

Individual Decisions

The attached reports will be taken as
Individual Portfolio Member Decisions on:

6th August 2009

| Ref: | Title | Portfolio Member(s) | Page No. |
|-------------|---|---------------------------------|-----------------|
| ID1722 | Risk Management Strategy 2009/10 | Councillor Anthony Stansfeld | 3 – 14 |
| ID1729 | Workforce Strategy 2009-2011 | Councillor Anthony Stansfeld | 15 - 38 |

Implications

Policy: The Risk Management Strategy is a key part of the Council's Governance arrangements

Financial: None

Personnel: None

Legal/Procurement: None

Environmental: None

Partnering: None

Property: None

Risk Management: This Strategy sets the framework for the Council's Risk Management arrangements

Community Safety: None

Equalities: None

Consultation Responses

Members:

Leader of Council: Cllr Graham Jones

Overview & Scrutiny Commission Chairman: Cllr Brian Bedwell

Select Committee Chairman: Cllr Jeff Brooks

Ward Members: None

Opposition Spokesperson: Cllr Jeff Brooks

Local Stakeholders:

Officers Consulted: Andy Walker Ian Priestley Corporate Board

Trade Union: Via Risk Strategy Group

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Management Board.

| Is this item subject to call-in. | Yes: X | |
|--|---------------|--------------------------|
| If not subject to call-in please put a cross in the appropriate box: | | |
| The item is due to be referred to Council for final approval | | <input type="checkbox"/> |
| Delays in implementation could have serious financial implications for the Council | | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position | | <input type="checkbox"/> |
| Considered or reviewed by OSC or associated Task Groups within preceding 6 months | | <input type="checkbox"/> |
| Item is Urgent Key Decision | | <input type="checkbox"/> |

Supporting Information

1. None

Appendices

- Appendix A - Key Lines of Enquiry
- Appendix B - Risk Management Policy Statement
- Appendix C - Risk Management Action Plan

1. Background

- 1.1. The Risk Management Strategy and Policy statement are reviewed annually. They were last revised and approved as an Individual Executive Member decision on 22 May 2008. This report is a review of the Risk Strategy building on the work commenced in 2003, and setting out proposals for the coming year.
- 1.2. Risk Management is an integral part of the Corporate Governance Framework. as such it is essential that risk management remains embedded in the decision making processes of the council.
- 1.3. Risk Management is the process by which organisations methodically address the risks associated with their objectives. The focus of good risk management is the identification and handling of those risks. The Risk Management process is fully supported by Members and the Senior Management Team.

2. Achievements

- 2.1. The Risk Strategy Group continues to meet on a quarterly basis. The Risk Strategy Group has a co-ordinating role covering a broad range of risk related activities under the chairmanship of Cllr Jeff Beck These include:
 - Business Risk
 - Health and Safety
 - Security Management (physical and information)
 - Business Continuity Management
 - Civil Contingencies
- 2.2. Risk Management training sessions have taken place for Officers, Members and Governance & Audit Committee.
- 2.3. A revised training manual for members was issued in December 2008 and this will continue to be updated on an annual basis.
- 2.4. Quarterly reports are produced for Corporate Board to advise progress. The quarterly risk management report includes insurance claims information.
- 2.5. The Strategic Risk Register and Action Plan are reviewed in detail on a quarterly basis by Corporate Board, Management Board and Governance & Audit Committee. Responsible officers provide an update on the Risk Action Plan on a quarterly basis.
- 2.6. The major projects in which the authority is involved, (Parkway, Market Street, St Bartholomews School) are reviewed regularly as required depending on the nature of the project. A summary of the main risks is included in the quarterly report to CB.

- 2.7. Service Risk Registers and Action Plans are now aligned to service objectives, as set out in Service Plans. These are reviewed on a quarterly basis by Heads of Service and their Senior Management Teams, and an officer has been identified as being responsible for the operation of each control.
- 2.8. Risk Registers have been tied to the budget, the Medium Term Financial Strategy in the case of the Strategic Risk Register and the relevant service budget in the case of Service Risk Registers.
- 2.9. Copies of Internal Audit reports are given to the Risk & Insurance Manager in order that risk information can be fed into Service risk registers. Internal audit use risk registers in helping to plan their work.
- 2.10. A Risk Management Tool Kit and Risk Appetite was issued to all Heads of Service in November 2008, this will be updated on a regular basis.
- 2.11. Risk registers for major partnerships are being produced by the Partnership Managers with support from the Risk & Insurance Manager.

3. Risk Management Strategy for 2009-2010

3.1. Risk Management Policy Statement

- 3.1.1. The Risk Management Strategy outlined here flows from the Policy Statement which has been updated for 2009.

3.2. Key Issues 2009 / 10

- 3.2.1. The Audit Commission have made changes to the Use of Resources for 2009 – 10. The revised Key Lines of Enquiry are set out in Appendix A attached.
- 3.2.2. The key areas for risk management to focus on will be
- Ensure that effective risk management is in place for partnerships
 - Ensuring that senior managers and members continue to have a commitment to risk management.
 - That the key Council Plan Objectives are reflected in the Strategic Risk Register and that managers are identified as owners
 - Continue to ensure that Project Risks are considered and managed.
- 3.2.3. The Risk Management Strategy for the coming year, set out below, outlines how the Council will continue to meet this best practice.

3.3. Annual Governance Statement:

- 3.3.1. The Council is obliged to issue an Annual Governance statement. This covers:
- the Council has an effective Internal Control Framework (ICF) in place
 - the ICF has been reviewed in the preceding year.
 - that any weaknesses that have been identified in the ICF are being dealt with through an appropriate action plan.

3.3.2 The Risk Management framework is a key mechanism for delivering the assurance that underpins the Annual Governance Statement. In particular risk registers are key evidence that Risk Management is embedded in the Council. Each year all Heads of Service sign an Assurance Statement for their service which is countersigned by their Director and Portfolio Holder.

3.4. Strategic Risk

3.4.1. The Strategic Risk Register is part of the Council Plan and is monitored and reviewed on a quarterly basis by Corporate Board, Management Board and Governance & Audit Committee. Members of the Executive are specifically identified as being responsible for risks together with officers.

3.4.2. The revised Strategic Risk Register is being extended to cover Council Plan Objectives and ownership of the risks will rest with those officers who are responsible for specific Council Plan objectives.

3.4.3. All major projects are included in the Strategic Risk Register and regular reports on risks associated with these projects are made to Corporate Board.

