CHESTERFIELD
BOROUGH COUNCIL

WORKFORCE STRATEGY

2015 – 2019

(Revised February 2017)

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The Workforce Strategy 2015 – 2019

1.0   Introduction

1.1   Chesterfield Borough Council has ambitious plans in place for the delivery of high quality services to its residents and businesses, and the Council recognises that these plans can only be achieved if it develops and nurtures a diverse, committed, motivated and highly skilled workforce.

1.2   Following the annual review of the Workforce Strategy in 2016, and following assessment against the new 6th generation standard of Investors in People, the Workforce Strategy action plan has been updated in February 2017 to reflect the Council's priorities for workforce development during 2017 – 2019, which are the final two years of the strategy period.

2.0   Purpose and context

2.1   The council has a corporate planning framework in place to ensure successful delivery of its strategic priorities. This framework, together with feedback from our workforce and results from our performance against the Investors in People standards, has informed our workforce strategy and supporting action plan.

2.2   The Strategy and supporting Delivery Plan will be reviewed and updated on a yearly basis, to ensure it remains focused on Council priorities and reflects the latest position.

3.0   The Council Plan

3.1   Chesterfield Borough Council has set out its vision for 2015-2019 which is:

Putting our communities first

3.2   The four year (2015-19) Council Plan sets a number of key priorities to deliver that vision:

1. **To make Chesterfield a thriving borough.** To deliver this we will focus on four objectives:

    a. To make sure local people benefit from growth in our borough
    b. To continue delivering regeneration projects to make our borough a better place
    c. To develop our great town centre
    d. To improve access to technology that meets the needs of our residents, businesses and visitors

2. **To improve the quality of life for local people.** To deliver this we will focus on four objectives:

    a. To increase the supply and quality of housing to meet current and future needs
    b. To increase the quality of public space for which the council has responsibility through targeted improvement programmes
    c. To improve the health and wellbeing of people in Chesterfield Borough
    d. To reduce inequality and support the more vulnerable members of our communities

3. **To provide value for money services.** To do this we will focus on a single objective:

    a. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

3.3   As a council we are here to serve and support communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

3.4   In keeping with the One Council – One Team value, we are establishing a more consistent approach to the development of the organisation. We face

significant financial challenges, and during a time where we have limited resources, and with an ambitious transformation programme for improvements underway, we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress. We therefore need a workforce strategy which clearly articulates our objectives in relation to our people (existing and future) and which reflects the council values. These values are:

- **Customer focused** – delivering great customer service, meeting customer needs.
- **Can do** – striving to make a difference by adopting a positive attitude
- **One Council, one team** – proud of what we do, working together for the great and good.
- **Honesty and respect** – embracing diversity and treating everyone fairly.

3.5   Whilst the Council plan will provide some of the underlying initiatives required for the implementation of the Workforce Strategy, much of the activity to realise our objectives will be delivered by managers in individual services, supported by the Workforce Strategy Working Group.

4.0   Employee Survey

4.1   Understanding our workforce, their needs and their views on working for Chesterfield Borough Council is essential to positioning us to deliver the highest quality service to the people of Chesterfield.

4.2   One of the methods we use to engage our employees and to assess their views is the employee survey, which is carried out on an annual basis to assess levels of employee engagement and to give employees the opportunity to provide feedback.

4.3   The Council's Employee Survey measures the factors that are directly linked to employee engagement. There are 9 factors, About your Job, About your Work Environment, My Manager and Team, Leadership, Learning & Development, Councils Objectives and Purpose, Communication, Equality & Diversity and Great Place: Great Service (the Council's transformation programme).

4.4   The last Council survey was conducted in 2016 and showed an employee engagement score of 44% which was a reduction of 10% on the previous year. During 2016 a survey measuring employee attitude to pay and reward was also undertaken. Results from these surveys inform our Workforce Strategy Delivery Plan.

