

Workforce Strategy

2022 to 2025



Workforce Strategy 2022 to 2025

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Foreword

Leader and Chief Executive

Shropshire Council faces major challenges with regards to how our services are funded, despite additional funding from government due to Covid. Meanwhile, demand for some of our services such as adult social care and children's social care is growing all the time.

The pandemic saw our workforce step up and work incredibly hard to deliver new and existing services to keep Shropshire safe and save lives. We have worked in different ways and this has opened our eyes as to what's possible and what we're all capable of. It has undoubtedly accelerated our adoption of new technology, changing the way that we communicate, collaborate and deliver our services.

As the restrictions of the pandemic recede, it could be tempting to return to old ways of working, but the world has changed for good and we need to consolidate what we have achieved and continue to develop to meet future challenges.

Our employees are one of our most valuable assets and we must ensure that all staff feel engaged and motivated so that they can deliver the best possible services to the residents of Shropshire. It is imperative that employees feel they have a voice and can contribute to improving the way we do things – most often it is those on the frontline who know their services and customers the best and how things can be done better to improve the lives of others.

We have updated our Workforce Strategy highlighting achievements over the last two years and to outline our plans for the next few years to demonstrate the ongoing commitment of investing in our employees.



Lezley Picton
Leader



Andy Begley
Chief Executive

1. What is a Workforce Strategy?

The Workforce Strategy links to and supports the Council's strategic priorities, outlined in [The Shropshire Plan](#), by identifying what capacity, capability and diversity of workforce and how it needs to operate to deliver outcomes for the residents of Shropshire.

The strategy helps provide the direction and to ensure that we have the right people, with the right skills, in the right place, at the right level and at the right cost.

It is driven by, but also enables the overall Organisation Strategy – [The Shropshire Plan](#) which has the following priorities, aligned to the vision of

“Shropshire living the best life”:

Healthy People

Healthy Economy

Healthy Environment

Healthy Organisation

The Strategy is a three year plan that aligns with other key strategies for the organisation but will be reviewed each year to ensure it is still fit for purpose. It also looks further into the future than just the next three years to ensure that our people related policies can adapt and be flexible to the changing world of work.

2. Why do we need one?

As a public sector body that delivers over 600 services to our communities, the majority through people, a talented, engaged and aligned workforce is crucial for bringing the strategic priorities to life and ensures the organisation delivers on its objectives.

Direct people costs make up 26% of the council's organisational costs. The cost of getting it wrong can therefore be significant.

A strategy therefore needs to ensure that we utilise our workforce in the best possible way, meeting priorities, strategic objectives and underpinned by our values:



Our Workforce Strategy needs to align with our associated strategies that enable the organisation to function well – ie, the Digital/IT Strategy, [Carbon Reduction Strategy](#) so that the workforce has the tools to do their jobs effectively, can work flexibly and be responsive to customer needs.

It's also important that the Strategy celebrate achievements over the previous years and recognises the hard work that all of our workforce undertakes, as well as setting out clear direction for the future, which we can then measure our progress against.

3. How did we develop the Strategy?

We first published our Workforce Strategy in 2016 when we were embarking on a major transformation programme across the council. We then reviewed and published our updated strategy for the period 2019 to 2022.

This review of the strategy has taken stock of the last two years, in particular the challenges brought about by Covid 19, what we have achieved since that time, where we are now and where we need to go (and how we get there). The Covid 19 pandemic had an enormous impact on the workforce who responded to the challenges and ensured that existing services, as well as new ones, continued to be delivered in very difficult times.

Alongside the review of this strategy and the creation of the Shropshire Plan, work has been undertaken to create a 'Getting it Right Guide' for our workforce. The purpose of the guide is to provide clarity for the workforce about how what they do fits into the refreshed Shropshire Plan it's priorities and strategic objectives which sets out the direction for the council over the coming years to continue to deliver excellent services to our communities. The guide will be rolled out to the workforce in 2022.

4. The Council's Financial Position

As most councils are, Shropshire Council is facing significant challenges in terms of reduced government funding, increasing pressure on services and having to deliver more with less. In order to meet these challenges, we need to constantly review our services; what we offer and how we offer it; make efficiencies through our systems/processes, ensure our staff are equipped with the right skills and are engaged and motivated to continue to deliver excellent services to residents.

