

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

For Resolution

25th FEBRUARY 2010

Report of: Service Director : Strategic HR & WS

Title: **People (Workforce) Strategy 2010 - 15 : Progress & Consultation**

Officer Presenting Report: Robert Britton, Service Director: Strategic HR & Workforce Strategy

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RECOMMENDATION

The Committee is asked to:-

(1) consider the attached draft People (Workforce) Strategy 2010 - 2015 (Appendix A) and advise regarding any amendments or additions which Members consider should be included.

(2) note that consultation regarding the draft strategy has not yet been completed, and that this matter will be included on the agenda for the next meeting of this Committee, for approval and implementation.

Summary

The People (Workforce) Strategy 2010 - 15 responds to the specific needs of the City Council, whilst at the same time, takes account of the LGA & IdEA's circular re: a 'model' workforce strategy for local government (see Appendix B).

The significant issues in the report are:

As set out in the draft People (Workforce) Strategy (see Appendix A).

1. Policy

- 1.1 The new Workforce Strategy is the successor to the Council's Corporate Workforce Plan 2007/10.
- 1.2 It will set the framework for Corporate and Strategic HR/Workforce initiatives and policies, which will be monitored annually.

2. Consultation

2.1 Internal

To be carried out with the Trade Unions and the Self Organised Groups, prior to the March HR Committee meeting.

2.2 External

The strategy will be shared with other public sector organisations within the greater Bristol area, as part of an initiative aimed at greater collaborative working.

3. Context

- 3.1 The Workforce Strategy covers the following themes, as agreed by the Council's Strategic Leadership Team:
 - build capacity and capability
 - embed the right skills, attitudes and behaviours in our people
 - effective performance management
 - maximising the talent in our workforce
 - being an employer of choice
 - organisational workforce developments
- 3.2 Draft time-scales set out in the Strategy may vary as a consequence of the consultative process, and resourcing for the initiatives. These will be updated in the final version, at the next HR Committee meeting.
- 3.3 The Workforce Strategy will be under-pinned by annual directorate workforce plans, and by monitoring through SLT and progress reports to this Committee.

4. Workforce Development : Achievements to Date

4.1 The People (Workforce) Strategy builds upon developments and initiatives implemented in accordance with the previous Corporate Workforce Plan 2007/10. These are:-

- “New Ways of Working” incorporating home and remote working, flexible working, hot desking, etc.
- “Flexible retirement”, in accordance with provisions contained within the LGPS regulations (over 70 approvals to date).
- Young Employee initiatives aimed at addressing the problems of an aging workforce through BFI Trainees, Graduate Trainees and Modern Apprenticeship Trainees (100+ trainees and apprentices to date).
- Reviewing the services, and establishing separate “transactional” and “strategic” HR directions, aimed at improving services and reducing costs (in excess of £450k per annum).
- Introducing a pilot sickness absence (telephone line) scheme with an external health care provider (+ 25% reduction in sickness absence for targeted work groups).
- Implementing approved redeployment arrangements (through a “New Opportunities Programme”) which has reduced the incidence of redundancy, and associated costs.
- Completed an “Equal Pay Review” (Phase 1) following the completion of earlier harmonised pay and benefits reviews under “Single Status”, “Working Arrangements Policy” for 24/7 working, and “Tied Accommodation for Residential Employees”, on a council-wide basis, and in locally managed schools.
- Improved performance management arrangements through PMDS appraisals (92% compliance in 2008/09) and improving performance procedures, together with a performance management scheme for Head Teachers
- A council-wide review of Learning and Development, which harmonises training and commissioning, and addresses other weaknesses identified in the previous CPA inspection.
- New Vacancy Management controls around the recruitment of permanent, temporary and agency staff.
- New people management competence framework linked to the “Bristol Performs” programme for managers and supervisors.
- New performance management initiatives led by the Chief Executive Deputy Chief Executive : “Bristol Performs” and directorate health checks regarding service performance (including HR and Finance).
- All posts at first and second tier Director level are subject to a pay related annual appraisal scheme.

- 4.2 A council-wide management review (Tiers 1 - 3) has also been carried out, which has resulted in an overall reduction in the number of posts.
- 4.3 Some of the above initiatives/strategies are contained in the new People (Workforce) Strategy, which also incorporates a wide range of other strategic developments.

5. Other Options Considered

- 5.1 None.

6. Risk Assessment

- 6.1 Not applicable at this stage. Each initiative will be dealt with separately as they are progressed.

7. Equalities Impact Assessment

- 7.1 Not applicable at this stage. Each initiative will be assessed separately, as they are progressed/consulted upon.

Legal and Resource Implications

Legal

There are no direct legal implications arising from this Report. It will be important to ensure that, where applicable, each initiative is carried out in accordance with the Council's procedures.

Advice from Husinara Jones for Head of Legal Services

Financial

(a) Revenue:

There are no Financial implications arising directly from this report. As these plans develop further any Financial implications will be reported through the appropriate channels.

(Advice from Stephen Skinner, Head of Finance, CSS and Chief Executive Depts)

(b) Capital:

Not applicable.

Land

Not applicable.