5.0   Investors in People

5.1   The Council was originally recognised as an Investor in People in 2004, and was reassessed against the standard in June 2015, achieving recognition at Bronze level. The feedback highlighted the following areas to be particular strengths for the Council:

- Having a clear vision for the future of the Council
- Provision of a high financial investment in staff development
- Continual focus on improving methods of communication within the workforce
- Providing a commitment to staff to encourage participation in decision making, taking ownership and responsibility for decisions that affect their own performance and that of their teams.
- The early development of a culture of continuous improvement – continuing to learn and improve the approach to managing and developing people in order to improve organisational performance.

5.2   The assessment also highlighted areas for development under the following themes:

- Leading & inspiring people
- Living the organisations values
- Empowering & involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building capacity
- Delivering continuous improvement
- Creating sustainable success

5.3   The council was assessed against the 6th generation IiP standard in July 2016 and underwent a strategic assessment in January 2017 to retain the bronze award for a further 12 months. The key areas for development stemming from these two reviews were:-

- Achieving consistency in approach, specifically in relation to the completion of team meetings, the completion of Employee Personal Development Reviews and setting objectives which reinforce the values and behaviours of the organisation.
- Identification of what a 'good' manager/leader is.
- Completion of evaluation and benefit realisation in learning and development programmes, including being able to clearly identify the return on investment.
- Strengthening performance management across the organisation with emphasis on developing Key Performance Indicators which are outcome based and linked to the delivery of service plans and Council priorities.

- Development of a clearer and more structured recognition strategy for the workforce which is linked to organisational values.

5.4 The refreshed Workforce Strategy Delivery Plan has been structured to reflect this feedback and to reflect the IiP new standards. Whilst the council may not wish to pursue IiP accreditation in future due to budget pressures, the IiP standards represent best practice in workforce development and are a good model to use.

6.0 Current Workforce Profile

6.1 The profile set out below reflects the staffing position as at December 2016.

6.2 Workforce

6.2.1 The demographics of Chesterfield Borough will have a bearing on our workforce both now and in the future. As at December 2016 the total workforce numbered 1018 employees which equates to a Full Time Equivalent staffing of 682.19. The workforce split based on **gender** is:-

Female	46%	Full time	26.4%	Part time	68.3%
Male	54%	Full time	73.6%	Part time	31.7%

6.2.2 Pay scale distributions are shown below by gender:

Pay scale	% at this scale that are male	% at this scale that are female	% of workforce at this scale
Scale 1 (starts £14,514)	32.5%	67.4%	4.16%
Scale 2 (starts at £14,615)	53.65%	46.34%	7.94%
Scale 3 (starts at £15,238)	38.94%	61.05%	18.41%
Scale 4 (starts at £16,481)	46.11%	53.88%	19.96%
Scale 5 (starts at £17,891)	52.38%	47.61%	16.27%
Scale 6 (starts at £20,456)	68.81%	31.18%	9.01%
Scale 7 (starts at £23,166)	31.6%	68.33%	5.81%
Scale 8 (starts at £26,556)	43.90%	56.09%	3.97%
Scale 9 (starts at £29,854)	31.11%	68.88%	4.36%
Scale 10 (starts at £32,164)	53.84%	46.15%	1.25%
Scale 11 (starts at £36,019)	35.71%	70.5%	1.64%
Scale 12 (starts at £39,660)	58.33%	41.66%	1.16%
Scale 13 and above (starts at £43,387)	33.3%	66.6%	1.16%

6.2.3 Figures for **Disability** are reliant on individuals being prepared to identify themselves as having a disability and therefore are not a reliable indicator. 6.6% of the workforce have identified themselves as having a disability at the end of December 2016.

6.2.4   In terms of **Ethnicity,** 96.7% of the workforce are White British, 3.3% are unknown leaving a small percentage making up other ethnic groups.

6.2.5   The **age** profile of the workforce within Chesterfield Borough is detailed below. 58% of the workforce is over 45 years of age and a quarter (27%) is 55 and over.