Since our first strategy in 2016, the number of employees that we employ has reduced by 27% through service redesign and restructure. Since 2019, headcount reduced by 2.2% (from 5,911 to 5,776). However, the council still continues to deliver over 600 different services to our communities.

To deliver the priorities set out in The Shropshire plan we need clear plans that set us on the right road. We need to be clear about the destination and what we want to achieve. We also need to be agile to changing circumstances and external factors so that we can respond but also keep on course to that destination.

Over the last five years, we have invested in our infrastructure and systems which will enable us to work differently and much more responsively to customer need. Building on the work that began before the Covid 19 pandemic we have accelerated our approach to mobile and agile working. Utilising technology to make digital the preferred way to work and transact, work is about what you do, not where you do it. This aligns to our Asset Management Strategy – reducing the reliance on a large estate of council buildings for our employees.

Our Financial Strategy has recently been approved by full Council which sets out how we will deliver our priorities with the resources we have available over the next few years.

[Financial Strategy](#)

[Medium Term Financial Strategy](#)

5. What does the Council look like now?

(figures as at 31.3.2022)



We employ:

5,776

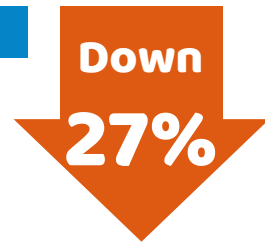
staff or (4,223 Full Time Equivalents)

Our workforce has decreased by 27% since 2016.

2016 7,911 staff

2019 5,911 staff

2022 5,776 staff



Of the
5,776
employees



2,208

work in schools



3,568

work in non-school functions

How our workforce is made up:



Gender split overall:



Non school split:



How our workforce is made up continued:

Ethnicity:

1.70%

workforce from Black and Minority Ethnic origin an increase by 0.38% since 2019.

This compares to 1.8% of the population of Shropshire (Census 2011)

Our levels of sickness absence:

9.95

overall average for days lost for all employees

For non-schools the average days lost is the same at

9.95 days

Overall, rates have increased since 2019 – in part due to the effects of the Covid 19 pandemic

Disability

Staff with a declared disability,

1.85%

similar levels to previous years.

This compares to 21.7% of the Shropshire population have declared a condition in which their daily activities are limited (Census 2011)*

Retention Rates (turnover):

For all employees is

9.75%

For non-school this is 9.16%

*Since the 2001 Census the scope of conditions that fall under the term of disability has broadened. The 2011 Census divides the population with a disability into those whose daily activities are limited a little and those whose daily activities are limited a lot. This figure includes both. The broadening of scope is reflective of the increase in the figure for the Shropshire economically active population with a disability. In 2001 the figure was 6.66%.

6. Reflections and Achievements of the last two years

A lot has happened since we launched the first Workforce Strategy in 2016 and refreshed this in 2019. It would have been very hard to predict the challenges that, worldwide, we had to face from the Covid 19 pandemic and how that would impact us as a country, our communities and our workforce in different ways.

However, from the priorities we set out in 2019 there have been many achievements:

- Recruitment to a number of Senior Roles including the Chief Executive, Executive Director of People, Executive Director for Resources and Executive Director for Health, Wellbeing and Prevention undertaken in a 'hybrid' way – virtually and face to face.
- Creation of the new People directorate in October 2021, merging together Adult and Children's services.
- Commenced a new organisation wide Refocus Programme that will co-ordinate the Council's transformation activities in relation to Organisation and Process; People; Assets and Resources; Tools and Systems and Customers and Partners.
- Created a Management Essentials Handbook and associated Training programme
- Developed a new approach to Performance Management and Appraisals ready for roll out in 2022.
- Implementation of a new employee benefits platform, including car salary sacrifice scheme.
- Creation of a 'Looking After our People' Plan and dedicated Wellbeing resource centre available for employees.
- Created a fast track physiotherapy service jointly with Robert Jones & Agnes Hunt Orthopaedic Hospital to fast track employees with musculoskeletal issues to support earlier return to work.

- Since April 2017, we have paid £2.1m into the Apprenticeship Levy; we've processed over 500 applications, have over 200 employees currently on an apprenticeship programme and we've had 64 employees successfully complete an apprenticeship.
- Created 60 Kickstart placements across the organisation to support young people into the workplace. These were fully funded placements for six months for 16-24 year olds at risk of/unemployed. Of these, 11 have already gone onto secure permanent employment within the council or in other organisations.