3.4.4. Key Strategic Risks will be noted in the quarterly Risk Management Reports.

3.5. Service Risk

3.5.1. Service Risk Registers are designed to reflect the objectives set out in Service Plans. The Service Risk Registers will then play a key part in helping to ensure services are able to deliver their objectives.

3.5.2. Corporate Directors and Heads of Service need to continue to focus on Service Action Plans. Corporate Directors should have confidence that action plans are moving forwards and that mitigation is being put in place for red risks. Where actions are not progressing these should be brought to the attention of Corporate Board.

3.5.3. The Risk Manager will prepare an annual report for Corporate Board that will highlight any Service Red Risks so that these can be reviewed formally by Corporate Board to determine whether note should be made of the risk in the Annual Governance Statement. The report will note any actions that have not moved forwards during the preceding 12 months.

3.5.4. Heads of Service should review risk registers following the outcome of any internal / external audit or inspection work in their service. This will ensure that any weaknesses identified in this work is picked up and action taken to improve controls. All routine internal audit reports will be passed to the Risk Manager to ensure that he is aware of weaknesses / risks identified.

3.6. Project Risk

3.6.1. Workshops will continue to be run for large projects. These are usually reviewed on a quarterly basis. This process is also a useful form of training, by giving colleagues an opportunity to talk about their objectives for the project, and the activities they undertake and the resulting risks.

3.7. Governance and Audit Committee

- 3.7.1. The Governance & Audit Committee's terms of reference include the review of Risk Management arrangements, including Strategy / Strategic Risk Register / Service Risk Registers and Partnership Risk.
- 3.7.2. The Governance & Audit Committee will monitor and review Service and Project Risk Registers and Action Plans as required, to ensure that they are being managed by Corporate Directors and Heads of Service, and will ask Heads of Service / Project sponsors to attend the Committee from time to time to update the Committee on progress with managing risks.
- 3.7.3. A report on partnership risk will be presented to G&A Committee in 2009.

3.8. Training

- 3.8.1. Training will continue to take place in the form of workshops with Heads of Service & managers. The most useful training comes from giving colleagues an opportunity to talk about their objectives, the activities they undertake and the resulting risks.
- 3.8.2. The training guide for Members was reissued in November 2008 and will be updated in November 2009,

3.9. Other Risk Management work

- 3.9.1. The Council's risk management system is embedded and working effectively now. The Risk Manager will now give some time to review and improve areas where the Council has or may suffer loss. The Risk Strategy Group will determine the focus of this activity. The first project to be undertaken will be a review of physical security at schools to counter the threat of vandalism and fire.

3.10. Action Plan

- 3.10.1. The Action Plan sets out key actions for risk management over the next 12 months. (Appendix C)

Appendix A

Risk management

What's this about?

In all types of organisations and partnerships, there is the potential for events and outcomes to give rise to opportunities for benefits or threats to success. Good risk management concerns both positive and negative aspects of risk. It should maximise opportunities and encourage innovation. It is not about being risk averse.

'Risk management is a central part of any organisation's strategic management. It is the process whereby organisations methodically address the risks attaching to their activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities'.

Source: *A Risk Management Standard, AIRMIC, ALARM, IRM, 2002.*

Getting the basics right – what might you expect to see?

The cabinet ensures the council identifies and effectively manages corporate business risks in line with its risk management strategy. A corporate focus on risk management ensures regular review and effective management of current and future risks. Members are responsible for (this responsibility may not rest with a single committee), and engage in, corporate risk management and work closely with the audit committee.

The council regularly reviews and updates a register of its corporate and service business risks which:

- links risks to strategic objectives;
- assesses the risks for likelihood and impact; and
- assigns named individuals to lead on actions identified to mitigate each risk.

Risk management considers risks relating to significant partnerships and requires officers to obtain assurances about the management of those risks. The council mainstreams partnership risk into organisational risk management reviews and reports on this regularly. There may be organisational risks regarding partnership activities as well as risks in the partnership itself - the council understands and manages both types of risk.

All those involved in the council's risk management arrangements receive relevant training and guidance.

The council provides training as part of the induction process for new members of staff (however this will only cover a small proportion of staff), and also staff promoted within the council who have new risk management responsibilities.

Performs well – what else might you expect to see?

Senior management commitment (officer and members) ensures the council embeds risk management in its business processes, including:

- strategic planning;
- financial planning;
- policy making, audit and review;
- performance management; and
- project management.

The council equips all members to effectively undertake their roles and responsibilities for risk management. For example, the council delivers risk management awareness training suitable to member's needs and responsibilities.

The council can demonstrate its partnerships have put in place risk management arrangements as part of setting priorities, policy making, financial planning and performance management. Arrangements may include routinely reviewing and updating a joint risk register. The council can demonstrate a positive risk culture and improved outcomes through effective partnership risk management. The council has effective liaison and operational working arrangements and the sharing of intelligence with relevant partnership organisations.

Effective risk management supports the council in taking and managing significant risks to deliver innovative and challenging projects.

Other examples of outcomes through good risk management may include:

- delivery of innovative projects;
- a sound system of corporate governance;
- confidence in the rigour of the Annual Governance Statement (AGS);
- delivery of change management and organisational change;
- lower risk and claim related costs; and
- protection of reputation and improved management of the media.

Appendix B

West Berkshire Council

RISK MANAGEMENT POLICY STATEMENT

The Council provides a diverse range of services, both to the community and to visitors to the area. It is essential that the Council protects and preserves its ability to continue to provide these services, by ensuring that it can manage its assets, both tangible and intangible including its control mechanisms. The very nature of the services provided presents a vast potential for losses and lost opportunities. This potential must be controlled to enable the Council to discharge its responsibilities to the community and its employees.

The Council is fully committed at the highest level to the management of risk. This forms an integral part of our approach to Corporate Governance.

Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Support the quality of the environment
- Assist with the decision making process
- Preserve & Enhance Service delivery
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way
- To allow the Council to take opportunities, by dealing with / mitigating positive risks
- To allow the Council to work more effectively with their Partners by taking a shared approach to the management of risk.

The Council seeks to undertake to protect and preserve its tangible and intangible assets from any loss, damage or interruption, which could materially affect its ability to discharge its responsibilities to its employees and the community. People (employees and residents) property and information are the most important assets in West Berkshire. Their protection and security are essential for the future.