Age Group	Percentage of employees
Under 18 years	0.67%
18-24 years	8.33%
25-34 years	15.69%
35-44 years	20.54%
45-54 years	29.45%
55-64 years	22.67%
65 years and over	2.61%
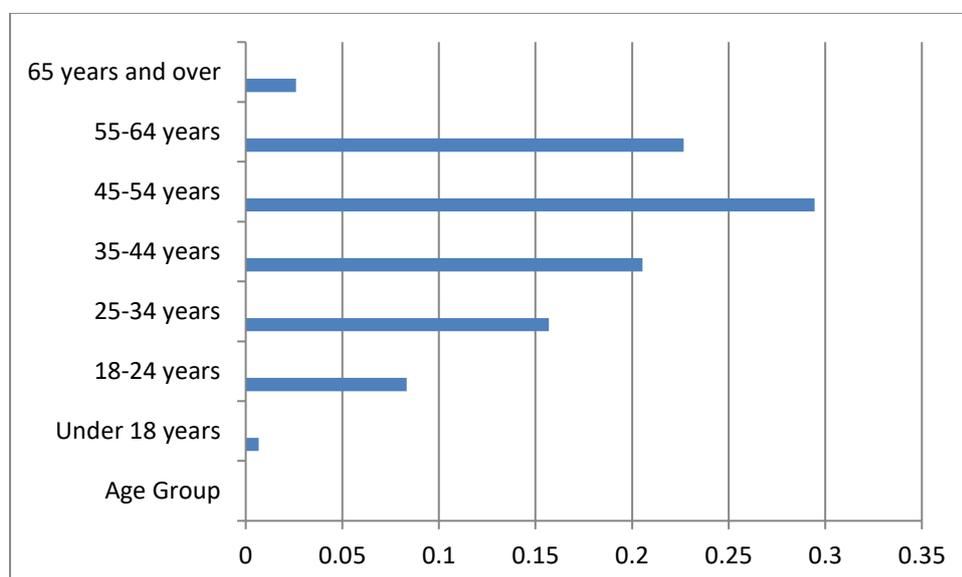
6.2.6   The age profile of the existing workforce presents some challenges for succession planning. Recruiting to certain roles such as planning and legal services has become more difficult given the economic climate and the need for wage restraint. The Council will need to ensure that its future recruitment strategy takes account of the existing risk presented by an ageing workforce.

6.3   Turnover rates

6.3.1   During 2016, 151 people left the council which gives a turnover figure of around 15%. It should be noted that the number of leavers may include one individual leaving several posts.

6.3.2   The main categories of leavers were end of contract (17), resignations (80), voluntary redundancy (20), compulsory redundancy (17), early retirement (1), normal retirement (10), ill-health retirement/incapacity (3) and dismissal (3). Exit interviews are offered to all leavers, however there is a very low take up of this offer, which

means the Council has been unable to use this data to accurately analyse trends in turnover.

7.0 Our current position

7.1   The Workforce Strategy 2015 – 2019 has focused on taking action in the following priority areas over the last two years:

- o Pay and Reward
- o Leadership, skills and capabilities
- o Talent Management
- o Employee Engagement and
- o Health and Wellbeing

Good progress has been made in delivering actions in each of these priority areas and the Council has accomplished a number of key achievements during the 1ˢᵗ half of the strategy period.

7.2   Pay and Reward

7.2.1   *The Council is working towards the introduction of a pay and reward structure that makes us an employer of choice, allowing us to attract, retain, motivate and develop staff with the skills we need. The structure also needs to be fair and affordable in light of the increased financial pressures that the council faces.*

7.2.2   We have introduced the voluntary living wage in April 2016, ensuring that those employees (mainly women) at the lowest end of the pay scales received a fair wage and that our staff members have more money to spend in the local economy.

7.2.3   We have begun to review our pay and reward structures and will continue to develop this area over the final two years of the Workforce Strategy. We already offer a substantial pay and reward package to our workforce and have publicised the employee benefits which are available to them. We are now consulting with our workforce on a series of changes that will enable us to start to modernise and streamline outdated and bureaucratic pay and reward practices. In addition, we are introducing tighter management controls and reduced costs relating to overtime and agency spend. These changes will enable us to deliver savings in our wage bill over time.

7.3   Leadership, skills and capabilities

7.3.1   *We need a workforce that has the right skills and capabilities to deliver our Council Plan priorities. This means continuing to invest in the development of all staff and elected members, to enhance existing skills and develop further areas such as commercial awareness and partnership working. We will need to be able to use*

the skills our staff members have more flexibly, to improve our resilience and enable us to respond quickly to change. We also need our leaders to model the one council, one team value throughout the organisation.