The Covid 19 pandemic brought about challenges that tested every local authority in the country. However, this brought about real achievements for the organisation which we are incredibly proud of. Some key highlights include:

- Responding rapidly to (daily) government guidance by creating and updating people policies and Frequently Asked Questions (FAQs)
- Ongoing support to managers and employees on workforce issues – increased cases of Covid/self-isolation/wellbeing of staff.
- Redeployed over 100 employees to other roles throughout the pandemic to support front line services, services under increased pressure, lateral flow testing and supported the NHS with setting up the vaccination centres and supporting the accelerated booster vaccination programme.
- Set up a Shropshire system-wide Personal Protective Equipment (PPE) acquisition, mutual aid and issue to front line staff.
- Furlough of Staff unable to work; averaged 350 employees per month on the scheme across schools and corporate, with over 800 per month at the peak of lockdown
- Vaccinations of front-line health and social care staff – working with the NHS to get our priority health and social care staff vaccinated.
- Staff and partner agency Testing Helpline – referrals through HR team to NHS Testing. Partners included Shropshire Towns & Rural Housing, Academies and Veolia.

- Support to managers in managing vulnerable employees through risk assessments, management referrals to Occupational Health as well as a dedicated telephone support for re-opening/operation of schools.
- Provision of a suite of wellbeing initiatives for employees.
- Health & Safety – Covid Secure workplaces/risk assessments/ guidance
- Annual seasonal flu vaccination programmes undertaken to protect our employees.
- Undertook two Staff Surveys (June 2020 and January 2021).
- Published a “We Said, We Have, We Will” document outlining commitments from the responses to the above surveys.
- Online support to Managers and Employees via webinars, examples being:
 - Managing your team remotely
 - Inducting new staff remotely
 - Resilience

Future Ways of Working

In October 2020 we established a New Ways of Working Group (NWOW) with manager representation from across the organisation as well as our Trade Union colleagues with the focus based on the following themes:

- Use of Admin Buildings
- Support for Homeworking
- Engagement with Staff
- New Deal for Staff
- Health & Wellbeing Support
- Communications & Consultation
- Technology

Aligned to this group we also set up an Employee Reference Group (ERG) made up of over 50 employees from across the organisation. The group has worked closely with the NWOW group, with sub-groups looking at specific projects to inform the overall Future Ways of Working proposals.

Approximately 75% of our office based workforce worked from home from March 2020 (rising to over 90% at the peak of lockdown). A small number of employees who were unable to work from home either due to the role they undertook/access to equipment or personal reasons continued to access our main HQ building.

As lockdowns and restrictions have eased we opened up our admin buildings across the county for employees to book space to meet and collaborate although a large proportion (over 1,000) of our employees have continued to work from home for the majority of the working week.

In September 2021 we launched our Future Working proposals with new categories of office use: Essential, Regular and Occasional. For those Regular and Occasional users, who will continue to work from home for the majority of their working week, we are paying a Home Working Allowance in recognition of the increased costs associated with working from home in this way. This arrangement is temporary for a 12 month period whilst we review usage of our admin buildings for bookable space/hybrid working and review our Asset Management Strategy.

7. What does the Council need to look like in future?

Shropshire Council faces major challenges with regards to how our services are funded, despite additional funding from government due to Covid. Meanwhile, demand for some of our services such as adult social care and children's social care is growing all the time.

The pandemic has seen us work in different ways and has opened our eyes as to what's possible and what we're all capable of. It has undoubtedly accelerated our adoption of new technology, changing the way that we communicate, collaborate and deliver our services.

As the restrictions of the pandemic begin to recede, it could be tempting to return to old ways of working, but the world has changed for good and we need to consolidate what we have achieved and continue to develop to meet future challenges. In April 2021, we launched our new change programme called 'Refocus' to do exactly that.

We also need to be mindful of the changing demographics of the workforce – working lives are lengthening as the UK population ages. As the UK state pension age rises, more older people will be in employment. By 2030, the number of economically active people aged 65 and over is projected to increase by one third. The UK is also now seeing emergence of a four generational workforce (baby boomers, generation X, millennials and the first of generation Z). This brings about fresh challenges to motivate a very diverse workforce.

