

# Workforce Strategy

## A Strategy to meet Change and Resilience: 2016-2020

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### Introduction

1. The Workforce Strategy 2012 -2015 defined the Council's drive for a smaller, leaner structure moving to a more community centred delivery of services. Whilst this has been achieved in part, we still have a journey to continue which is set against a backdrop of change and ever shifting priorities.
2. This updated strategy sets out the Council's vision to 2020 defining how we can support and lead our committed workforce on the journey to address the challenges ahead.

### The Journey to 2015 : Achievements to Date

3. In the journey to transformation up to 2015, we have needed to change the shape of the workforce and skill requirements as well as the overall reward offer available to employees. This has meant that our workforce has had to continually adapt to pressure and be resilient to change in everything that they do and how we do it.
4. In a drive to cut costs and change the shape of services, this has at times meant that we have had to reduce our workforce through redundancies and efficiencies. However, as one of the largest employers in Darlington we continue to be a fair employer and offer a safe and healthy environment to work, allowing employees to achieve their best.
5. The desire to be a commissioning led organisation has meant that we have started to build relationships with a mix of public, private and voluntary sector providers. As such, our workforce has been required to be more commercially and business aware and collectively we have built greater service skills.
6. Through the transformation change programme we have continued to invest in our managers, future leaders and the wider workforce, through tailored training and development opportunities to encourage and engage our workforce to deliver high standards of service. This has been measured through a recognised, meaningful and consistent performance management framework.

### What We Look Like Now: 2016 and beyond

7. The onward journey will continue to address challenges to deliver focused services to meet the needs of the community and our partners and as part of delivering the Council's Vision; the Sustainable Community Strategy (SCS). As part of the SCS we need to maximise the potential of our workforce to support and deliver key services.
8. We have a workforce of approximately 2641 employees (including schools) and provide services to around 106,000 residents. We are one of the largest and most diverse workforces in the Borough. The majority of the workforce is female (65%), although, males make up the majority of the full time contracts (72%). The Council applies a local wage supplement to £7.43\* to all employees, except for those

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covered by National Minimum Wage Legislation or similar National Agreements. The median hourly rate is £10.92 per hour. Approximately, 60% of our workforce live within the Borough and are therefore, our customers as well as our employees.

9. We aim for our workforce to reflect our local community as much as possible. 4.4% of our workforce declares themselves as disabled, in line with the definition of the Equality Act 2010; this is in comparison to 16.41% of economically active people in our community. Although, our workforce appears to be under represented in terms of employing people with a disability, we continue to work to promote job vacancies, work opportunities and placements to people with a disability. People with disabilities are therefore, influencing and supporting us to deliver our services in a wider capacity than being directly employed. We are also a recognised 'double tick' employer, which means that we are committed to employing disabled people in a positive manner.
10. We have a mature workforce, over 66% of our employees are aged 40 or over, and only 12% are aged between 16 and 29 years. Our percentage of young workers employed is low in comparison to our community which is made up of 26% of young people aged between 16 and 29 years. We are committed to continuing the good work on employing apprentices and are aiming to grow more of our own talent in younger workers through succession planning and talent management exercises.
11. The majority of our workforce has declared an ethnicity of White / other (92.%) which is reflective of our community which report 2% from a BAME community. (Source from 2011 Census).

### **Darlington's Sustainable Community Strategy : The Vision**

12. Darlington's Sustainable Community Strategy revised in 2014 describes the overall plan and vision for Darlington up to 2026. It has two key priorities;
  - (a) **One Darlington** – outlines our approach to people, and specifically the need to make sure that people do not miss out on the opportunities arising from living and working in Darlington on account of a lack of income, where they live, or any other potential disadvantage.
  - (b) **Perfectly Placed** – describes our approach to shaping and improving Darlington as a place by helping to guide investment decisions and care for the environment; strengthen the economy; and make sure that Darlington has the right homes, jobs, facilities and transport to enable it to thrive.

### **Our Vision for the Workforce from 2016**

13. To meet the vision of 'One Darlington, Perfectly Placed' we need a workforce which understands and is committed to this vision. This includes being able to be adaptable to change and for everyone to be involved and engaged in their work and contribute across the Council, not just to their role and service.

