standards framework developed with staff	OD &SMT	2018
Improve culture of coaching	OD & SMT	2018-2021
Introduce improved evaluation of development actions	OD	2018
Develop set eLearning modules to improve induction of new staff service area specific	OD	2018-2020
Develop qualification framework for key areas of service provision	HR,OD & MGRS	2020
Improve investment in apprenticeship for new and existing staff	OD & SMT	ongoing
Ensure Managers attend management development courses	SMT	ongoing
Ensure I.T development opportunities match the requirements of the I.T strategy	OD & I.C.T	ongoing
Review appraisal process	OD& SMT	2019
Amend corporate development programmes to reflect cross service	OD	2019

needs		
Identify and encourage cross Directorate working	SMT	2019
Identify secondment opportunities within and outside the Council	HR &SMT	ongoing
Identify talent and deliver confidence and aspirational development programmes	OD	2019
Review job design opportunities	HR	2020
Develop performance management systems to better motivate and evaluate team and individual performance.	HR & Policy	2020

Action Plan
4. Resourcing the Council

What is happening now

- Improved investment in apprenticeship recruitment
- Positive about disabled Council
- Agile working opportunities
- Recruitment team to support process
- Access to learning and development
- Managers trained in recruitment
- Structured recruitment process with options for managers to tailor
- Market Factor Supplements available as required
- Equal pay and job evaluation
- Workforce benefits
- Flexible contracting options
- Agency contracting

What is needed	Who	When

Extend apprenticeship provision to include: • Higher levels • Graduate recruitment	O.D & Mgrs	2018 recruitment
Improve equality data collection and management	HR & P&P	2018
Improve workforce job design to include more agility	HR	2019 review of workforce job design
Continue to invest and promote agile working	HR & SMT	ongoing
Identify progression routes and plan for skills transfer between staff	HR	2019
Improve Council website to include range of careers, opportunity and benefits	HR & P&P	2019
Attend career fairs	P&P	2018 ongoing
Identify and use new methods of recruitment	HR &P&P	2018 ongoing
Build relationship with job centre plus	HR & P &P	2018 ongoing
Offer and develop work experience programmes	HR,P&P,OD	2018 ongoing
Build relationship with Schools, Colleges and Universities and offer placements	HR,P&P,OD	2018 ongoing
Identify opportunities for traineeship as an entry to apprenticeship for students at a disadvantage	HR &OD	2019
Identify gaps in wages between public and private sector, offer market factor supplements	HR	2019
Service areas to identify gaps and future gaps as part of planning cycle	SMT &MGRS	2018 ongoing
Develop quality structured volunteer opportunities to support additional	HR	2019

service delivery including work placements for students.		
Identify appropriate career paths and grade structures to attract and retain talent	HR	ongoing
Identify cross Directorate working	HR& SMT	2018 ongoing

Action Plan
5. Employee Engagement

What is happening now		
- Access to learning and development - Qualification Study - Comprehensive wellbeing programme - Chief Executive staff briefings - Staff Survey - Equal pay and job evaluation - Comprehensive workforce benefits - Flexible contracting options - Management Briefing - Management competency standards - Strategic working groups		

What is needed	Who	When
Improved communication in particular	SMT & MGRS	2018

sharing best practice and recognition		
Introduce 'post it' with comments congratulating people for all members of staff to use between colleagues. e.g. Thank you for listening Good Job Handled that well Great idea	OD	2018
Review management competency standards to include engagement and wellbeing	Transformation Group / SMT	2018
Introduce staff competency standards with staff input	SMT/OD	2018
Improve workforce job design to include more agility	HR	2019 review of workforce job design
Continue to invest and promote agile working	HR & SMT	2018 ongoing
Identify progression routes and plan for skills transfer between staff	HR	2019
Identify opportunities for working groups across the Council to work on specific projects	SMT	2019

Introduce staff recognition scheme	HR	2019
Identify appropriate career paths and grade structures to attract and retain talent	HR	2018 ongoing
Introduce pulse staff satisfaction surveys	Policy, O.D & HR	2019
Introduce more flexible options for attending wellbeing sessions e.g Yoga at the end of the day	OD	2018