It is the responsibility of every Service Area to have regard to the Council's Risk Management Policy. Senior Management and Budget Managers are accountable for managing the risks to which their area is exposed whilst all employees have a duty to support the Council's initiative by recognising and managing risks within their control which may cause harm.

(1) Signed by Chief Executive.

Leader of the Council

June 2009

**Risk Management 2009-10 Action Plan
Appendix C**

| | Key Risk Management Issues | Lead | Support | Deadline for delivery |
|---|---|---|----------------|--|
| 1 | <p>Risk Strategy / Risk Management Policy Statement</p> <p>Risk Management is an integral part of West Berkshire Council's Corporate Governance framework. Risk Management needs to remain embedded in the decision making process</p> | Leader and Chief Executive | Charles Morris | <p>Risk Strategy approved by Individual Member Decision annually</p> <p>Policy Statement revised annually signed off by The Leader & Chief Executive</p> |
| 2 | <p>Annual Governance Statement</p> <p>The AGS should ensure & review annually</p> <ul style="list-style-type: none"> • The Council has effective internal controls • Any weaknesses' to be identified and dealt with | Ian Priestley | Charles Morris | June each year |
| 3 | <p>Risk Strategy Group</p> <p>The Group meets on a quarterly basis and has a strategic co-ordinating role covering a broad range of risk related activities.</p> | Cllr Jeff Beck | Ian Priestley | Quarterly meetings |
| 4 | <p>Partnerships</p> <p>Outline risk register produced for each major partnership</p> | Partnership Directors Mark Harris Sam Shepherd | Charles Morris | Monitor on three month rolling programme |
| 5 | <p>Strategic Risk Register</p> <p>Produce revised SRR focused on Council Plan Objectives</p> | Lead Officers from key Council Plan objectives | Charles Morris | 31 st October 2009 |

Risk Management 2009-10 Action Plan

| | Key Risk Management Issues | Lead | Support | Deadline for delivery |
|----|--|--|---------------------------------------|--|
| 6 | Service Risk Registers Revise risk registers with Heads of Service | Heads of Service | Charles Morris | Quarterly updates Full review December 2009 |
| 7 | Project Risks Quarterly workshops for large projects – process viewed as part of training | Project Sponsors / Managers | Charles Morris | Summary produced for quarterly reports |
| 8 | Governance & Audit Committee Quarterly risk management reports including reviews of SRR Review project and service risk registers & action plans | Jeff Beck | Ian Priestley | Each quarter end – March, June, September and December |
| 9 | Training Provide risk management training courses to Members and staff Revise members training information Update Risk Management Tool Kit / Risk Appetite | Charles Morris Charles Morris Charles Morris | HR / Insurance Companies / Solicitors | April to November December 2009 June and December 2009 |
| 10 | Other Risk Management Work Review and improve areas where the Council has or may suffer loss. (School Security) | Charles Morris | Risk Strategy Group | 31 st March 2010 |

Individual Executive Member Decision

| | |
|---|---------------------------------------|
| Title of Report: | Workforce Strategy 2009 - 2011 |
| Report to be considered by: | Individual Executive Member Decision |
| Date on which Decision is to be taken: | 6 th August 2009 |
| Forward Plan Ref: | ID 1729 |

Purpose of Report: To allow the Personnel Committee to discuss the five themes in the Workforce Strategy ("Building Capacity") and the targets and activities attached to each theme.

Recommended Action: To approve the Workforce Strategy 2009 - 2011.

Reason for decision to be taken: To refresh the Workforce Strategy (formerly known as the People Strategy) which sits alongside the Council Plan.

Statutory: **Non-Statutory:**
Other:

Other options considered: Not to have a Workforce Strategy. This would invite criticism from CAA and other regulators and was discounted.

Key background documentation: Council Plan Refresh 2009. South East Employers' Workforce Strategy. National Employers' Workforce Strategy.

| Portfolio Member Details | |
|----------------------------------|---|
| Name & Telephone No.: | Councillor Anthony Stansfeld - Tel (01488) 658238 |
| E-mail Address: | astansfeld@westberks.gov.uk |

| Contact Officer Details | |
|-------------------------|---------------------------|
| Name: | Robert O'Reilly |
| Job Title: | Head of HR |
| Tel. No.: | 01635 519358 |
| E-mail Address: | roreilly@westberks.gov.uk |

Implications

Policy: Actions in the Workforce Strategy may result in new HR policies.

Financial: Activities funded through existing budgets

Personnel: contained in Workforce Strategy

Legal/Procurement: n/a

Environmental: n/a

Partnering: n/a

Property: n/a

Risk Management: n/a

Community Safety: n/a

Equalities: contained in HR Service Plan

Consultation Responses

Members:

Leader of Council: at Management Board

Overview & Scrutiny Management

Commission Chairman:

Select Committee Chairman: At Personnel Committee

Ward Members:

Opposition Spokesperson:

Local Stakeholders: HR Staff

Officers Consulted: at Corporate Board

Trade Union: Unison and GMB

NOTE: The section below does not need to be completed if your report will not progress beyond Corporate or Management Board.

| | | |
|--|--|------------------------------|
| Is this item subject to call-in. | Yes: <input checked="" type="checkbox"/> | No: <input type="checkbox"/> |
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| Delays in implementation could have serious financial implications for the Council | | <input type="checkbox"/> |
| Delays in implementation could compromise the Council's position | | <input type="checkbox"/> |
| Considered or reviewed by OSC or associated Task Groups within preceding 6 months | | <input type="checkbox"/> |
| Item is Urgent Key Decision | | <input type="checkbox"/> |

Supporting Information

Executive Summary and Report

1. Introduction

- 1.1 The Workforce Strategy for 2009 – 2011 (called “Building Capacity”) is attached as an appendix to this report. The Workforce Strategy sits alongside the Council Plan and the MTFS. It sets out the main focus for people management targets and activities over the remaining Council Plan timeframe. The Workforce Strategy was formerly called the People Strategy and was adopted by the Executive in 2007 and refreshed by Individual Decision in 2008. It is updated and refreshed annually alongside the Council Plan. This is the second such refresh which has changed the name from People Strategy to Workforce Strategy (to reflect CAA terminology).
- 1.2 The Workforce Strategy has five themes and one overall vision which is “Building Capacity”. All the themes are focused on allowing the Council to be more efficient and effective in the light of the financial challenges outlined in the MTFS and the effects of the economic downturn.
- 1.3 The Workforce Strategy sets the strategy in context with respect to the Sustainable Communities Strategy and the Council Plan.
- 1.4 The Workforce Strategy then refers to the Council’s corporate values and the importance of partnership work in building capacity.
- 1.5 The Workforce Strategy then sets out the national and regional influences on the strategy and the local challenges and priorities in West Berkshire. The local priorities are based on an extensive workforce planning exercise involving all services in November 2008. The five themes in the national workforce strategy for local government are: **organisational development; leadership and management development; skills development; recruitment and retention; and pay and reward**. The Workforce Strategy uses these themes to set out the targets and activities which will be undertaken to build capacity.
- 1.6 The Workforce Strategy sets out possible longer term themes in workforce planning for the Council and concludes with an implementation section and an action plan. To give the action plan a sharper focus it only highlights key areas rather than all HR activities undertaken in the Council (the full list of all actions to be taken by the HR Service is set out in the action plan in the HR Service Plan for 2009/10).