7.3.2   The Strategic Leadership Team and Corporate Management Team have been restructured, with the aim of ensuring that the organisation has effective leadership at all levels and that senior leaders are visible and consistent in leading the workforce to deliver on priorities.

7.3.3   The Council has given significant investment and focus to management development, running a corporate management development programme in 2014, and building on this by delivering a series of HR policy training sessions and by developing a toolkit for managers which is published on our intranet pages. In addition, ongoing coaching and support is now being provided to our managers by the Strategic Leadership Team, the Corporate Management Team and our Human Resources and Learning and Development officers, to ensure that the Council sees a return on its' investment in Learning and Development. This will continue during 2017 – 2019.

7.3.4   The Council has developed an e-learning platform to ensure that we are able to make best use of our resources and focus face to face training delivery on the people who need it most. The platform will be launched in March 2017 and will streamline the way that mandatory and skills development training is delivered.

7.3.5   Identification and support of Learning and Development needs for our staff is completed through the Employee Personal Development Review (EPD) process, which is completed bi-annually. Work is underway to move the collation and monitoring of EPD's onto our e-learning platform so that the process becomes less manual and aligns to individual personal training and development programmes.

7.3.6   We have centralised our training budget so that we can ensure that learning and development courses, delivered in partnership with colleges, training providers and other councils, are cost effective and achieve best value. We will fully utilise apprentice programmes during the next two years, so that we can maximise the budgets that are available to us, and enable us to continue to make ongoing investment in learning and development for our workforce.

7.3.7   We have delivered an elected member development programme, so that our councillors are able to continue to enhance their existing skills. This programme will be revised on an annual basis and will continue to be delivered over the next two years of the strategy period.

7.3.8   We have commissioned commercial awareness training for some of our key staff members, as part of an overall development programme which will provide the core skills that are necessary for successful delivery of the council plan. In addition, we have commissioned KPMG to work with managers to improve their knowledge

and understanding of risk management. During the next two years, we will focus on skills developments which enable us to improve customer service delivery, work in partnership with others and take evidence based decisions.

7.3.9   Multi-skilling the workforce, especially in smaller teams, is critical to realising efficiencies and maintaining service levels. Managers are being encouraged to develop staff with this aim, working with other teams to exploit opportunities for staff sharing where possible. The vacancy review panel has been introduced to act as a gatekeeper for recruitment and part of its role is to challenge managers to think about multi-skilling and sharing before approving new recruits are brought into the authority.

7.4   Talent Management

7.4.1   *We need to attract, nurture and grow talent in order that we continue to have people available to fill the roles we need. We will develop talent both through specific programmes to attract skills into the organisation, and by identifying and growing existing staff with potential. We need service areas to be clear about their future skills needs and how they will develop talent to meet those needs, including clear succession planning.*

7.4.2   The Council has already started this process by looking at different models of service delivery, such as working across different services, partnering or shared service solutions which provide value for money. This work has fed into the development of a new Target Operating Model.

7.4.3   The profile of our workforce identifies that the number of employees aged between 16-25 years is below the national average and stands at 7.9%. This poses a risk to Chesterfield Borough Council and succession planning over the next two years will need to be more pro-active, with the Council being able to clearly identify skills gaps in critical areas. A talent management programme will be developed to identify and develop potential across all areas of the business to ensure the Council is prepared for future challenges.

7.4.4   The Council has a long tradition of using trainee schemes to attract young employees into employment and annually recruits apprentices to work in craft areas. From 2017 onwards, this approach will need to be further developed across all service areas within the Council, so that we are able to meet the requirements of the apprenticeship levy which is being introduced from April 2017.

7.4.5   Chesterfield is an 'Apprentice Town' and as such, it is important that Chesterfield Council leads by example and meets our apprenticeship targets. Nationally, the government is targeting 3 million apprenticeships to be in place by 2020, with 16.2% being delivered by the public sector. Chesterfield Council is targeted to place 23 new apprenticeships per year into the workforce and our

Workforce Strategy Delivery Plan will ensure that these targets are delivered successfully.

