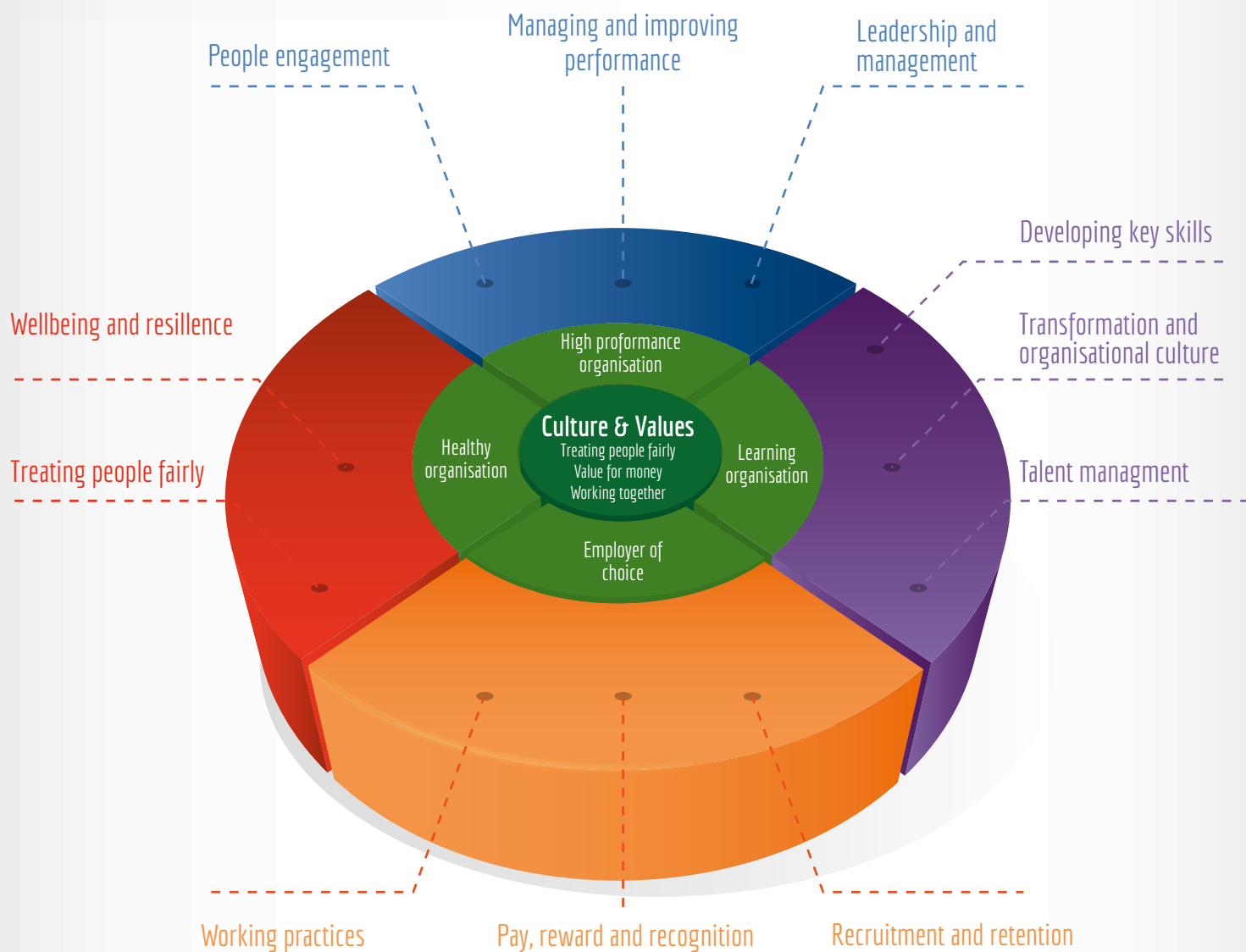


WORKFORCE STRATEGY

2016 - 2018



“People doing things differently
through creativity and innovation”



Foreword by the Leader and Chief Executive of the Council

We believe that our employees are the County Council's most important and valuable asset. This is particularly true in these changing and often challenging times. That said, of course, challenges also offer opportunities. Our many recent successes have been achieved as a result of the ability, skills and commitment of our excellent employees. We know that the continued achievement of successful organisational change and transformation relies on the people who work for this Council and share our values of public service.

Our aspiration is to be an employer which embodies our values of fairness and equity and people want to work for. We want to set an example as a good employer and encourage others to follow. This will help us attract and retain the most diverse, creative and innovative individuals with the key skills and abilities that we need now and for the future. In return we will provide a modern, supportive and healthy working environment and new ways of working which promote and encourage skills and talent to flourish.

We welcome this Workforce Strategy because we know that it will enable the Council to support all of our employees to work together to deliver our priorities. We will do this by developing and involving our people in a way which reflects our shared commitment to secure the best possible services for local people.

Much progress has been made toward developing our organisational culture and planning for our future workforce needs. The publication of this Workforce Strategy document is an important milestone in enabling our employees, and wider workforce, to engage positively in the opportunities and challenges ahead so that we collectively shape the Council's future.

The priorities set out in our Workforce Strategy for 2016-18 will provide the direction and framework for the next few years. Over the coming months, a robust implementation plan will be developed and we are confident that this approach will equip our employees for the future.



Councillor Alan Rhodes

Leader of Nottinghamshire County Council



Anthony May

Chief Executive Nottinghamshire County Council

Vision, Aims, Objectives

The Workforce Strategy 2016-2018 has been developed by the County Council to support the delivery of the Council's strategic priorities by taking a whole organisational approach to transforming the Council's workforce.