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14. This should achieve a sense of working for Darlington rather than just the Council. Our workforce needs to understand their responsibilities and be accountable to ensure that key outcomes are achieved.
15. We acknowledge that we cannot achieve our Vision alone and need to work with partners to plan and deliver services. Partnership working will challenge traditional delivery of services to ensure that the best outcome is available and to the right quality.
16. This means that our workforce needs to be comfortable with change and challenge. A proactive performance management system is therefore, essential to ensure that we are focussing on the right outcomes, and that opportunities for development are not missed and we have the right people with appropriate skills and knowledge to perform to their maximum potential.
17. Engagement with the workforce is essential and this needs to be both timely and in an effective manner. Issues relating to performance will be addressed promptly and effectively to ensure the business and other employees are not impacted.
18. Darlington's Sustainable Community Strategy outlines that we will improve the quality of life for all and reduce inequality by ensuring we "*Build Strong Communities*", "*Grow the Economy*" and "*Spend Every Pound Wisely*". Our workforce need to understand these 'Conditions' and work within this culture and framework.
19. By "*Building Stronger Communities*" we will be focused on reducing inequalities across our varied and different community groups, improving the life chances, health and wellbeing of all and building a vibrant economy with high quality jobs and making Darlington a place where people choose to live and work.
20. The "*Growing the Economy*" agenda describes our intentions as we progress to 2020 and beyond and sets out our focus of creating economic growth and wellbeing. The current financial pressures are likely to increase; therefore, the drive to plan and use our resources wisely to maximise impact is essential.
21. A fundamental aspect of working for, and with the Council, is to spend our residents, the Governments money and any income generated wisely, therefore, we need a workforce that has the culture to "*Spend Every Pound Wisely*", no matter what level of decision or impact on budgets.

### **The Next Steps : Our Approach to Delivering the Vision for 2016 to 2020**

22. From 2016, the Council will continue to face tough challenges and decisions to deliver quality services to our residents.
23. As a workforce, we must collectively review all aspects of our work and deal with the consequences of a significant reduction in central government funding.

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24. We will constantly strive to maximise engagement with employees, and aim to ensure that we continue to make strategic decisions which have the least negative impact possible on our workforce in terms of redundancies. We will only make decisions which deliver the appropriate outcomes for the end user and our community.
25. To deliver a more focussed delivery with reduced resources requires a fundamental review of everything we do. Although, a complex approach is needed to achieve this, three simple questions are key;
- a. **WHAT** services must we provide and what services have the most impact on priorities within One Darlington, Perfectly Placed?
  - b. **HOW** do we provide services to maximise impact and deliver the maximum efficiency?
  - c. **WHO** can deliver services most efficiently?
26. These questions can be linked to key priorities for our workforce. We need a workforce which is fit and ready to face the future and proud to work for Darlington. Achieving this will need:
- a. a lean management structure, enabling us to respond quickly and effectively to change pressures,
  - b. an empowered workforce, equipped with skills and knowledge to deliver a seamless service to our internal services, residents and the community,
  - c. a workforce able to operate flexibly, both in terms of meeting customer demand and across a range of service areas,
  - d. a workforce who can embrace and maximize the potential of ICT and working in a modern and flexible way, with the business acumen to respond to changing demands; and
  - e. a workforce that reflects the diversity of the community it serves.

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27. The business model for the Council remains fluid and is likely to remain so for the life of the Medium Term Financial Plan (MTFP) up to 2020. We can only achieve the business model proposals with a dedicated workforce driving the Vision and upholding our Core Values. In return, the Council will support the workforce to engage with change positively and provide flexible ways to deliver efficiencies.
28. There are a number of key elements of the Workforce Strategy that will drive the Council's services, these include;
- a. Good Leadership and Management
  - b. Skills and Behaviours (Competences) and Workforce Capacity
  - c. Recruitment and Retention
  - d. Pay, Reward and Recognition
  - e. Innovation and Creativity
  - f. Wellbeing and Engagement to Promote and Maintain a Safe and Healthy Workforce

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### g. Performance and Change

#### ***Good Leadership and Management***

29. Leaders and managers should embrace the desired leadership culture and drive the workforce to deliver planned and desired outcomes whilst operating within our core competences and values. Our leaders must be open to and not afraid of challenge and take tough decisions. Managers will be empowered to motivate, engage and inspire our workforce to be resilient to change and challenge, ensuring continued delivery of value for money services.

#### ***Skills, Behaviours and Workforce Capacity***

30. To achieve our objectives we need our managers and workforce to have the right skills, display the appropriate behaviours and competences to deliver services effectively in challenging times. Managers should manage and motivate teams to demonstrate flexibility, innovation, good decision-making and excellent customer service. Managers will lead by example and generate confidence across the workforce about the future.