Note: the term “building capacity” does not imply an intention to increase the size of the workforce; but rather to increase the productive output of the workforce through improvements in leadership and management; employee engagement; employee motivation; and employee skill levels.

2. Proposals

- 2.1 The proposals for people management targets and activities over the period 2009-2011 are listed under the five themes outlined above and are set out in the action plan.

3. Conclusion

- 3.1 The refreshed Workforce Strategy is given the title “Building Capacity” in West Berkshire to highlight the key purpose of the document. The Workforce Strategy sets out practical ways in which the Council will seek to be more efficient and effective. Highlights are the increase in productivity through the expansion of mobile and flexible working (“the Timelord Programme”); reviews of staffing structures including a senior management review; a focus on reducing sickness levels in key service areas; improving employees’ skills to increase output; improving leadership and management skills; reducing the costs of recruiting staff; and improving the career prospects of administrative staff.

Appendices

The Workforce Strategy (called “Building Capacity”) is attached as an appendix to this report.



“BUILDING CAPACITY”

Workforce Strategy 2009-11

Document Control

| | | | |
|-----------------------|-----------------|-------------------------|----------------------------|
| Document Ref: | HRWFS01 | Date Created: | March 2009 |
| Version: | 2.0 | Date Modified: | 12 th June 2009 |
| Revision due | | | |
| Author: | Robert O'Reilly | Sign & Date: | |
| Owning Service | Human Resources | | |

Change History

| Version | Date | Description | Change ID |
|---------|----------|---|-----------|
| 0.1 | | | |
| 0.2 | | | |
| 0.3 | 01/05/09 | Update in light of sickness out-turn for 08/09 | |
| 0.4 | 18/05/09 | Update in light of CB views on 12 th May 2009. | ROR |
| 0.5 | 12/06/09 | Update in light of CB views on 9 th June 2009. | ROR |
| 0.6 | 26/06/09 | Update in light of MB views on 25 th June 2009 | ROR |

| Version | Date | Description | Change ID |
|---------|----------|--|-----------|
| 0.7 | 03/07/09 | Update (minor) prior to going to Personnel Committee for discussion | ROR |
| 0.8 | 29/07/09 | Minor update re headteacher vacancies arising from discussion at Personnel Committee | ROR |

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DRAFT

1. Foreword

- 1.1. "Building Capacity" (the name for the Workforce Strategy previously known as the "People Strategy") is designed to assist the staff at West Berkshire Council (WBC) to deliver the objectives in the Sustainable Community Strategy (themes: Prosperous, Stronger, Greener, Safer, Healthy) and the Council Plan, with its sixteen outcomes, by building the capacity of the Council to deliver a more efficient and effective service to customers and clients. The term "building capacity" does not imply an intention to increase the size of the workforce; but rather to increase the productive output of the workforce through improvements in leadership and management, employee engagement, employee motivation, and employee skill levels.
- 1.2. The Workforce Strategy sits alongside the *Children's Workforce Strategy* which addresses issues in schools and organisations working with children. The emerging *Adult Workforce Strategy* will also sit alongside this document. The need for a separate workforce strategy for the Children's and Adult's workforce is driven by national government policy.
- 1.3. In West Berkshire Council an exercise was undertaken by all Heads of Service in November 2008 to explore strategic workforce planning issues from the "bottom up". Using a toolkit developed by HR, Heads of Service were asked to consider eleven workforce planning issues and indicate which needed to be addressed now (or in the next few years) to avoid potential problems with service delivery.
- 1.4. This exercise identified three issues which were rated as the most important. Two of the issues can be described as "organisational development", namely the increase in mobile and flexible working (M&FW) and the need to focus on increasing efficiency with regard to staffing costs. The third most urgent issue was "skills development".

2. Introduction

2.1. Purpose

- 2.1.1. The aim of this Workforce Strategy is to describe how the Council will build capacity across the organisation and, working with partners, deliver the changes required to meet the expectations in the Sustainable Community Strategy and the Council Plan.
- 2.1.2. The Workforce Strategy will help managers and employees to work at their best. This means removing obstacles to high performance and allowing best practice to thrive.

2.2. Vision

- 2.2.1. The Workforce Strategy is about delivering the Council's objectives in a way which shows commitment to the Council's values (Respect, Integrity and Ambition). Respect underpins our commitment to promoting equality of

opportunity and diversity in the workplace. Integrity underpins our commitment to open and transparent governance arrangements internally and with our partners. Ambition underpins our commitment to high quality, value for money services for our citizens.

2.2.2. The vision is to build capacity to deliver a value for money service in way which is aligned to the Council's values.

2.3. Partnership

2.3.1. There may be opportunities to work with the Local Strategic Partnership or neighbouring authorities to explore shared workforce challenges (e.g. the development of shared services).

2.3.2. The Workforce Strategy will be used as an agenda with which to engage with partner organisations to draw upon the range of skills and expertise available.

3. Drivers for the Workforce Strategy

Background

- 3.1. West Berkshire Council is a medium sized unitary authority created in 1998 which has continued to improve and achieve successful outcomes for its citizens over the past eleven years, finishing the last Comprehensive Performance Assessment (CPA) rating as a three star authority, improving strongly. The most recent Management Letter from the Audit Commission commended its strong leadership and management, and its clear vision which is shared with staff, citizens and partners. The Council has forged good relationships with parish councils across the district.
- 3.2. West Berkshire is a prosperous, largely rural authority. Until the recent recession its main challenges were coping with the fruits of economic success: the pressure for more housing; better transport; high house prices; inward economic migration; and staff shortages in some key skill areas. Some of these challenges will change as the Council tackles the effects of the recession which started in the autumn of 2008.
- 3.3. The Council Plan has sixteen outcomes and four themes: Economic well being; Environmental well being; Social well being and Organisational effectiveness. The Workforce Strategy by "Building Capacity" will help to achieve progress across all four themes. However its primary focus will be on Organisational effectiveness where the Council plan outcomes are "Putting Customers First"; "Effective People"; "Value for Money" and "Including Everyone".