The Council's three core values as set out in the Strategic Plan are to :

- Treat people fairly
- Offer value for money
- Work together with partners and local people to deliver better outcomes

We will meet our current and future people needs by enabling our employees to use their skills, knowledge and experience to find **new and innovative ways of working** to achieve the organisational change necessary to ensure the effective delivery of services in the future.

The Council needs to respond to its current and future challenges and ambitions by reviewing its current services and finding new and different operating models and ways of doing things. **Redefining Your Council** sets out the strategic framework for transformation. In order to support this and enable the Council to become a high performing organisation which is an employer of choice; the Council will need to adopt a structured and **strategic approach to workforce planning** and embed this into the service planning process.

This will ensure that our **workforce development** effort is focussed on ensuring that we have the right skill sets deployed across redesigned and re-framed delivery models, including core services, shared services, social enterprises and commissioned services, which transcends organisational boundaries and structures and enables us to focus on improving outcomes for local people.

This organisational remodelling will necessitate identifying how to **motivate and engage** a workforce employed across a range of organisations whilst managing peaks and troughs in workforce supply and demand. Success will require effective collaboration between elected members, employees and other partner organisations.

The size, shape and nature of the workforce and how employees undertake their work is likely to change significantly as the Council transforms with more services commissioned; provided through alternative service delivery models and in conjunction with partners. This will necessitate consideration of the concept of the **wider workforce across Nottinghamshire**. This is particularly relevant in the health and social care sectors where work is underway as part of the Sustainability and Transformation Programme; D2N2 Health and Social Care Skills Action Plan and the work of the Health and Wellbeing Boards across Nottingham and Nottinghamshire. The Council will need to work with key partners, stakeholders and providers to identify staffing requirements, plan for and develop the workforce across the wider health, adult care and children's sectors in Nottinghamshire. Improving the image and experience of working in the public sector; promoting a **"public service career"** with opportunities for development and progression will need to underpin this to attract and retain staff with the necessary skills and encourage the development of a more diverse workforce which reflects the communities we serve.

Vision, Aims, Objectives

By clearly setting out **strategic priorities** for transforming the workforce to enable the Council and partners to meet future challenges; employees will be engaged and able to develop clarity of purpose, utilise their transferable skills and experience to find innovative, creative and cost effective approaches which build capacity by new ways of working.

The overall outcome of implementation of the supporting delivery plans will be a workforce which is **agile, flexible and outward looking** and able to work across organisations to ensure local people receive good quality, value for money services.

As the workforce transforms incrementally we will need to realign the aspirations of our workforce in order to retain and grow **high performing employees** who can continually adapt their skills to meet future service and organisational needs.

The Strategy is built around **four key themes** which reflect the Council's aspiration to be:

- **A High Performing Organisation**
- **A Learning Organisation**
- **An Employer of Choice**
- **A Healthy Organisation**

The activities identified within these themes will enable the Council to:

- Communicate its direction through **effective leadership and supportive management**; involve and **engage all employees** in delivering change and enable employees to **maximise their potential and improve performance**.
- Deliver **continuous improvement** and implement **culture change**; adopt a coaching style to nurture and grow talent through effective succession planning and the use of digital technology to improve service delivery and offer learning opportunities to everyone in the workforce to develop the skills and competencies needed for the future.
- Ensure the Council remains an **employer of choice** with an affordable but competitive package of terms and conditions and employee benefits which mean that we can recruit and retain quality staff and pay and reward them fairly with due regard to public accountability.
- Maximise our people capacity by treating all our employees fairly and promoting health and wellbeing by creating **safe and healthy working environments** and supporting employees to develop their personal resilience to change.
- Work with key partners and providers to develop the **wider workforce across Nottinghamshire**; particularly in areas such as health and social care.
- The approach and activities contained within the Workforce Strategy will be underpinned by the development of an **Employment Charter**. This will set out for our employees and the people of Nottinghamshire the principles which exemplify our approach as an employer.

Background to the Strategy

People are the County Council's **most important and its most valuable resource**.

We are one of the **largest employers in the county** with a direct workforce of just over 8,000 permanent and temporary employees; a significant proportion of whom provide or commission a range of around 450 direct services to the public. A further 9,000 employees are based in local authority maintained schools. The Council's gross budget in **2016/17 is £1.1 billion of which around £400m relates to staffing costs**.

Against a national backdrop of fiscal restraint, cuts in funding, rising demand for services and skills shortages in some critical areas; conventional models of public sector employment are evolving rapidly. This coupled with new statutory and regulatory frameworks and increasing demand for key services mean that we need to do things differently. This requires a new workforce with **new skill sets and a new organisational culture and workforce model**.

We need to consider the **concept of workforce more widely** and work across our key partnerships to develop our approach across Nottinghamshire.

The Council has an aspiration, working through the **creativity and innovation of its people**, to maximise and improve our workforce capacity and create a modern, agile and flexible workforce with the knowledge, skills and experience required now and for the future.

Improving our employment practices to become an **exemplar of good practice** and modelling and promoting this to other employers to encourage them to adopt good working practices will create new, fairly paid, local jobs and support the development of sustainable employment and economic growth in the County.



Theme 1 - A High Performance Organisation

The Council will transform its organisational culture and operating models and continuously improve individual and organisational performance; securing better outcomes for local people.

A culture of **continuous improvement** is essential to drive business change and to create sustainable success by encouraging **creativity and innovation** in everyone in our workforce. Continuous improvement and implementing change is part of everyone's role.