There is also an increase in non-linear careers rather than 'careers for life'. People are continuing to work later in life. This shift is likely to lead to people having more stages in their career and making changes to new sectors or having 'portfolio careers', where they work in more than one area simultaneously. This, in turn, may lead to higher expectations of employers to make it easier for people to move in and out of roles and to create more opportunities for non-linear progression¹. Again this brings out a challenge to the traditional progression routes within local authorities and the flexibility of roles within them.

If we get things right, by 2024, our organisation and processes will be fully aligned to the needs of Shropshire citizens, with teams from across all directorates co-operating and sharing their knowledge and experience to maximise efficiency, productivity and outcomes. We'll have a strong grip on the financial management of the council, with everyone having a clear understanding of financial roles and their responsibilities.

Staff will work in an agile way, with less reliance on assets and resources and more use of tools and systems to do the job. We'll have fewer buildings, but those that we do have will be used to work with like-minded organisations, to support local communities and businesses, as well as to generate income. We'll have maximised the use of our key systems, applications and automations to minimise repetitive and time-

¹ The future of NHS resources and organisation development, Prerana Issar

consuming tasks, allowing staff to use their skills on activities that our customers and service users value the most. Everyone will have a clear understanding of the council's strategic objectives, and how they're personally expected to contribute to them. We'll all have access to timely and easy to understand information that tells us if our business and personal goals are being achieved.

We'll continue to invest in our people, appreciating that happy, healthy, supported staff are more engaged, motivated and productive. We'll actively identify and nurture our natural leaders across all levels of the organisation, knowing that they're key to our success. The workforce will have the skills and flexibility to rapidly respond to the changing demands of 21st Century local government. Further, excellent performance will continue to be recognised and rewarded, whilst poor performance will be addressed swiftly and consistently across the organisation.

Our customers and partners will perceive Shropshire Council as a trusted and responsive organisation with high levels of commitment, professionalism, accountability and engagement from its staff. The council will be recognised for its efforts to tackle Shropshire's carbon footprint and for how it supports the people and businesses of Shropshire with high quality infrastructure, such as county-wide broadband.

So, for our workforce of the future this means we need to create an environment where our workforce can achieve the following:

- A more mobile/agile workforce with a reduced need to be based in an office Monday to Friday 9am to 5pm;
- Greater flexibilities about where you can work – it's about what you do, not where you do it;
- Increased use of technology – engaging with our customers in different ways;
- Able to have more timely conversations using technology, decisions can be made quicker;
- The need to physically get together will be more socially driven rather than task based;

- Less travel and commuting to/from work / visiting clients;, contributing to our carbon reduction targets;
- Better work-life balance for a lot of the workforce;
- More flexibility in roles – ability to adapt to emerging challenges, as well as different career progression routes;
- A workforce that acts as a single organisation, focussed on the customer;
- A workforce proud to make a difference and recognised at an annual Staff Awards Ceremony.

However, we do need to be mindful of the long lasting impacts of the pandemic on our people and the change in the way we work which includes:

- The longer term health and wellbeing impacts of the pandemic – PTSD, stress, anxiety, depression, burnout etc. could lead to increased sickness absence levels and support required over a prolonged period of time.
- Long Covid – long term health impacts for some of our employees from having the virus.
- Delays to planned care in hospital may impact on our employees sickness absence levels.
- Confidence of our workforce to return to a more social environment – fear may be there for many for some time to come.
- The drivers and motivations for our employees may be very different - what was important before, may no longer be important now with priorities shifted.
- The impact of the loss of education of children of our workforce and the work to be done to get back to normal routines and levels of education.
- Isolation / loneliness for some of our workforce who live alone
- Home environments not always suitable for regular home working (for many reasons) so we need to provide options for our workforce as to where they work.
- The importance of clarity of roles/objectives for our workforce to deliver what is required to meet the organisation vision.