7.5   Employee engagement

7.5.1   *Having a workforce which is engaged will bring numerous benefits for the Council, and we must therefore maximise our opportunities to achieve this. Our managers will play a critical part in engaging with their teams, improving the flow of information and feedback through the council and empowering staff to improve their services.*

7.5.2   How employees feel about working for the council is a key priority and is annually explored through the employee survey and through IiP assessment. The employee survey in 2016 showed a lower engagement score than in previous years which was not unexpected given the levels of change the organisation was facing, including re-organisation and transformation of services. This declining trend in employee engagement is expected to continue throughout 2017 whilst the re-organisation of service areas continues in earnest and whilst transformational change is embedded.

7.5.3   Managers have, and will continue to work with their teams on the results of the staff survey and will develop action plans to tackle issues that are important to the team.

7.5.4   Managers at all levels will have regular meetings with their teams to improve communication and to ensure that staff members have every opportunity to be involved in the delivery of services. The results of the staff survey and discussions at team meetings will also inform the annual service planning activity. This action began in 2016 in some areas, but will not be fully embedded across the authority until 2017.

7.5.5   Recognising that working in flexible, more agile ways gives rise to employee engagement challenges, the council is reviewing how it manages employees who work remotely or from home and improve the dialogue between managers and staff. An e learning module which focuses on agile working has been developed and will be rolled out to all staff members in March 2017. In addition, a programme of change management support will be delivered to teams during 2017 and 2018, to help support staff through the high levels of transformational change which are currently taking place.

7.5.6   We continue to hold open door meetings, leader and chief executive briefings and service manager briefing sessions. Back to the floor activity will also continue.

7.5.7   Membership of working groups are being reviewed and opportunities are being given to staff at all grades to become involved, utilising task and finish groups

to ensure staff can add value. Membership of the Workforce Strategy Group has been reviewed and revised and terms of reference amended so that this group becomes a task and finish group that are responsible for the development and implementation of the Workforce Strategy Delivery Plan.

7.6   Health and Wellbeing

7.6.1   We want to improve the health and wellbeing of all staff, recognising both our duty of care as an employer and the benefits that a healthy workforce brings. We want to ensure staff members have access to support where required and that we promote and incentivise activities to improve physical and mental health.

7.6.2   The health and wellbeing of employees is integral to the workforce strategy and the Council has a duty of care to ensure employees are working in safe environments. The provision of an Occupational Health service underpins the support provided to staff by managers when tackling health issues. Referrals to counselling and physiotherapy are also part of this provision all aimed at preventing ill health of employees. Our Occupational Health provision has been reviewed and we are now implementing targeted preventative measures as a result of management information provided by our Occupational Health provider.

7.6.3   Recognising that mental health issues are a key challenge for the council, managers have received training on the use of the stress risk assessment tool. Training which enables managers to deal with mental health absence has also been provided and our Human Resources team continue to provide coaching and support to managers and staff members in this area. Emphasis will continue to be placed on the preventative aspects of recognising stress and responding appropriately to issues to help employees remain well.

7.6.4   The Council has committed to the Time to Change mental health awareness campaign and a health and wellbeing group is now well established and has led on healthy workplace initiatives such as weight management programmes, healthy eating, free health checks, yoga and dementia awareness training. This is supplemented by the Occupational Health provision which provides health screening and regular clinics.

8.0   Workforce Strategy delivery plan 2017 – 2019

8.1   Appendix A below indicates the key activities which be delivered during 2017 – 2018 and which will underpin successful achievement of the Workforce Strategy. The activities have been grouped into six themes which align to both the IiP sixth generation standards and the Council's identified priorities for workforce development. These themes are:

- Management development
- Performance Management
- Building capability
- Communication
- Recognition and Reward
- Organisational roles and responsibilities

9.0   Equality Impact Assessment (EIA)

9.1   An EIA review has been completed on the Workforce Strategy in line with the Council's framework. It will be reviewed periodically and consideration given to any changes required to the strategy as a result.