31. Workforce capacity is essential in changing times and an understanding of the limitations of service delivery and scope in times of financial pressure will be hard to balance, but is key. As such, managers will ensure that appropriate structures, capacity, and skills are balanced to meet the needs of the services.

32. As future challenges and financial pressures bite, a traditional team structure approach is likely to dissolve. Future teams may be made up of a combination of Apprentices, Volunteers, Work Placements, Secondments, Agency staff as well as part time and full time employees working in a flexible and agile basis. All these elements will challenge the traditional role of the manager. Managers and the wider workforce will therefore, be supported to respond to the challenges effectively.

#### ***Recruitment and Retention***

33. We will recruit and retain a workforce with the skills and values needed. We will aim to develop and grow talent through effective succession and career planning arrangements. Employees will be encouraged to self-develop and recognise potential for personal development from a wide range of opportunities. Encouragement to offer skill sharing outside immediate job roles will be offered to enrich learning and development opportunities and support succession planning. Redeployment opportunities will also be available where appropriate.

#### ***Pay, Reward and Recognition***

34. In addition to a fair pay package and terms and conditions we will continue to offer a range of flexible reward packages within the current financial constraints. At a time of continued financial constraint, it is more important than ever to see how rewards and benefits other than pay, can become part of the package to reward employees and attract new talent. However, the total reward package needs to be

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affordable and realistic and procedures are in place to ensure that pay is awarded on a fair and equitable basis across the workforce.

35. A key part of reward and recognition is ensuring employees feel appreciated, receive timely and appropriate feedback for their efforts and have opportunities for personal growth. This will be facilitated as part of the everyday management role via one-to-ones, the performance development review process and general supervision.

### ***Innovation and Creativity***

36. We recognise that our employees have a great source of ideas to identify improvements and different ways of working. We will acknowledge and encourage great work and good ideas, sharing and recognising best practice giving a sense of both achievement and development. We will encourage all levels of suggestions and no ideas will be dismissed without discussion.

### ***Wellbeing and Engagement to Promote and Maintain a Safe and Healthy Workforce***

37. We aim to be an organisation where risks are managed sensibly and proportionately to promote a positive Health and Safety culture and manage Health, Safety and wellbeing through effective engagement and other activities.
38. We will recognise the employee as a whole person and ensure that we offer and promote resilience to change by encouraging employees to adopt safe and healthy working practices and lifestyle choices in the interests of themselves, the Council, and the community we serve. We will also work to ensure that a work life balance is achieved through the promotion of well-being services available.

### ***Performance and Change***

39. To be an organisation that can transform quickly and effectively we need to understand how well we are performing and take timely and appropriate action to address any risks or issues.
40. A clear and consistent approach to managing performance and change will also be used to help keep people aware of what is expected. We want to ensure our Values are demonstrated everyday through engagement and a culture which is collaborative.
41. We want to develop an agile and flexible workforce that embraces new ways of working and maximises use of technology to support efficient working. We also want to create a culture where change is embraced and employees feel responsible for making change happen.

### **Translating the Workforce Strategy into a Workforce Plan**

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42. The Workforce Strategy describes the way the Council needs and intends to shape and change the workforce over the next five years. This will be supported by a detailed Workforce Plan which sets out the activities which are proposed to deliver the required development of the workforce both in terms of skills and behaviours.
43. The plan will build on assessing where we are now and where we need to get to by 2020. It will take into account a wide range of service proposals which will be constantly refined and tailored to meet the needs of the service and our community.
44. Individual services should assess future workforce needs on a proactive basis to enable plans to be put in place to ensure we have the right people with the right skills to achieve the desired outcomes and objectives, all within the framework of our Core Values.

### **Our Core Values**

45. Our Core Values were created in 2012. These are still relevant and strongly recognised in the environment that we work in now. These values are also fundamental to the continued change journey that we face to 2020. Our values are;
  - a. Customer and Outcome focussed
  - b. Innovation and creativity
  - c. Teamwork
  - d. Value People (i.e. show respect, trust, recognise and appreciate)
  - e. Openness and honesty
46. In 2012, employees identified responsibilities and rights for all employees to work to, these remain relevant in our journey to 2020:

#### ***All employees are responsible for:***

- a. Being committed to high quality, value for money service that delivers the Council's outcomes;
- b. Using the Council's resources effectively and constantly seeking innovative ways to improve efficiency and reduce cost;
- c. Being flexible and responsive to changing needs
- d. Giving the maximum performance and attendance possible, and doing our best to maintain our personal wellbeing and "protect the wellbeing of others"
- e. Communicating effectively with each other as part of the wider team ethos
- f. Following agreed Council procedures and upholding the core values of the Council
- g. Their own health and safety and that of others

#### ***And in return all employees can expect to:***

- a. Work in a safe, healthy and supportive environment
- b. Develop their skills to perform effectively in line with the organisations needs
- c. Be treated fairly

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- d. Be consulted and listened to especially in relation to decisions which personally affect us
- e. Be recognised and appreciated
- f. Receive a fair package of reward for the work we do

47. Our Leaders, Managers and wider workforce own these Core Values and are a strong part of our culture to drive us forward to the future challenges.

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### Meeting the Challenges from 2016: The Workforce Plan

Good Leadership and Management		
We will continue our good practice in respect of;	We will also undertake the following priority actions;	We then anticipate outcomes such as;
<ul style="list-style-type: none"> <li>a. Managers leading by example and upholding the values and positive culture</li> <li>b. Maintaining an effective employee relations climate where managers and leaders are able to motivate and engage with employees effectively</li> <li>c. Using a range of employee communication that is timely, engages and informs staff of both issues affecting them personally, the services they work for and relevant wider Council and community issues</li> <li>d. Ensuring managers are equipped and supported to be managers and allowing them an environment to be effective in their roles</li> <li>e. Benchmark our management and leadership culture with bi-annual employee surveys</li> <li>f. Ensure that good practice in respect of management is shared and communicated to assist others.</li> </ul>	<ul style="list-style-type: none"> <li>a. Review of management structures to respond to changing pressures.</li> <li>b. Remind managers and provide clear direction of our leadership and culture and expected competencies and behaviours</li> <li>c. Refresh the PDR process and ensure that process it is applied in a consistent manner for all employees.</li> <li>d. Begin a journey of introducing formal coaching and mentoring opportunities for employees</li> <li>e. Continue to ensure that we equip our managers with the right skills, practical advice and train and develop managers; via the Darlington Managers Programme</li> <li>f. Develop a suite of e-learning packages to compliment other forms of training for managers</li> <li>g. Strive to ensure that HR policies are clear, consistent and fit for purpose.</li> </ul>	<ul style="list-style-type: none"> <li>a. Leadership skills will be clearly demonstrated consistently.</li> <li>b. Potential future leaders and managers are identified and talent can be developed accordingly.</li> <li>c. Employee survey results and exit surveys evidence that employees feel empowered, valued and proud to work for Darlington as a result of good management and engagement</li> <li>d. Fewer formal performance management / capability processes are implemented</li> <li>e. Evidence that coaching techniques work and employees feel empowered to help self and find their own solutions to issues within a service framework</li> <li>f. Change is managed in a positive and proactive manner; evidenced by survey results and manager / employee and trade union feedback.</li> <li>g. HR policies evolve and respond to legislative and best practice to meet business needs and services.</li> </ul>

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Skills and Behaviours (Competences) and Workforce Capacity		
<p><b>We will continue our good practice in respect of;</b></p> <ul style="list-style-type: none"> <li>a. Consistent use of the PDR framework ensuring it is followed and is meaningful, offering support and development where required</li> <li>b. Appropriate use and promotion of Internships, Apprenticeships, Work Experience, Secondments etc. to meet workforce capacity issues.</li> <li>c. Continue to manage agency workers and volunteers to ensure that they are quality ambassadors for the Council and meet the needs of services at the right time.</li> </ul>	<p><b>We will also undertake the following priority actions;</b></p> <ul style="list-style-type: none"> <li>a. Implementation of formal succession planning tool for Heads of Service and central co-ordination of skills gaps and training needs</li> <li>b. Identification of quality development opportunities to enhance and address skills and capacity issues, including exploring partner and community based opportunities.</li> <li>c. Allow managers to understand and implement limitations to services, for example to have the ability to say 'no' and challenge pressure that is excessive or not conducive to future delivery or sustainable.</li> <li>d. Ensure that the 'Conditions' are understood by all and embedded into all processes ('Building Stronger Communities', 'Growing the Economy' and 'Spending Every Public Pound Wisely')</li> </ul>	<p><b>We then anticipate outcomes such as;</b></p> <ul style="list-style-type: none"> <li>a. Learning and skills development are delivered to maximise provision in the most effective way.</li> <li>b. Outcomes from learning and development activities are clearly linked to priorities and demonstrated to add specific value.</li> <li>c. Individual performance is demonstrably improved through development of skills.</li> <li>d. Individual development aspirations are improved through the opportunities provided. This may mean identifying opportunities to leave the Council or experience other working environments</li> <li>e. The Conditions are known and evidence is visible on a day to day level by all employees.</li> </ul>