Based on the above, we need to ensure we recover and build resilience in the workforce through:

- Allowing time for employees to recover, take time out and recharge.
- Continuing to increase our wellbeing offer to support our workforce and monitor sickness trends carefully.
- Renegotiating the psychological contract we have with our workforce – what we expect of them versus what they get in return.
- Building a workforce that is resilient, adaptable and flexible to meet changing demands.
- Clarifying what skills will we need in future that we need to plan for now.
- Supporting our Managers to lead and manage in the new world.
- Ensuring we are clear on priorities, resourced in the right areas and employees have the skills to adapt.
- Maintaining safety at work – PPE, Testing, Vaccination etc to protect our workforce and service users.
- Maximising opportunities from a larger pool of available talent from other sectors to enhance our capabilities as an organisation.

8. How do we get there?

The Shropshire Plan

All of our people related activities should align to the priorities set out in The Shropshire Plan and through the Getting it Right Guide for our workforce. All employees need to feel that their role contributes to achievement of outcomes for our communities.

Our plans also need to align to the wider work of the Integrated Care System (ICS) for Shropshire, Telford & Wrekin as set out in the People Plan to ensure that we work collaboratively wherever possible as a system to benefit the wider workforce of Shropshire.

9. Our Workforce Priorities

Theme	Project/Activity	What we will do	When by	How these meet our priorities
Growing for the Future	Attract, Recruit and Retain	Review our approaches to recruitment activity to attract a wider and more diverse audience. Ensuring our brand is one of an Employer of Choice.	31 Jul 22	<p>Healthy Economy:</p> <ul style="list-style-type: none"> • Providing access to lifelong learning and building a population with the right skills to prosper, meeting business and enterprise workforce needs and achieving greater productivity and higher wages. • Developing Shropshire as a vibrant destination to attract people to live, work and visit the county • Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> • Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change • Focusing on diversity and inclusion for the workforce, addressing any inequalities • Putting our resources in the right place to support the organisation's priorities and balance the books <p>Healthy People:</p> <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential.
		Induction and onboarding to take account of new ways of working, engaging our future workforce earlier and in different ways.	30 Sep 22	
	Review and reduce our reliance on the agency and interim workforce but where we do require these, ensuring that we engage skilled, engaged workers that provide value for money.	31 Mar 23		
	Apprenticeships and Career Pathways	Adopt an 'Apprenticeship First' approach to recruitment and development, creating growth and career pathways within the organisation, to retain talent.	30 Sep 22	
		Increase the numbers of young people within the organisation through Kickstart and Apprenticeship opportunities.	31 Mar 23	

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Workforce Planning	<p>Embed workforce planning into service planning to ensure right people, right skills, right time, right place at right cost.</p> <p>Planning for the 'future workforce' and what this will mean for 5, 10 and 20 years time.</p>	<p>31 Mar 23</p> <p>31 Mar 23</p>	<ul style="list-style-type: none"> Working with partners to develop, commission and deliver the right services and support that meet needs in the right place, at the right time, that are high quality and value for money.
New Ways of Working	Agile/Mobile working post covid	<p>Review our temporary homeworking arrangements and agree permanent future working arrangements.</p> <p>Review of key policies to meet future ways of working:</p> <ul style="list-style-type: none"> Home Working Smarter Working Flexible Working <p>Undertake third full Staff Survey Plus smaller 'pulse' surveys</p> <p>Ensure we have an agile/ flexible workforce able to adapt and respond. Continuously improving our performance through reviews and lessons learned.</p> <p>Regular testing of our business continuity arrangements to ensure the organisation can respond to emergency situations effectively.</p>	<p>31 Aug 22</p> <p>31 Aug 22</p> <p>Spring 22</p> <p>31 Mar 23 then ongoing as part of regular reviews.</p> <p>Ongoing</p>	<p>Healthy Economy:</p> <ul style="list-style-type: none"> Developing Shropshire as a vibrant destination to attract people to live, work and visit the county Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change Focusing on diversity and inclusion for the workforce, addressing any inequalities Putting our resources in the right place to support the organisation's priorities and balance the books Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change