Workforce Strategy Delivery Plan – 2017/18

Theme 1 - Management Development

What success looks like - Our leaders make the organisation's objectives clear. They inspire and motivate people to deliver and are trusted by people in the organisation.

This theme supports delivery of our leadership, skills and capabilities workforce strategy priority.

What will we do?	By when?	Who?	What difference will it make?
• Develop clear criteria of what a good leader and manager looks like	• June 2017	• Workforce strategy group/employees/HR	Managers will be clear of the standards we expect
• Put in place a leadership and management development programme which addresses individual learning needs and which includes follow up coaching.	• September 2017	• CMT/HR/Workforce strategy group	Managers will be ' supported to reach the standards of a 'good' leader/manager
• Review the spans of control for all layers of management; standardising spans of control where possible and giving greater clarity on roles, responsibilities and accountabilities.	• September 2017	• Workforce strategy group/CMT/HR	Spans of control will meet benchmarks, will enable managers to perform to 'good' standards and will ensure consistency is achieved across the council.

Theme 2 - Performance Management

What success looks like - Objectives within the organisation are fully aligned, performance is measured and feedback is used.

This theme supports delivery of our leadership, skills and capabilities workforce strategy priority.

What will we do?	By When?	Who?	What difference will it make?
• Include an explicit question in EPD's inviting 360% feedback to SLT and CMT managers	• May 2017	• HR/SLT/CMT	Senior Managers will be provided with a rounded set of feedback results and can build meaningful development plans
• Develop generic SMART management objectives focused on measurement of EPD returns, Health & Safety compliance, absence management, completion of team meetings and employee survey action plans	• May 2017	• HR/Workforce strategy group/service managers	Standard management objectives are developed so that accountability for core management deliverables are understood and can be measured consistently
• Develop KPI and outcome based objectives linked to service plans and council priorities/values and measure performance against them.	• June 2017	• HR/CMT/Service managers	We will be able to identify what we want to achieve, how we recognise success and what we need to do to be successful.

• Implement quality monitoring of Employee Personal Development reviews, through paper based audits and discussions with employees and with managers.	• September 2017	• HR/CMT	We will optimise and monitor performance and drive measurable improvements.

Theme 3 – Structures

What success looks like - The organisation is structured to deliver the organisation's ambition. Roles are designed to deliver organisational objectives and create interesting work for people whilst encouraging collaborative ways of working.

This theme supports delivery of our talent management workforce strategy priority

What will we do?	By when?	Who?	What difference will it make?
• Review the number of restructures underway and prioritise resources to support their successful implementation.	• June 2017	• SLT / CMT	HR capacity will be clearly understood and staff will be appropriately supported during the review process
• Review job descriptions to ensure they are fit for purpose and 'outcome focused'.	• September 2017	• SLT/CMT/Service Managers	Job descriptions fit the council's values and priorities and encourage a one council, one team approach
• Review governance and the decision making process to ensure decision making is devolved appropriately.	• September 2017	SLT/CMT/Corporate Cabinet	Decision making is streamlined and there is a culture of trust and ownership where people feel empowered to make

			decisions and act on them
• Promote cross team working and showcase good examples.	• Ongoing through 2017/18	• SLT/CMT/Service Managers	The workforce will recognise good practice and collaborate with others to achieve a positive outcome

Theme 4 - Building Capability

What success looks like - People's capabilities are actively managed and developed. This allows people to reach their full potential and ensures that the organisation has the right people at the right time for the right roles.

This theme supports delivery of our talent management workforce strategy priority.

What will we do?	By when?	Who?	What difference will it make?
• Ensure team development plans are linked to Service plans.	• June 2017	• CMT / Service Managers	Learning and development will be focused around achievement of Council priorities and ensure that the right skills are in place.
• Implement 23 apprentices across the authority, using the apprentice levy to fund suitable courses. Implement clear career pathways using the apprentice programme for both the existing workforce and new employees	• Ongoing from April 2017	• HR / CMT / Service Managers	The council will meet central government targets. We will lead by example, supporting Chesterfield as an Apprentice Town.