To support this we will establish a consistent, compliant and integrated approach to the development of an **organisational culture and corporate performance management framework**. This will ensure that we are **responsive to change** and fit for future purpose by matching capacity against corporate priorities and measuring outcomes against meaningful targets.

The Council's future workforce will be more integrated and more mobile with locality based working in key frontline service areas. We will be better aligned and work more closely with our partners to improve outcomes for local people. We will facilitate effective partnership working and collaboration across organisations and remove barriers to ensure employees can move more easily within the Council and between partner organisations.

The **positive engagement** of our people is the key to becoming a consistently **high performing organisation** with successful implementation of organisational change and service improvement. Our employees need to **have a common purpose and clarity** about their role and responsibilities which provides them with a sense of being **recognised and valued** for what they contribute to the Council's overall success. We will ensure that employees are **empowered** to make and implement appropriate decisions for which they are accountable.

As a large and complex organisation we are reliant on our leaders and managers to ensure improved service delivery and support the achievement of the Council's priorities. Strong, visible leadership with a performance focus based around working together to solve problems is essential. **Building effective leadership and management** now and for the future, making the best use of both political and managerial roles, and improving decision making is also key to sustained organisational effectiveness.

Improved, streamlined and standardised business processes, designed around the customer and maximising the use of digital technology; new ways of working and an updated operating model will further reinforce cultural change and improved performance.

Employee Satisfaction

2013 Employee Survey: **72%** staff satisfied with job overall, overall Engagement Index score = **60%**

Manager as Coach

143 Team Managers and above trained

Coaching Network

Target **30** In-House Coaches to be Trained (10 as at 31.3.16)

Leadership Development Programme

completed by **360** senior managers





Priority 1 - People engagement

The **engagement** of our workforce is essential to creating a culture of accountability, growth and connection. All of our employees need to understand their personal contribution and how they directly affect service outcomes. Managers have a critical role in ensuring employees understand the operating context and their role and responsibilities within this. Regular dialogue between managers and their teams, effective supervision and the annual EPDR process are key to this.

The active involvement of employees in the process of **continuous improvement**, service review and redesign and the **wider transformation** of the Council will increase ownership, gain commitment and encourage success.

Priority 2 – Managing and improving Performance

Ensuring that we properly **recognise good performance**, recognising people for their continued commitment and contribution and using our competency framework, coaching and other learning and development interventions to identify and develop those with **potential** to become future leaders, underpins continual improvement.

We will place a greater emphasis on **managing performance**, both in acknowledging good performance and appropriately tackling poor performance and behaviour with sensitivity and purpose, and measure performance against robust and meaningful criteria clearly linked to improved outcomes for local people.

Accountabilities and responsibilities and the required **capabilities** will be clearly articulated and embedded into role profiles and person specifications and be part of the performance management regime and ongoing dialogue between line managers and their teams. All staff will have access to regular supervision and an annual Employee Performance and Development Review (**EPDR**) with their line manager to support this.

This will be underpinned by working closely with **trades union colleagues** throughout change processes to ensure their effective engagement and additional support for staff.

Two way communication with employees to gain their views and ideas and engagement with the implementation of organisational change is key. New approaches to **internal communications** which actively encourage and support employee engagement will be critical going forward and are currently being developed.

This will require us to ensure that all of our managers are equipped to have regular and honest dialogue about performance with employees to support them to improve and to undertake timely and meaningful consultation about the impact on skill requirements of proposed service changes to ensure employees have the necessary skills and confidence to implement changes.

Workforce modernisation with a structure of **teamwork and coaching** will help build a sustained reduction in costs; improvements in quality and improved productivity and will enable our people to feel more fulfilled and motivated and facilitate their active engagement in organisational change.

We will be clear with our employees about accountabilities, roles, responsibilities and expectations. Making effective communication, consultation, feedback and appropriate challenge part of how we relate to each other day to day in a **cycle of continuous improvement**.



Priority 3 – Leadership and Management, including Community Leadership

Effective leadership is key to transforming services and supporting employees through change and working in partnership with local communities. It is essential that we develop in all our managers the **leadership behaviours** necessary to appropriately and supportively create clarity and vision, provide feedback, influence, delegate authority and assume accountability and work effectively with others and support others to do so.

We need to ensure that managers have the skills and confidence they need to **engage employees and local people effectively** and make the most of their diversity, creativity and innovation. **A coaching style** of management and leadership which ensures that every employees' personal and professional development needs are identified by their manager as an integral part of the refreshed EPDR process will support the development of high performing workplaces.

We will require our managers to **lead by example** and demonstrate our agreed values, vision and principles. We will build on successful delivery of the mandatory modules of the Council's **Leadership Development Programme**, through an ongoing programme of activity based on feedback from the earlier phases and will involve managers in its development. This next phase will enable managers to empower frontline staff to have more control over service delivery and change with a focus on improved outcomes for local people by using a coaching style and techniques.

Fully describing management roles and ensuring that managers understand this; clearly setting out expectations of employees and managers and ensuring that managers have the skills and confidence to operate successfully in the new operating context and take their teams with them in facing challenges ahead are critical. This began as part of the leadership events which set out the **"leadership deal"** based on feedback from group and team managers.