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Recruitment, Retention and Career Development		
We will continue our good practice in respect of:	We will also undertake the following priority actions:	We then anticipate outcomes such as :
<ul style="list-style-type: none"> <li>a. Ensure the shape and size of the organisation is fit for purpose, sustainable for projected needs and flexible enough to be responsive to change.</li> <li>b. Tight vacancy control and ER/VR requests considering succession planning and talent management.</li> <li>c. Offer managers appropriate support in designing structures to meet the needs of services</li> <li>d. Robust Redeployment and Redundancy selection process with appropriate support for all managers and employees</li> <li>e. Help staff leave the organisation with dignity, fairness and integrity.</li> <li>f. Ensure the right policies and procedures are in place to balance retention with the need to recruit people with new skills and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>a. Ensure the Council has an approach to recruitment and retention which encourages and nurtures talent, either through direct employment or other delivery models and recognises customer expectations</li> <li>b. Promote and embed flexible working / agile working practices across the Council to support different styles of work and help attract the widest possible range of people.</li> <li>c. Provide opportunities for progression both within and outside the Council, balancing opportunities to develop staff alongside assessment of need to refresh the workforce or bring in new skills which cannot be grown in-house quickly and are needed to keep the organisation sustainable.</li> </ul>	<ul style="list-style-type: none"> <li>a. Recruitment processes which are timely and effective and meet the needs of individual services.</li> <li>b. Attracting a greater number of quality candidates with the appropriate skills and experience to quickly meet service requirements and expectations</li> <li>c. Greater opportunities for home grown talent in the organisation from future investments in Apprenticeships</li> <li>d. Employees leaving the organisation proud of their achievements, but consider Darlington a good place to work for their future careers too.</li> <li>e. Employees are keen to strive to develop themselves</li> <li>f. Reduced turnover in key skills areas</li> </ul>

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Pay, Reward and Recognition		
<p><b>We will continue our good practice in respect of</b></p> <ul style="list-style-type: none"> <li>a. Offering an affordable all round package of terms and conditions of employment</li> <li>b. Employees suggestions welcomed and supported via “Your ideas” scheme</li> <li>c. Fair means of assessing job grades via the agreed Job Evaluation schemes and pay policy</li> <li>d. Use of market supplements and market retentions, where justified and subject to regular review.</li> <li>e. Ensure that our policies and practices are legally compliant and up to date with best practice.</li> </ul>	<p><b>We will also undertake the following priority actions;</b></p> <ul style="list-style-type: none"> <li>a. Keep Terms and Conditions under regular review in line with MTFP</li> <li>b. Maximise further non cost employee benefits i.e. salary sacrifice schemes etc.</li> <li>c. Reviews of benefits / terms such as flexi-time scheme and car parking which may be less favourable than other neighbouring Council’s and are key to attracting employees to Darlington roles.</li> <li>d. Communicate the Council’s total reward package to ensure employees fully understand what it contains.</li> <li>e. Embed the timely use of PDRs, 1:1’s that include “thank yous” into our culture</li> <li>f. All employees to act as ambassadors of Council services in times of financial pressures dispelling ‘myths’ and relaying the services that are on offer in a quality and consistent manner.</li> <li>g. Elected members continue to demonstrate / encourage public support for the workforce</li> </ul>	<p><b>We then anticipate outcomes such as;</b></p> <ul style="list-style-type: none"> <li>a. Employees understand the totality of their employment package</li> <li>b. Quality contributions by services or individuals is recognised and appreciate</li> <li>c. Approach to total reward is refreshed and up to date</li> <li>d. The total employment bill is sustainable and fair given the financial climate.</li> <li>e. That the approach to pay and reward is fair and transparent.</li> <li>f. Any new service delivery models protect the Council’s commitment to fair terms and conditions and working practices.</li> </ul>