National issues facing local government

Local government is facing many challenges which include:

- The need to personalise services and provide more choice to service users;
- The need to reinvigorate local democracy;
- The need to tackle climate change;

- A growing elderly population;
- Greater diversity and the need to promote social cohesion;
- The need to overcome barriers which exclude some people from access to services;
- A new threat of poverty from growing unemployment;
- Growing disparity between socio-economic groups in society;
- Migration;
- Social inclusion;
- Health issues (obesity, drugs, alcohol, tobacco);
- Crime and anti-social behaviour;
- Poor basic skills for a proportion of adults;
- The need to improve school performance;
- The need to promote entrepreneurship;
- The need to be ready to tackle emergencies including a terrorist threat;
- and the need to protect the environment.

There is a need to make local government an attractive place to work which is met more from flexible terms and conditions than high salaries compared to the private sector.

The Council's workforce is 40% part time and 75% female which reflects the more flexible terms and conditions in local government which are more "family friendly" than the private sector. Turnover has decreased from 12.04% in 07/08 to 10.41% in 08/09.

National assessment framework

- 3.4. Local government has to meet the challenges above in a new context as a result of the new Comprehensive Area Assessment (CAA) regulatory framework from 1st April 2009. The CAA recognises that resources in local government are limited and the Council Tax payer must be protected (in West Berkshire nearly 70% of the non-schools budget comes from Council Tax payers). The CAA also recognises that the needs of local citizens must be heard and that the response may come from a number of public sector partners working together.
- 3.5. It follows that the challenges cannot be met by spending more money or working in isolation. The two key drivers for the workforce strategies of all local authorities will be working in partnership and achieving high quality, value for money services. Value for money is a key theme for the Council and will be part of the CAA assessment.

- 3.6. The priorities set together with our partners are set out in the West Berkshire Partnership Strategy (*A Breath of Fresh Air*) which seeks to address national and local performance indicators through its sub-partnerships.

Local challenges and priorities

- 3.7. West Berkshire Council has local challenges which also drive the Workforce Strategy.
- 3.7.1. The last CPA inspection report commended good progress on diversity and equalities. This focus has been expanded in 2009 with the drafting of an “Including Everyone” strategy which sets the ambitious objective of linking work on equalities and diversity with social inclusion and community cohesion.
- 3.7.2. WBC has set itself a goal of reducing its carbon footprint and leading the work needed on climate change in the district. The Council will reduce its own property footprint and reduce the need for staff to commute to the office by the widespread introduction of mobile and flexible working through the ‘Timelord’ programme.
- 3.7.3. WBC is facing up to challenge of a growing elderly population and the need for personalised services by transforming its service for older persons under the ‘Putting People First’ programme.
- 3.7.4. WBC has gained external funding for large capital projects and is rebuilding two secondary schools. There are a number of smaller capital projects funded by the Council which reflect the priorities of transport; schools; disabled people; crime; safety; activities for youth; and vibrant towns and villages.
- 3.7.5. The Council set itself a target of 8.9 days sickness absence in 08/09. This is benchmarked against a national average for all local authorities of 9.3 days. However the out-turn figures for 08/09 show that the average level of sickness in WBC (excluding schools) was 9.95 days for 08/09. Therefore the need to reduce the level of sickness absence at the Council is a further local challenge.
- 3.8. West Berkshire Council is part of a sub regional area which includes the county of Berkshire with its six unitary authorities. WBC is part of the newly formed Berkshire Economic Strategy Board which sees its context as “economy, environment and society” and its strategic objectives as: enterprise and skills; transport infrastructure; global competitiveness; and sustainable prosperity.
- 3.9. WBC falls under the GOSE (Government Office for the South East) and SEEDA (South East England Development Agency) areas and is influenced by their priorities which include a focus on essential skills and community cohesion.

4. The five national themes for workforce strategy

- 4.1.1. The National Workforce Strategy for local government, and the South East Employers’ Workforce Strategy, both focus on the following five themes:

- **Organisational Development;**
- **Leadership and Management Development;**

- **Skills Development;**
- **Recruitment and Retention;**
- **Pay and Rewards.**

4.1.2. The five themes can be regarded as the “top down” priorities for a Workforce Strategy. The “top down” priorities may be augmented by elected members to reflect emerging local issues of importance.

4.1.3. The WBC Workforce Strategy takes the national themes and uses these to address issues that are relevant to the West Berkshire Council workforce.

5. Priorities (*extracts from the National Workforce Strategy in italics*)

5.1. Organisational development

Effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership.

5.1.1. There are two strands to the organisational development theme in the Workforce Strategy; implementing the Timelord Programme and efficient use of staff resources.

Timelord Programme

5.1.2. The first organisational development strand is implementing the Timelord programme to increase mobile and flexible working (M&FW) in the Council. The Timelord Programme will change organisational culture and practices. The programme will require excellent organisational development and change management skills to positively engage staff in M&FW and create new ways of working in teams.

5.1.3. The aims of the Timelord Programme are to increase the use of M&FW across the Council resulting in a “triple win” for the Council, its customers and its staff.

5.1.4. The Timelord programme will affect all Council staff (excluding schools). Phase One has applied to staff moving into the new office at Turnham’s Green in March 2009. Phase Two, in autumn 2009, will apply to staff currently based in the Avonbank and Northcroft buildings.

5.1.5. The emphasis will be on creating high trust and high performing teams where output and outcomes are the focus of employee performance management. There will be a continuing need to engage and support staff in this major change programme. This will involve communication with staff and managers and training on how to make better use of technology and how to drive business process gains from the move to “smarter working”.

5.1.6. The potential benefits of a successful move to greater M&FW are huge. The Council will see reduced property costs and a reduced carbon footprint. The customers will see a more responsive and accessible workforce. The staff will appreciate an employer who trusts them and enables them to work flexibly.

This will lead to greater “employee engagement” with a reduction in turnover, reduced absence and greater job satisfaction.