KEY AREAS FOR ACTION

- **Review senior management structures** and realign to reflect the changing shape and size of the Council with a focus on the Council's key priorities.
- **Redefine roles and responsibilities and redistribute accountabilities** to appropriate levels across the organisation to bring decision making closer to local people and better engage front line workers.
- Actively involve and **empower our Group and Team Manager cohort** to take direct responsibility for identifying and implementing options to improve services and embed change.
- Lead and manage change by engaging, involving and supporting our workforce and visibly valuing employees' contribution in a **cycle of continuous improvement linked to the Council's Strategic Performance Management Framework**.
- Continue the development of **internal communication tools**, strategies and approaches to support effective employee engagement as part of the Digital First programme.
- Engage managers in the development and roll out of the **next phase of the leadership development programme**; development of a manager's induction programme and programme for new and aspirant managers.
- Ensure that managers have the skills and confidence and tools to **recognise good performance and challenge poor performance and behaviours** and be clear about the consequences.
- Ensure **managers and employees are involved** in the development of alternative service delivery models.
- Continued roll out of "Manager as Coach" Programme and development of the Council's Coaching Network to embed a **coaching style and culture** to enhance the personal and professional development of employees and improve performance.



Theme 2 - A Learning Organisation

The Council will have a Learning Culture that demonstrably raises and continuously updates employees' skills and competencies and shares learning to improve organisational performance and deliver transformational change; maximising the use of new technologies.

All employees will be actively encouraged and supported to gain the knowledge, **skills and qualifications** that will meet the needs of the Council; support their future employability and, where required, work towards an appropriate qualification at a level relevant to their job.

The Council's **competency framework** will align employees' activities to the Council's priorities, vision and values. **The EPDR** process will be the common mechanism for assessing individual performance and identifying individual learning and development needs and ensure these are kept up to date.

We will **manage our talent** to retain and engage people and nurture and grow our future leaders. This will be reflected in a definition of **"high potential"** to develop criteria for rapid progression to professional and leadership positions.

Building and developing a productive, flexible and mobile workforce with the right knowledge, skills and experience; organised and managed effectively to deliver organisational priorities, now and for the future, is key to **delivering improved outcomes for local people.**

The use of modern media will improve accessibility to services and the range of available **learning and development materials** for employees and partners to develop the skills and attributes necessary and encourage and support the **sharing of learning** across the organisation, with partners and our communities.

The Council will integrate **workforce planning**, including talent management and succession planning, into our service planning activities in order to ensure the continuity of effective, customer focussed service delivery and enable the Council to meet its strategic objectives and priorities.

In 2015/16:

- **77%** of apprentices went on to employment or further education
- **30%** of apprentices secured employment with NCC
- **17%** of new joins with PC access (365) completed corporate induction
- **44%** of all courses completed (8500), was by ELearning
- 4+ score (out 5) for Improved Knowledge Skill, **100%** all courses delivered
- **70%** employees have an EPDR (2013 Employee Survey)





Priority 1 – Talent Management

We will develop **career pathways** to provide opportunities for the growth and development of staff. This will necessitate equipping our people to be more flexible and work across the organisation and with partners with effective cross skills training and greater use of tools such as secondments. We will need to adopt a more systematic approach to career development; identifying horizontal and vertical opportunities.

We will use the **competency framework and EPDR** process as a basis for effective talent management;

succession planning and skills analysis audits. These will be supported by training plans to address skills shortages.

We will invest in our future workforce by hosting a range of work related learning and experiential opportunities. This will include **apprenticeships** at a range of different levels, traineeships and work experience placements to attract new employees and up-skill existing staff. This will be an essential element of workforce planning; enable the Council to meet the Public Sector Apprenticeship Duty and support the Council's wider economic development agenda and develop the wider workforce in key skills areas.

Priority 2 - Transformation and organisational culture

In order to create a culture of **accountability, engagement and working in collaboration** with others, the Council needs its employees to work together to transform our culture and how we work around our core values and to model these values in our day to day activities. **Promoting and modelling a new organisational culture** which encourages improvement, innovation, personal growth, responsibility and behaviours in line with these values is key.

This is supported by the development of a **coaching culture** which encourages personal responsibility, is solution focused and ensures that every employees' personal and professional development needs are identified through the EPDR process and supported through day to day management approaches.

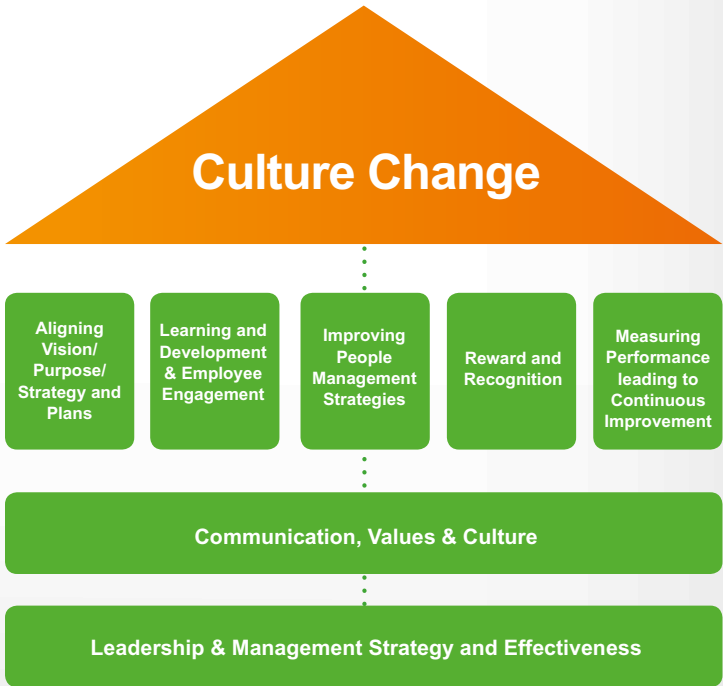
Ensuring employees are able to access new tools, digital technology and have the knowledge and skills to use this effectively will be necessary to underpin organisational change and transformation. As the Council **embraces the digital era**; its future operating model will maximise the use of modern technologies to embed a culture of smarter working which will generate efficiencies and savings and improve access to services and customer satisfaction and bring benefits for employees.