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Innovation and Creativity		
<p><b>We will continue our good practice in respect of;</b></p> <p>a. Encouraging employees to participate in new ideas and suggestions both for their own work area and wider Council service issues.</p>	<p><b>We will also undertake the following priority actions;</b></p> <p>a. Ensure managers encourage suggestions and innovative working as part of 121's, team meetings etc. and escalate / cascade as appropriate to others</p> <p>b. Explore refresh of 'your ideas scheme' to ensure that ideas are captured at all levels</p> <p>c. Ensure that managers follow up on suggestions made and empower employees to implement where feasible and where there is capacity to do so.</p> <p>d. Ensure that ICT and different methods of working are maximised for resource efficiency and potential</p>	<p><b>We then anticipate outcomes such as;</b></p> <p>a. Smarter ways of working implemented as a result of suggestions from employees.</p> <p>b. Managers share best practice based on ideas and suggestions</p> <p>c. Employees feel that their ideas contribute to the Council as a whole rather than just their service / role. Monitored through employee surveys and general day to day management.</p> <p>d. Creative and agile ways of working are established, partnership working taken to a new level</p> <p>e. We have a culture of reviewing everything we do and how we do it. Our employees and partners welcome review processes.</p>

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### Wellbeing and Engagement to Promote and Maintain a Safe and Healthy Workforce

**We will continue our good practice in respect of;**

- a. Implementing an effective Health and Safety Policy and ensure robust safety management systems and practices are adopted and embedded by managers and employees.
- b. Promoting a positive Health and Safety culture
- c. Embedding appropriate and effective risk assessments.
- d. Continuing our wellbeing focus to ensure employees are aware of their own health, take care of themselves and are aware of services available to assist them to do this
- e. Supportive environment in respect of a zero tolerance of bullying and harassment
- f. Promotion and support of flexible working practices where possible
- g. Continue to support managers to manage absence

**We will also undertake the following priority actions;**

- a. Refresh Health and Safety Training and develop arrangements to assist managers and employees to promote a healthy environment
- b. Monitor effectiveness of Health and Safety Management systems
- c. Equip our Health and Safety Champions with the tools to signpost employees to wellbeing services too
- d. Promotion of wellbeing services in a proactive but resource effective manner combining resources from different teams / services / agencies to deliver quality advice to employees
- e. Ensure that appropriate health surveillance programmes manage risks and the health of employees
- f. Ensure managers are equipped with the necessary skills and time to manage absence effectively and in a timely manner.

**We then anticipate outcomes such as;**

- a. A healthy workforce (measured by number of days lost through sickness absence and referrals to Occupational Health).
- b. Reduced lost time in accidents at work
- c. A culture and proactive commitment to report and acting on health and safety issues and potential risks via the near miss reporting process.
- d. Employee's satisfaction with work/life balance.
- e. Confidence in the Council's commitment to equality of opportunity
- f. Employee awareness of flexible working arrangements to assist both the Council and themselves
- g. A more resilient workforce, measured through employee surveys

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Performance and Change		
<p><b>We will continue our good practice in respect of;</b></p> <ul style="list-style-type: none"> <li>a. Effective and timely planned communication of changes</li> <li>b. Ensure managers are equipped with appropriate information to cascade to team members to offer reassurance of change processes and support available</li> <li>c. Allow managers to manage change on an individual basis for employees to ensure that they are supported and feel valued throughout change processes.</li> <li>d. Ensure managers manage performance issues in a timely and effective manner and provide appropriate support.</li> </ul>	<p><b>We will also undertake the following priority actions;</b></p> <ul style="list-style-type: none"> <li>a. Develop Management skills to create resilience by ensuring change is communicated and managed effectively</li> <li>b. Ensuring Managers acknowledge people may get stressed and deal with it using the Stress Policy and Risk Assessments</li> <li>c. Build on the workforce profile and supporting data to ensure we can proactively manage our own talent and mitigate against loss of capability through turnover, retirements, new delivery models etc.</li> </ul>	<p><b>We then anticipate outcomes such as;</b></p> <ul style="list-style-type: none"> <li>a. Employees understand the Council's ambitions as well as their own priorities and know what they need to do to achieve them through effective use of supervisory sessions, team meetings, PDR's and other opportunities to engage with the changes being considered or implemented.</li> <li>b. Changes are communicated well and employees understand how they might be affected and how to progress.</li> <li>c. Employee survey results show that there are a good variety of opportunities to communicate ideas, suggestions and concerns regarding change and these are dealt with in a positive manner.</li> <li>d. Customer and resident satisfaction with services is fair with the introduction of new or alternative delivery models.</li> </ul>