Efficient use of staffing resources

- 5.1.7. The second organisational development strand arising from the work undertaken by Heads of Service is about making the most of the staffing resources available. Wasteful processes need to be removed. Job roles may need to be redesigned. Technology must be used effectively. Existing management structures may need to be challenged to achieve potential efficiency savings, which will include a review of the senior management tiers of the organisation. Spending on overtime, agency staff, casual staff and consultants needs to be justifiable. HR will provide expertise on organisational design principles; up to date management information; and commission training opportunities on making best use of technology and business processes where needed.
- 5.1.8. Heads of Service indicated that there was a mismatch between the staffing available and workload demands. The emphasis in the Workforce Strategy is on efficiency and effectiveness. The strategic work of the Transformation and Efficiency Board was already led to some decisions on achieving efficiency and disinvestments. The Medium Term Financial Strategy sets out the need to make £9m in savings over the next four years.
- 5.1.9. The introduction of the Budget Monitoring Panel (which includes the Leader and Chief Executive) to scrutinise all new posts, and the expenditure on overtime and agency staff, is an example of how staffing costs have moved to the top of the organisational agenda. This will be a major area of work for HR over the next two years. HR has produced a new Organisational Change Policy and Procedure to deal with reductions in staffing levels.
- 5.1.10. Efficient use of staffing resources can be supported by reducing staff sickness absence. Heads of Service have been working towards achieving service level targets for sickness absence that will achieve the overall target for the Council of 8.9 days (compared to 9.3 days average for all local authorities). However the out-turn figure for 08/09 gave a Council actual sickness level of 9.95 days. The focus for 2009/10 is likely to be on directorate targets (rather than service level targets) to track a reversal in the trend on sickness absence.
- 5.1.11. There is a range of HR tools available to managers to tackle sickness absence. These include a comprehensive Managing Sickness Absence policy and procedure on the HR intranet; an employee relations advice line for advice on ill health cases; workshops for managers on how to use the Managing Sickness procedure; quarterly information for all Heads of Service on progress against sickness targets; quarterly information for managers showing number and duration of sickness absence for each employee; access to a professional Occupational Health service for advice; counselling for employees suffering from stress and depression; and support from HR Contacts.
- 5.1.12. The Workforce Strategy does not propose to extend the range of HR tools available as they cover all that is recommended in best practice guidance from the government. However HR will work with Heads of Service with high levels of comparative absence to ensure that an action plan for managing

sickness absence is included in their workforce planning action plan. This may focus on long term or short term absence depending on the needs of the service. A Task Group of elected members will review the approach to reducing sickness absence and may add to the range of tools described above to reduce the level of sickness absence.

5.2. Leadership development

Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context.

- 5.2.1. At national and regional level there is an expectation that local authority Workforce Strategies will address the need for visionary and ambitious political and managerial leaders. However this was not identified as a priority by Heads of Service in the “bottom up” strategic workforce planning exercise in November 2008. The Workforce Strategy therefore has a relatively modest scope when it comes to leadership development in 2009/10. However from 2010 onwards the demands of the CAA framework will demand greater strategic skills from senior managers and elected members. To build capacity senior managers and elected members will need to know what partners are doing and could do, and to see and articulate how synergies can be identified to work together in an effective way. The Effective People Group (EPG) has identified the Common Purpose leadership programme as particularly relevant as it focuses on networking with partner organisations and achieving results for citizens beyond the formal authority structures in the public, private and voluntary sector. Four senior managers have attended the Common Purpose leadership programme which lasts for five months and involves visits to organisations across Berkshire to discuss how they can improve their services. One senior manager per year will attend the Common Purpose programme leading to a critical mass of senior leaders able to grasp the challenges of the partnership agenda in future years.
- 5.2.2. HR is organising a one day “Learning about Leadership” course for all Heads of Service in July 2009 with an experienced external facilitator. Subject to the evaluation of this day, it is envisaged that the Council will hold an annual “Learning about Leadership” event for all Heads of Service. Some Heads of Service are receiving feedback on their performance through facilitated meetings with a selection of their staff, which will help to develop leadership skills, and this is set to expand in 2010/11. There may be more demand for external coaching support from some Heads of Service as a result of this feedback.
- 5.2.3. Funding for expert external consultancy for a programme to develop future political and managerial leaders, to include greater understanding of the issues surrounding succession planning, will be the subject of discussion and a possible budget bid request for 2010/2011. This bid, if supported, would focus on working with the Leadership Centre of Local Government to support leadership development for members and senior officers to “create the future through building effective and efficient partnerships, improving the lives of local people” (quote from LGA).
- 5.2.4. Leadership development below Head of Service level is well established with the successful Institute of Leadership and Management (ILM) training

programme for middle managers; and the new management induction programme introduced by HR. Managers will have an increasing obligation to help produce a skilled and productive workforce by embedding a learning culture and taking steps to encourage employee engagement. The 2009 Employee Attitude Survey (“Have Your Say”) will provide valuable comparative information to allow managers to put in place action plans to make this happen.

5.2.5. HR continues to find ways to deepen the understanding of managers in using the National Occupational Standards for Management and Leadership (West Berkshire Council’s management competency framework). This will be assessed as part of the Investors in People re-accreditation process in March 2010.

5.2.6. The 2009 and 2011 biennial Employee Attitude Surveys (EAS) will provide a measure of leadership development. In the Council Plan there is a target of a 5% increase in the score for employee engagement (a composite measure taken from three questions: job satisfaction; proud of working for WBC; and would recommend WBC as a place to work). The EAS will produce an action plan which will demonstrate leadership skills across the Council.

5.2.7. HR Contacts will work with Heads of Service in services which have a higher than average turnover and seek ways to improve retention of staff so that the Council’s overall turnover figure is at or below the average for all local authorities.

5.3. Skills development

With partners, developing employees’ skills and knowledge, in an innovative, high performance, multi-agency context

5.3.1. West Berkshire Council has signed the Government’s ‘Skills Pledge’ to support all staff in developing basic literacy and numeracy skills to achieve a “level two” qualification where appropriate. The Council has decided to support this government initiative because it recognises that a proportion of its own staff may have difficulties with literacy, numeracy and IT skills. One important way to build capacity is to increase the skills and productive capacity of our own workforce. A more skilled workforce will still require excellent leadership to help it to stay motivated and engaged whilst delivering high quality, value for money services.