Reviewing the employee lifecycle and supporting processes to ensure employees have a **positive working experience** at whatever stage in their

career will contribute to employee involvement and engagement and promotion of the Council as a good employer and will reinforce a new workforce model and new ways of doing things. This will include the development of an "employee account" and employee portal through which employees can easily access information on pay and benefits.

The principles which underpin our approach as an employer will be reflected in an **Employee Charter**.

As identified during the Leadership Development Programme, Team and Group Managers have a critical role to play as **"ambassadors of cultural change"** and enabling organisational transformation.





Priority 3 - Developing key knowledge, skills and experience

We will **audit the skills base** of our existing workforce and identify skills gaps in order to address known and future occupational skills shortages; build the skills and capacity of the existing workforce and actively plan for and manage turnover. This needs to be undertaken within the context of the wider workforce.

Key **generic skills** which will increasingly be required include commissioning, client and contract management skills; developing greater commercial acumen; awareness and understanding of the potential for the use of digital and other technologies and effective relationship management and partnership working. Core skills underpinning this across the wider workforce include ICT skills, communication, “softer” interpersonal skills, customer service and problem solving skills.

This is in addition to **shortages of key skills** in particular service areas and professional groups where more specific and targeted action plans will be required.

We will continue to work with the recognised trades unions to support the development of **basic skills** across the workforce.

In order to ensure that organisational and individual capacity is maximised; it is essential that employee’s skills and knowledge are developed in an innovative, high performance multi agency context.

We will target activity around **key skills shortage** areas and work with our partners to help develop programmes of activity to enable us to meet our skills requirements and develop and recruit workers with the right balance of knowledge, skills and experience for the future. We will also need to consider the skills mix required when designing new roles and ensure that roles are designed to reflect future service needs.

This approach will be supported by a **revised competency framework** including the development of service specific competencies; effective supervision and EPDR processes and delivered through a revised learning and development strategy maximising the use of the most cost effective learning and development tools; working closely with our key partners.

KEY AREAS FOR ACTION

- Implement a **revised competency framework and Employee Performance and Development Review (EPDR)** process to reflect organisational change and strategic priorities and use this to support effective workforce planning, talent and career management and performance improvement.
- **Maximise the talent and potential of all employees**; deploying them more flexibly to share learning and encourage innovation and improvement across the wider public service workforce.
- Develop action plans to map and address **future generic and service specific skills requirements**.
- Identify and foster our existing talent and develop **talent pools** linked to our future skills needs and leadership development.
- **Align our learning and development activity to strategic priorities**; delivered via a mixed economy of provision, working in partnership with others, and continue to ensure access to learning resources for all staff at all levels across the organisation.
- Invest further in **work-based learning opportunities** for young people and develop effective partnerships with local schools, colleges and Universities. In our role as corporate parent, ensure that care leavers have access to these opportunities.
- Review our approach to **apprenticeships**, including mapping against revised frameworks, to enable the Council to increase the number of apprenticeships, including higher level apprenticeships, to meet the Public Sector Duty from 2017.
- Undertake an **employee survey (cultural inquiry)** supplemented by feedback from the leadership development programme and other existing information, to baseline the current culture and identify the key milestones and activities to achieve the culture and organisation we aspire to.
- Development of an **Employee Charter**.



Theme 3 - An Employer of Choice

The Council will build a strong workforce by attracting, recruiting, developing and retaining the right people for an effective, efficient, flexible workforce which is properly equipped to enable it to meet future business requirements and new demands and is fairly rewarded.

Continuing financial pressures will inevitably impact on the size and shape of the Council's future workforce and skills required; as services change in response and alternative models of service delivery are implemented and commissioning of services increases. This will require a **more commercial approach** and greater focus on contract and client management activities.

At the same time the national economy is beginning the process of recovery and labour markets are opening up in some areas; increased demand for services in other areas and changes to the legislative framework are creating **national skills shortages**. This is evidenced in key areas such as Children's and Adults Social Care, Highways Design and ICT where it is becoming increasingly difficult to attract and retain critical skills. In areas such as health and social care the need to work with partners and providers across the wider workforce is becoming increasingly important.

Against an overall reduction in headcount and reduced recruitment activity; it is essential that action continues to build a **co-ordinated approach to recruitment and retention** for key skills through effective workforce planning which also maximises the opportunity to deploy our existing workforce more flexibly.

Our ability to compete in the labour market to attract and retain high performing people is significantly influenced by our **pay and reward offer** and **terms and conditions package** which need to be both attractive and affordable. Our working practices and working environment should attract new employees; support employees to work to their optimum and encourage them to remain in the Council's employ.

The Council aims to be an **employer of choice** with a strong reputation as a good employer which provides a role model to other employers who contribute to the economy of Nottinghamshire by providing local jobs and investment.

Year 2015/16 as at 31.03.2016

- Headcount (permanent and temporary): **8,776** (6401.13 fte)
- Agency usage: 305.1 fte = **4.70%** of overall fte

As average over previous 12 months as at 31.03.2016

- Turnover (inc redundancies) : **9.25%**

Year 2015/16 as at 31.03.2016

- Voluntary Redundancies: **82.70%**
- Compulsory Redundancies: **17.30%**
- Average Redeployment Success Rate: **13.60%**





Priority 1 – Recruitment and retention

In order to be seen as an employer of choice and decrease our reliance on more costly agency staff we need to review our approach to **recruitment**. This will include new and innovative ways of promoting job opportunities; with the Council maximising the use of digital and social media to ensure that the profile of our staff reflects the communities we serve and we have the knowledge, skills and experience we require. By developing our recruitment process to include approaches such as competency based assessment we will ensure that we appoint the right people as efficiently as possible.