What will we do?	By when?	Who?	What difference will it make?
• Implement a learning and development evaluation model	• November 2017	• Workforce strategy group/HR	Learning and Development will be evaluated to ensure outcomes are reached and the authority is achieving increased capability levels.
• Launch aspire learning and ensure all staff have access to courses available	• March 2017	• HR	Learning and development courses will be more accessible and more cost effective. Delivery of face to face training sessions can be prioritised to those who are most in need of this method of delivery.

Theme 5 – Communication

What success looks like - There is clear and regular two way communication across the organisation

This theme supports our Employee Engagement workforce strategy priority.

What will we do?	By when?	Who?	What difference will it make?
• Make better use of the intranet for sharing best practice and knowledge and to encourage more collaboration.	• Ongoing through 2017	• All employees	Staff members use the intranet as an additional communication channel. The workforce collaborates with each other using the

			internet and learns from others success and mistakes.
• Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meetings.	• Ongoing through 2017	• CMT/Service managers	The organisation nurtures innovation and acts quickly to encourage new ideas.
• Continue CE and Leader open door lunch at variety of locations and implement back to the floor by SLT/CMT	• Ongoing through 2017	• SLT / CMT	Senior managers are visible and understand what teams need to do to deliver great services.
• Implement mandatory team meetings. Develop a core brief which supports the corporate updates.	• Ongoing through 2017	• CMT / Service Managers / Communications team	The workforce will understand how key messages are communicated and they will be cascaded in a consistent way.
• Implement a cultural change programme which reinforces GP: GS outcomes and explains how the transformation programme will impact on the workforce as individuals.	• May 2017	• Service Managers, HR and Business Transformation team	The workforce will be supported through the transformational change that is being implemented and can learn from successes and from mistakes.

Theme 6 - Recognising and rewarding high performance

What success looks like - Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best

This theme supports our Pay and Reward workforce strategy priority.

What will we do?	By when?	Who?	What difference will it make?
• Complete the review of pay and reward.	• April 2017	• HR / SLT / Corporate Cabinet	Pay and reward processes will be modernised, we will have tighter management controls of overtime and agency costs and the overall pay budget will be reduced, supporting our reducing financial position.
• Implement an employee recognition scheme	• September 2017	• Workforce strategy group/SLT/CMT	Employees are recognised and rewarded for high performance and staff members are motivated to perform to the best of their ability.

Workforce Strategy Development Plan – 2018/19

The Workforce Strategy will be reviewed and revised at the end of 2017/18 and a delivery plan will be developed for 2018/19.

The following actions are currently expected to form part of the 2018/19 delivery plan

Theme 1 - Management development

- 360% feedback is extended to managers at all levels.

- Change management is embedded into the management learning and development programme.

Theme 2 - Performance management

- Coach and develop managers to provide 'quality' performance discussions and to be able to challenge behaviours that are not consistent with the values. Take action every time behaviour falls short of expectations.

- Implement a competency framework as a basis for recruitment and performance management.

- Include staff at all levels in the business planning process.

Theme 3 – Structures

- Develop an operating model for managing remote/home workers to ensure they are engaged with the business and are supported in their roles

- Promote cross team working and showcase good examples

Theme 4 – Building capability

- Review the recruitment and selection process and streamline it.

- Deliver the apprentice targets

- Review Project Academy and internal secondment processes to give maximum opportunities to staff for internal career development

- Develop a Corporate Succession Plan

- Review usage of aspire learning and develop the capability of the system

Theme 5 – communication

- Expand the Leader/ Chief Executive back to floor programme to include SLT and CMT. Ensure visits are made to all sites and at times consistent with 24/7 nature of business and produce feedback from each session to include 'you said, we did' and publish results in Borough Bulletin.

- Implement 'ask me a question' on aspire

- Consider council wide events to bring people together to showcase innovation'

- Organisational performance (KPI's, Budget etc.) is discussed at all team meetings

- Encourage a culture of continuous improvement (CI) and challenge by including CI standard item on the agenda of team meeting and invite other teams to share ideas.

- Establish a Council 'think tank' involving staff from all areas, especially those who have had LEAN training.

Theme 6 – recognising and rewarding high performance

- Establish an annual review of pay and recognition and recognise innovative ways of implementing non-financial reward

- Develop a recognition strategy