5.3.2. HR is currently commissioning a survey of skill levels amongst the workforce (with the help of a government grant). This work will involve working with partner organisations. West Berkshire Council, by signing the Skills Pledge, can gain support in developing the skills of staff, as well as setting a positive example to other local employers. This is linked to the Local Strategic Partnership’s action to develop the skills of the whole community. It also supports the Berkshire Economic Strategy Board priorities which note that *“the lack of skills (particularly the basic skills) is a major contributing factor to the cause of poverty and deprivation within local communities”* (BESB Strategy, December 2008)

5.3.3. The Timelord Programme has an associated training programme which will increase the skill levels of all staff in the use of IT and telecommunications. The

Timelord Programme will also address the people management issues of managing a “virtual” team through specially designed course run by an external trainer

- 5.3.4. In addition to essential skills development, Heads of Service have identified skills development as a critical success factor. HR will assist services to plan their learning and development with a new template for L&D plans and support from the HR Contacts.
- 5.3.5. The skills of managers in dealing with people management issues is being increased through the use of short workshops run by HR. These workshops cover subjects like discipline; grievance; capability; and sickness absence.
- 5.3.6. HR will seek more detailed information from services on their learning and development plans to map the investment in skill development across the Council and evaluate its effectiveness.
- 5.3.7. There are proposals to roll out of 360° feed back for managers across the Council (this currently only happens in social care areas). If this proposal is implemented it will highlight areas for skill development for managers (linked to the National Occupational Standards for Leadership and Management).
- 5.3.8. Skills development will be made more accessible through the expansion of “on-line” learning through the Council’s subscription to “Learning Pool” (a national organisation linked to the IDeA). The take up of all training will be monitored against a range of equalities criteria (age, race, disability, part time hours, and sex) to ensure equality of access and identify any barriers to accessibility.
- 5.3.9. The Council has its own Performance Management Methodology (based on PRINCE2) which is supported by a dedicated training course. An increasing number of employees are now trained and this improves the Council’s management of major capital and other projects.
- 5.3.10. As part of its commitment to positive action to improve equality of opportunity the Council will target a specific training scheme on “women in management”. This will seek to change the gender profile of the Head of Service level of the Council which does not currently reflect the gender composition of the whole Council (excluding schools).
- 5.3.11. The Council’s approach to skills development will be tested by seeking re-accreditation for the national Investors in People (IiP) standard in March 2010. If successful the accreditation will last until 2013.

5.4. Recruitment and Retention

With partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

- 5.4.1. The economic downturn has had an impact on recruitment. There are now ample applications for posts which recently attracted none or very few, especially in all occupations connected to the construction industry.

- 5.4.2. Adherence to equal opportunities in recruitment will be monitored, using the management information system Resourcelink.
- 5.4.3. HR will focus on achieving reductions in advertising expenditure across the Council in response to the downturn.
- 5.4.4. Individual services will receive bespoke help from HR where shortages continue to exist. It is still proving difficult to attract enough applicants for head teacher positions, especially at primary level. The main support for school governing bodies on this issue is provided by colleagues in Education with additional support from HR as required.
- 5.4.5. The HR service works with local employers in the district by holding an annual Recruitment and Skills Fair at the Corn Exchange in Newbury. This is one example of how jobs in WBC are being made available to a diverse potential workforce.
- 5.4.6. Retention of staff is likely to be less of an issue as the recession continues. However as the country comes out of recession our commitment to support diversity and good people management practice and policies will help WBC retain its staff. The Council's commitment to staff well-being will also help with retention. One example of this is the commitment to run at least three in-house smoking cessation schemes in 2009/10.

5.5. Pay and Rewards

Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach

- 5.5.1. In the SE Region 34 (46%) of councils have left the national pay bargaining structure (known as the "Green Book") and operate local pay arrangements. West Berkshire Council operates a version of local pay that always shadows the national pay award, but allows for flexibility on other terms and conditions of employment.
- 5.5.2. Reward systems like overtime and honoraria payments are being monitored to ensure effectiveness and fairness.
- 5.5.3. The use of generic "job families" is being phased out to protect the Council from equal pay challenges and to provide a career structure for administrative employees.
- 5.5.4. The national exhortations to introduce performance related pay (PRP), which have been ignored by most local authorities, are likely to subside in light of the adverse effect of PRP ("the bonus culture") on the banking sector.

6. Actions

- 6.1. An action plan to support the Workforce Strategy is attached at Appendix A.

7. Longer term workforce planning

- 7.1. This section of the Workforce Strategy considers possible issues for longer term workforce planning. The following paragraphs set out some of the issues which may be included in future versions of the Workforce Strategy.
- 7.2. The need for the Council to listen to its citizens and work with its partners will call for an increasing number of staff to be out of the office meeting people and using technology on the move. The concept of “leading beyond authority” which is a core principle of the Common Purpose organisation will become increasingly important. The challenges for local areas increasingly involve partners sharing ideas and expertise to achieve positive outcomes for local people. The recession is a good example of an issue that needs partnership working to secure the knowledge and skills needed to “weather the storm”. For example the themes in *A Breath of Fresh Air* of providing support on skills for the rural communities in West Berkshire can be informed by the Council’s experience of mobile and flexible working through the Timelord Programme. For example small businesses could be started in the rural community using modern technology to work from home. Partnership working will become more “distributed” through the Council rather than resting solely with the LSP.
- 7.3. The workforce of the future will need to be creative and innovative to seek and secure opportunities to be more efficient. However this will be tempered with a need to avoid becoming so risk averse that new ideas are always stillborn. The vilification of public servants in the media when things go wrong will increase the tendency for employees to always cover their backs and avoid risk. However the increased use of partnership working will help to introduce new ideas into the Council, as has happened as a result of the successful work with Vodafone on the Timelord Programme.
- 7.4. The workforce of the future will be highly skilled and highly educated. The concept of leadership is likely to change and become more distributed throughout the organisation as multi disciplinary projects become more common. Employees will exercise leadership outside the traditional hierarchies to get things done in partnership with other organisations in the public, private and voluntary sector.
- 7.5. The role of elected members may change as the Government seek to revitalise interest in local democracy and push choice down to a local level. This may produce difficult ethical issues which cannot be covered by “standing orders” and we may see the emergence of an ethics committee (such as is seen in the NHS) to advise on thorny issues.
- 7.6. The non statutory parts of local government may be passed to the private or third sector to increase choice. At the same time a final push to separate schools from local authority influence may be made by central government. This would reduce the size of the local government workforce.
- 7.7. The trend for larger local government entities which has witnessed nine new unitary authorities being born on 1 April 2009 will continue, as will the call for more shared services and joint working. This will be resisted by some who see this trend as weakening local democratic accountability. However it is possible that the workforce of the future may be employed across boundaries with other local authorities or other partner organisations. This will require additional people

management skills to keep such workers engaged and productive. The national trend is to encourage local authorities to positively examine whether sharing services can produce cashable savings and this pressure is likely to increase.