In order to **reduce turnover and retain employees** whom we have invested in, the Council will identify, develop and motivate talent and develop flexible career pathways within the Council and across our key partner organisations.

Improving our approach to identifying **redeployment and retraining** opportunities for employees who are displaced will help manage turnover, retain talent and skills and reduce the cost of redundancy.

Priority 2 - Pay, reward and recognition

The Council needs to ensure that our overall employment package is fair and equitable, affordable and offers **competitive terms and conditions of employment** which are broadly comparable with others but enables us to remain an employer of choice within a **comprehensive Employee Benefits Package**. Overall, Council turnover rates are average for local government with some key recruitment and retention hot spots. The Council has a loyal and long serving workforce with many skilled workers at the top of their pay grades who following a period of pay freeze have received only modest basic pay increases.

The Council has recently focussed on addressing pay issues for the lowest paid by introducing the **Living Wage** which has benefited many part time, women employees living in some of the most deprived parts of the county. This has provided a recruitment and retention incentive in front line service areas where turnover is higher and similar job opportunities with other employers relatively accessible. The Council will need to review its position in light of the government's introduction of the National Living Wage.

The first step is effectively **identifying future staffing requirements** including key areas of knowledge, skills and experience. The approach will be to predict and address key service demands and major workforce issues across the wider workforce; identify resources and clearly allocate responsibilities for action with regular review and adjustment to reflect changes in requirements. Increasingly this is likely to involve joint working and planning with our partners and key providers across a range of agencies based on robust management information about current resources and potential future demand.

In partnership with our Managed Service Provider, we will continue to **reduce our reliance on agency workers**. We will ensure that where this is necessary it is for a clearly defined time period, to meet clearly defined business needs and that such resources are procured and managed effectively to provide value for money and spend is effectively monitored and controlled.

In order to address recruitment and retention issues across the whole organisation, the Council will review its **pay, reward and recognition framework**. In doing so we will be mindful of the need to protect the integrity of the Council's Single Status Agreement and uphold the principles of Equal Pay and the fact that the Council remains within the national local government pay bargaining framework. In the context of continued financial challenges, we will ensure that our pay rates are fair and competitive and there is a degree of discretion in relation to starting salaries within existing pay bands to reflect local pay issues in identified skill shortage areas.

We will also explore the scope for adoption of **non-pay related recognition** incentives as a mechanism to value, recognise and retain employees.

The Council will also need to consider how best to attract and reward its most senior staff in the light of continued public interest in top public sector salaries if we are to ensure **effective leadership** for the future.



Priority 3 – Working practices

The Council's overall working practices need to be **flexible** enough to enable us to react more quickly to changing circumstances; facilitate effective partnership working and collaboration across organisations and remove or modify barriers to ensure that employees can move more easily between public sector employers.

We will **streamline our people policies and practices** to improve their application by managers; reviewing and updating them to ensure compliance with equalities legislation and other statutory duties. We will provide more accessible and easy to use guidance to ensure that managers apply policies consistently; take responsibility for the management of risk and are accountable for outcomes.

Maximising the use of **digital technology and flexible working practices** will enable our employees to work smarter and manage workloads more effectively; reduce travel time; enable remote working and improve

work life balance with positive consequences for employee wellbeing and service delivery.

We will adopt best practice in remote working and **equip our managers** with the skills to manage remote workers; including ensuring effective support, engagement, performance management and data security.

Deploying staff more flexibly across the organisation and working across partners will enable them to develop their skills; gain wider experience; develop and maximise their talents and widen their career opportunities. Increased cross training in skills across functions will support this and improve efficiency and communication.

As the Council embraces the digital era; its future operating model will utilise modern technology to embed a **culture of Smarter Working** which will generate efficiencies and savings and improve access to services and customer satisfaction and bring benefits for employees.

KEY AREAS FOR ACTION

- Develop a **succession planning framework** for use across the Council focussed around anticipated future skills needs and use this to actively predict and manage turnover.
- Identify **recruitment and retention hot spots**; analyse the drivers and influences and develop tailored responses which fit with wider organisational priorities and across the wider workforce.
- **Work with partners** to deliver the workforce strand of the Sustainability and Transformation Plan; D2N2 Skills Action Plan for Health and Social Care and implement the Joint Health and Social Care Sector Strategic Development Plan for Nottinghamshire; as commissioned jointly by the Health and Wellbeing Boards.
- Encourage the use of **secondments** across the Council and with key partners to widen experience; enhance career development; encourage cultural change and ensure closer working as part of the development of a wider public service workforce.
- Review **recruitment policies, practices and process** to build in greater flexibility and responsiveness and utilise a wider range of media, tools and techniques.
- Develop an extended **Employee Benefits Package**.
- Review our **terms and conditions** to ensure relevance; affordability; strategic fit and our ability to recruit and retain high performing employees.
- Use market intelligence and analysis to review **recruitment and retention incentives** and develop options for consideration; including identifying a range of **non-pay related incentive** and rewards to demonstrably value high performing and committed employees.
- Retain key knowledge, skills and experience and manage the impact of service redesign by **targeted retraining** and a refreshed management commitment to effective **redeployment**.
- Enable our employees to embrace new ways of working which **empower** them to respond positively to organisational change.
- Reduce costs and spend on the use of **agency workers** across the organisation.
- Develop our reporting, monitoring and business management systems to generate consistent and robust management information to identify skills gaps, underpin **effective workforce planning and develop appropriate responses and strategies**.