Theme	Project/Activity	What we will do	When by	How these meet our priorities
Belonging in the Council	Equality, Diversity and Inclusion	Improve awareness of Equality, Diversity and Inclusion across the organisation. Encouraging and role modelling Allyship amongst our workforce.	1 Apr 22 onwards	<p>Healthy Economy:</p> <ul style="list-style-type: none"> Developing Shropshire as a vibrant destination to attract people to live, work and visit the county Delivering excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change Focusing on diversity and inclusion for the workforce, addressing any inequalities Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change Communicating clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support. Putting our resources in the right place to support the organisation's priorities and balance the books
		Set up a council wide Workforce Diversity & Inclusion forum.	30 Jun 22	
		Review of our recruitment strategies to ensure these are inclusive.	30 Jun 22	
		Review our policies around Domestic Violence and Bullying and Harassment and look to become accredited to appropriate support organisations i.e. White Ribbon/Domestic Abuse Housing Accreditation (DAHA).	30 Jun 22	
		Working with the Integrated Care System (ICS) to develop a system wide employee network, representing all strands of equalities.	31 Mar 23	
Increase awareness and understanding of working in a democratic organisation and the role of members.	30 Sep 22			

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Leadership Development	Investment in our Leaders at every level across the organisation to equip them with the skills to engage, empower and develop talented people. Embedding the Getting it Right philosophy with teams as well as role modelling the characteristics and behaviours we expect of all our employees.	31 Mar 23 31 Mar 23	Healthy People: <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential. • Working with partners to develop, commission and deliver the right services and support that meet needs in the right place, at the right time, that are high quality and value for money.
	Management Essentials	Continue to develop our Management Essentials Handbook and training offer – supporting managers to undertake their roles effectively aligned to new ways of working.	Ongoing	
	Development of Performance	Embed a new Employee Performance Development Review process aligned to priorities set out in The Shropshire Plan and Getting it Right philosophy. Clarity of objectives for teams and individuals that directly link with our overall purpose and ambitions. Regular reviews taking place to monitor performance and adapt to changes	Jul 22 onwards 2022/23 Cycle of Performance Reviews Ongoing	

Theme	Project/Activity	What we will do	When by	How these meet our priorities
	Reward & Recognition	Review and develop Reward and Recognition strategies fit for the future workforce, rewarding high performance. Development of a Talent Academy where talent is nurtured and supported, with defined career pathways in place to support progression.	31 Mar 23 31 Mar 23	
Looking After our People	Health, Wellbeing and Resilience	We will continue to provide supportive health, wellbeing and resilience interventions to our employees through our Wellbeing Plan (Looking After our People). Roll out the Trauma Resilience and Management (TRiM) to targeted teams / individuals across the organisation. Achieve the next level of the Thrive At Work Wellbeing Accreditation. Regular engagement surveys of the workforce undertaken with feedback on 'We Said We Have, We Will'. Roll out of mandatory Display Screen Equipment (DSE) Workstation Assessment training for office, home and hybrid workers.	Ongoing 31 Mar 23 1 Sep 23 Ongoing 31 Aug 22	<p>Healthy People:</p> <ul style="list-style-type: none"> • Tackling inequalities and poverty in all its forms, enabling people to achieve their full potential. • Supporting Shropshire residents to take responsibility for their own health and wellbeing and achieve better outcomes, reducing need for long term or hospital care. <p>Healthy Organisation:</p> <ul style="list-style-type: none"> • Working with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with peoples' voices influencing change • Communicating clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support. • Putting our resources in the right place to support the organisation's priorities and balance the books • Enabling a happy, skilled, healthy, empowered, and proud workforce that influences and leads change • Focusing on diversity and inclusion for the workforce, addressing any inequalities • Ensuring members are supported to advocate for their constituents but to also be ambassadors for the Council

10. How will we measure if this is working?

A review will take place annually of this strategy to monitor progress and ensure it remains fit for purpose. Information that will inform this review will come from the following sources:

Feedback:

- from managers and employees, individually and via forums
- staff survey(s) – regular ‘pulse’ surveys, skills surveys, wellbeing surveys
- Member/Customer/Client/Partner Feedback

Data reporting: (a variety of measures from the quarterly HR Balanced Scorecard):

- Staff turnover
- Vacancy rates/Unfilled vacancies
- Staff sickness/Absence levels
- Recruitment campaigns
- Performance Development Reviews and Training Plans
- Employee learning and development
- Employee volunteer days
- Annual Leave balances
- Employee Surveys

Service Delivery Plans will contain more detail about how we will deliver the Workforce Priorities set out in Section 8 so that we can monitor progress on a regular basis throughout the year.

The strategy, alongside the other key council strategies will be regularly reviewed by the Resources senior management team and outcomes fed upwards to Executive Directors and Cabinet.

Workforce Strategy

2022 to 2025