- 7.8. The challenges to society from a disenfranchised minority of the population who have never worked may lead to calls for local government to find work for those on the margins of society. This would build on the work of the LSP which is already looking to partner organisations to provide work experience and apprenticeships for the young unemployed.

8. Implementation

- 8.1. The Workforce Strategy will be delivered through the HR Service Plan and work programme for 2009/10 and 2010/11. There will be contributions from Heads of Service as recorded in their service plans.
- 8.2. Progress against SMART targets will be monitored through the appraisal process for the Head of HR.
- 8.3. In addition, progress will be monitored by the Effective People Group
- 8.4. The results of the Employee Attitude Survey in 2009 and the Investors in People assessment in 2010 will provide important feedback on progress against the Workforce Strategy 2009-2011.
- 8.5. The Timelord programme will be evaluated using the Council's Project Performance Management framework.

| Appendix A – Workforce Strategy Action Plan 2009-11 | | | | | |
|---|---|--|---|---|---|
| What do we need to change? | How will we achieve the change? | Who will lead | What support do we need? | Time-scale | What information do we need? |
| 1. Mobile and Flexible Working | | | | | |
| Increase the level of mobile and flexible working (numbers of employees working flexibly). | Timelord Programme; changes to buildings, technology and employee working styles | Timelord Programme Board and Timelord Programme Co-ordinator | Commitment from elected members, trade unions and senior managers | Phase 2 will be completed By December 2009 Subject to Executive decision Phase 3 will be completed by March 2011 | Potential staff work patterns; costs of technology and accommodation – to be gathered as part of programme workshops etc. |
| 2. More efficient use of staff resources | | | | | |
| Move from asking for more staffing resources to finding ways to achieve more with existing levels of staffing and | Service plans to address this issue (as Heads of Service identified it as important), with help from HR Contacts. | Heads of Service | HR to increase expertise in organisational | Senior management review summer | Elected members and senior managers need information from |

| Appendix A – Workforce Strategy Action Plan 2009-11 | | | | | |
|--|--|---|---------------------------------------|---|---|
| What do we need to change? | How will we achieve the change? | Who will lead | What support do we need? | Time-scale | What information do we need? |
| technology. | Business process re-engineering may be appropriate in some areas Staff suggestions The Systems Transformation Programme on Community Services. | Heads of Service HR Head of System Transformation | design to advise HoS on restructures. | 2009. Further structural changes may be needed in 2010 and 2011. | HR on how money is spent on staffing (overtime, agency etc) and analysis of management structures to get best use of resources. |
| Reduce staff absence levels | Targets for directorates HR advice and support to managers on actions to reduce staff absence, including application of existing procedures | Heads of Service and Corporate Directors. HR | Elected Member Task Group | March 2010 | Accurate and targeted management information for managers on staff absence |
| 3. Skills Development | | | | | |
| Improve access to the corporate training programme for all employees | Expand provisions of on-line learning through West Berkshire Council's link with "Learning Pool". Monitor training take up against age, race, disability, part time hours, and sex | HR | Funding for Learning Pool contract | Formal launch of on-line training September 2010 | Accurate employee information on Resourcelink |

| Appendix A – Workforce Strategy Action Plan 2009-11 | | | | | |
|--|--|----------------------|--|--|--|
| What do we need to change? | How will we achieve the change? | Who will lead | What support do we need? | Time-scale | What information do we need? |
| 3. Leadership skills | | | | | |
| Improve the leadership skills of senior managers. | Organise a “Learning about Leadership” day for all Heads of Service. | HR | External facilitator on the day Costs to be funded from Corporate Training Budget | July 2009 And annual event thereafter | Input on content and design of event from CMT volunteers |
| Improve people management skills for all managers | Expand range of HR procedures workshops available to managers | HR | | Ongoing | Feedback from managers on effectiveness |
| | Improve the Workforce Planning Toolkit for use in the 2010 service planning process | HR | Support from Heads of Service | Jan 2010 | |
| Promote opportunities for women to aspire to senior management positions | Identify a group of aspiring female managers and develop a programme to support them achieving their goals | HR | Commitment from Heads of Service | March 2010 | Information on career aspirations arising from annual appraisals |
| 4. Public Sector Skills Challenge | | | | | |

| Appendix A – Workforce Strategy Action Plan 2009-11 | | | | | |
|--|--|----------------------|---|---|---|
| What do we need to change? | How will we achieve the change? | Who will lead | What support do we need? | Time-scale | What information do we need? |
| Improve the skill levels of employees who are not at “Level Two”. | Offer training and support for all staff not already at Level 2 (five good GCSEs or equivalent) to achieve qualification | HR | LSC grant to be spent on consultancy from external training providers | Survey complete by autumn 2009, training on-going. | Information from staff on current skill levels. |
| 5. Effective recruitment | | | | | |
| Reduce the amount spent on recruitment advertising | Provide management information to persuade service managers not to waste money on ineffective advertising | HR | Commitment from Corporate Directors to support this work as over half the spend is from service budgets | Monitor quarterly and report at end of quarter 4 (March 2010) | Information on spend outside HR budget provided by advertising agency |
| Raise our profile as an employer of choice and ensure that we appeal to a diverse range of potential employees | Run an annual Recruitment and Skills Fair Improve web recruitment | HR HR | Income to be raised from selling stands to local employers | Annual Event April 2010 | Evaluation from first Recruitment and Skills Fair in April 2009. |

| Appendix A – Workforce Strategy Action Plan 2009-11 | | | | | |
|---|---|----------------------|----------------------------------|--|---|
| What do we need to change? | How will we achieve the change? | Who will lead | What support do we need? | Time-scale | What information do we need? |
| Introduce “safer recruitment” practices that meet new government demands. | Implement the demands of the statutory Independent Safeguarding Authority (ISA) | HR | | Jan 2010 | |
| 6. ‘Support staff’ | | | | | |
| Integrate traditional administrative roles into service structures to provide clear career structures and improve recruitment | Removal of ‘job families’ project | HR | Commitment from Heads of Service | All services engaged in project by December 2009 | Need information on case law affecting job families to judge urgency of project |