Theme 4 - A Healthy Organisation

The Council will provide a safe and healthy working environment which maximises productivity and performance, motivates and engages our workforce and builds a culture of positive mental and physical wellbeing.

A healthy organisation has clarity of purpose; focus; effective and visible leadership and respectful relationships where inappropriate behaviour is not tolerated and is one which **rewards and celebrates achievement**.

We will manage organisational transformation and the associated uncertainty arising from change by developing **organisational resilience** and retaining a focus on good health at work by promoting employee wellbeing and **healthy lifestyle choices**.

This includes providing a **psychologically healthy working environment** and ways of working which minimise potential for “presenteeism” by continuing to develop management capacity, including preventing stress and effective workload management.

We will reduce the potential for change to impact negatively on an individual’s mental health by enabling individual employees to build their **personal resilience**

and develop personal coping strategies in order to maintain high performance.

We will adopt best practice in designing **working environments** and **ways of working** which reduce overheads and environmental impact and help to improve employee health and wellbeing. We will enable better management of the home/work interface and provide our employees with the tools to support them in this.

Promoting the health of our workforce has the potential to benefit their families and wider communities and will support the embedding of good **public health principles** across the organisation and beyond.

A healthy organisation is a **diverse organisation** committed to inclusivity. By providing fair and equal access to employment and opportunity we will maximise our capacity to create a workforce which is properly **representative of our communities**.

Priority 1- Wellbeing and resilience

Minimising the impact of poor health and absence on services by continuing to invest in the health, safety and wellbeing of our employees and further **reducing levels of sickness absence** is a priority for the Council. The main thrust of this will be ensuring that managers foster working relationships and environments that **promote employee wellbeing and resilience** and pro-actively prevent and manage absence. Also ensuring that employees are supported to take **personal responsibility** for their lifestyle choices to maximise good health.

Embedding effective **identification and management of risk**; auditing of health and safety compliance and prioritisation of key areas for preventative action will be key in optimising health outcomes for staff.

This will include ensuring the working environment is safe, secure, well maintained, legally compliant and accessible to all.





Priority 2- Treating people fairly

The Council values diversity across the workforce and recognises the positive impact this has on our ability to ensure provision of **services which are representative of and appropriate for our communities**. Our core value of **treating people fairly** extends to the way in which we recruit, develop, reward, deploy and manage our own direct workforce and is reflected in our expectation that those who provide services on our behalf will share and model this commitment.

The **review of our people policies and procedures** will ensure that they are inclusive and fully compliant with the Equality Act and “equality proofed”.

Our priority for improvement will be to assess the level of diversity of background, experience and perspective across the leadership cohort and work with employees, self managed groups and trades

union colleagues to **identify and eliminate barriers** to under-represented groups being in leadership positions.

This will enable us to ensure that we **maximise potential** and reflect this in the identification and development of our leaders in the future. This will be reflected in our definition of the characteristics of “high potential” to develop criteria for rapid progression to professional and line management leadership positions.

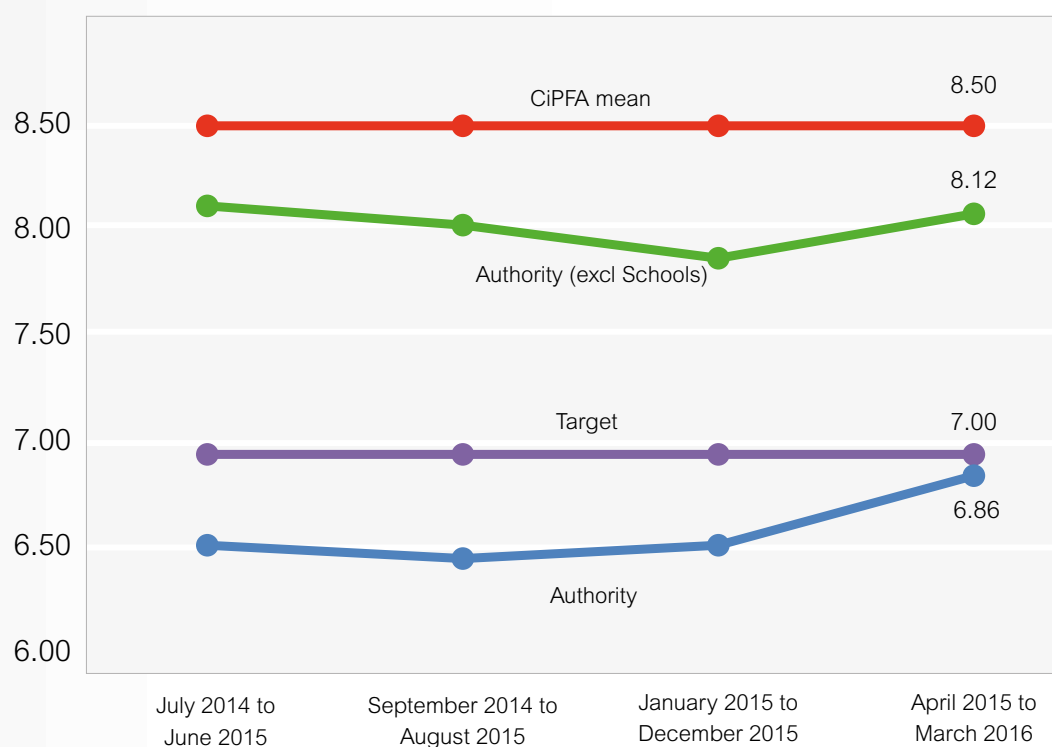
We will continue to **review our workforce profile** more broadly, in conjunction with the self managed groups and trades union colleagues, to ensure that under-represented groups are encouraged to consider employment with the Council; ensure that they are not disadvantaged in doing so and supported to remain in our employment.

KEY AREAS FOR ACTION

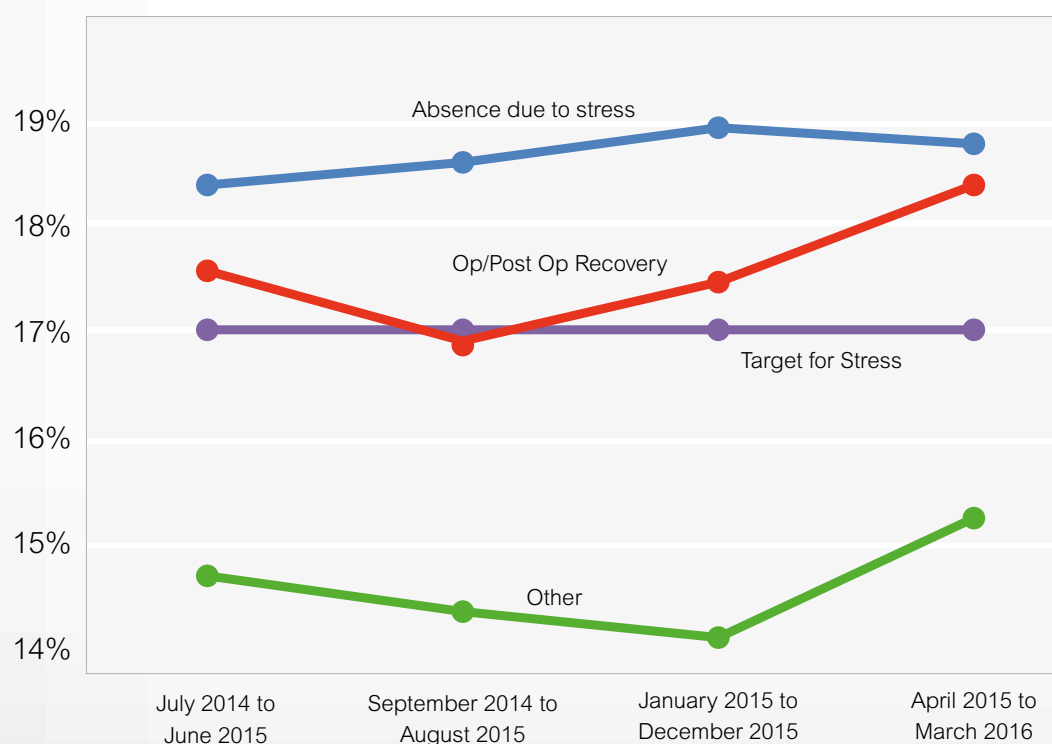
- **Evaluate barriers** to under-represented groups joining the Council and being in leadership positions to ensure that we maximise potential and reflect this in the identification of our leaders and senior managers for the future.
- Encourage and support **employees to respect and value others**; support each other and treat others with fairness and honesty and to challenge bad behaviour.
- **Promote diversity across our workforce** and ensure that we reflect our communities using national standards to improve practice and ensuring that we model good practice.
- Review reporting mechanisms to ensure that we publish and act on information on the **Gender Pay Gap** in line with legal requirements from 2017 onwards.
- Continue to work with trades union colleagues to seek accreditation against the **Platinum level Wellbeing at Work Award**.
- Work with trades union colleagues to raise awareness of mental ill health and related issues in the workplace and support managers and employees to **maintain good mental health through organisational change**; develop resources to support and guide employees and managers to find solutions to pressures and challenges of change through information, learning and good management practice.
- Further develop our range of **workplace health promotion activities** and wellbeing information resources.
- Promote effective **workload management and prioritisation** techniques to help reduce stress and tackle “presenteeism”.
- Following the success of the leadership programme; roll out the **resilience model** and learning materials to the wider workforce.
- Enable and support managers to undertake **early engagement and return to work** and rehabilitation of those who are absent due to ill health.
- Support managers to effectively **identify risks and put preventative measures in place** to avoid exposing employees to physical or mental risk or ill health and ensure compliance with national standards and statutory requirements.
- Work with trades union colleagues to develop our approach to supporting employees with terminal illness.



NCC FTE Days Lost to Sickness Absence (rolling 12 month period)



Top 3 reasons for absence as at 31.03.2016 (rolling 12 month period)



Delivery of the Strategy

The strategy is accompanied by a **Workforce Strategy Delivery Plan** which sets out how the priorities will be delivered and progress against this reviewed each year. This will be supported by a set of detailed annual **Corporate Delivery Plans** with key performance indicators which include:

- Joint Employee Health and Wellbeing Action Plan – developed with trades union colleagues
- Health and Safety Action Plan
- Workforce Planning and Organisational Development Action Plan

The deliverables within these plans will be developed and co-ordinated through the integrated corporate HR function in conjunction with service areas. This will be informed and supported by robust management information, real time data and performance metrics. Their effective delivery depends on the competency and commitment of the Council's managers.

Detailed **departmental Workforce Development Delivery Plans** for the future Children's Workforce and Adults Social Care and Health Workforce also underpin the corporate strategy.

The **Smarter Working** and **Digital Transformation** programmes also intersect with the Workforce Strategy.

Related documents

For more information please contact
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“People doing things differently
through creativity and innovation”



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