Personnel

As set out in Appendix A.

Appendices

Appendix A - Draft People (Workforce) Strategy

Appendix B - Circular from the LGA/IdEA

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:

None.

PEOPLE (WORKFORCE) STRATEGY 2010 - 15

Date of Implementation : 1 April 2010

**PEOPLE (WORKFORCE) STRATEGY
FOR BRISTOL CITY COUNCIL 2010 - 2015**

Introduction

We are an ambitious and rapidly improving authority, striving to continuously improve the services we provide to our communities. It is through our people that we can realise our ambition to put us into the top 20 cities in Europe in the next 10 years. To do this, we need to ensure that we have a workplace that is stimulating and supports everyone to contribute and achieve their best.

Our People Strategy provides the high level direction for our approach to making the most of our talent and to becoming an employer of choice. It recognises the valuable contribution that our people make to the Council's overall performance and in the delivery of top quality services to our communities. It also highlights areas where we will work with partners so that we have the capacity to increase investment in front line services and explore integration for the benefit of all citizens.

This strategy is a tool and reference to be used by service directors, managers and work teams in their service planning processes and will guide the activity of the Strategic HR and Workforce Strategy team for the next five years.

We look forward to working with you to continue in our journey to make Bristol a great place to live and work.

Leader of the Council

Chief Executive

Our workforce and where we are today?

Employing approximately 17,500 people, of whom 7,300 work in our schools, Bristol City Council is the largest employer in the South West Region. Here are some key facts about our workforce:

- Employee salaries account for approximately 37% of our gross budget.
- 46% of our employees work less than full-time hours, ie. they are either part-time or casual.
- Of these, 88% are women. Female employees outnumber male employees by just over 2.6 to 1, and they represent 52% of the top 5% of earners.
- Only 4% of our workforce is under 25 years of age, with the smallest age group being the 16 to 19 years old band (0.3%). This compares with 16% of our local population who are aged between 16 and 24.
- 35% of our workforce is aged 50 or over, with 1.9% employees aged 60 or over.
- Our workforce does not yet reflect our local black and minority ethnic community which is 12% of the local population. Only 7.3% of our employees currently represent these groups.
- 5.4% of our workforce has identified that they have a disability, consistent with the definitions under the Disability Discrimination Act 1995. This compares with 7.1% of our local population who are economically active.
- Sickness absence rates have reduced, but remain an area requiring further attention.

This tells us that our workforce is predominantly female, part-time and getting older. Most significantly, our workforce does not reflect the communities we serve and this requires urgent attention.

Despite some of the challenges that we need to address, there have been a number of successes and improvements over recent years and they are:-

- 92% of council employees had a performance review in 2009.
- Developing a new HR policies which promote and encourages smart working methods such as remote and home working
- Single Status Pay and Benefits Harmonisation across the council and in all schools
- Reducing the impact of losing highly skilled employees by introducing employee retention schemes such as flexible retirement and career progression schemes.

- New people management competence framework linked to the “Bristol Performs” programme for new managers and supervisors.
- Our absence rates have reduced from 9.13 to 7.68 days per employee during 2009.
- In our 2009 employee satisfaction survey 73% of our people said they were satisfied with their job.
- We have a Worklife Balance Policy that has achieved international recognition. It enables our people to make lifestyle changes but at the same time retain their skills and expertise.
- Through the council’s response to the recession we have put in place an Apprenticeships Scheme and a range of Traineeships that has led to an increase in the number of young people from a very low base.
- We have developed excellent working relationships with our partners in the city, and in neighbouring authorities.
- We have a well developed competency frameworks that cover all employees which forms an integral part of our performance management scheme.
- New performance management initiatives led by the Chief Executive (Deputy Chief Executive : “Bristol Performs”) and directorate health checks regarding service performance (including HR and Finance).
- All posts at first and second tier Director level are subject to annual appraisal, which determines whether or not they receive incremental progression or a reduction (at top of grade).

Our approach to people management will therefore recognise these issues and build on the successes in a way that will continue to motivate people. We will also explore ways to future-proof our workforce by developing the talent that already exists and welcoming a steady stream of new talent into the council using targeted programmes such as apprenticeships to ensure that we are seen as a desirable employer that values diversity and makes a difference.

Our local context and the key drivers for change

The organisational assessment of the Council by the Audit Commission in December 2009 stated that the organisation is performing well. It highlighted that we are realistic and self aware and target efforts at areas of poorer performance. This has resulted in sustained improvements in areas of historically low performance, although more remains to be done.

We need to close the gap and reduce inequalities in our most deprived neighbourhoods and continue to improve outcomes for children and young people. To support our priorities we have also devolved powers to neighbourhoods through the creation of neighbourhood committees. We are also working in a context where we face enormous challenges over the next five years as the city begins to move out of recession. We will need to work closely with our partners to make tough decisions over priorities in a context where the financial landscape for public services will be extremely challenging and our workforce will have to reduce. At the same time, we need to make our workforce much more diverse and responsive to changing priorities.

Whilst we have made significant progress, our transformation is far from complete. The 20:20 Plan - Our Vision for Bristol sets out the Bristol Partnerships ambitious plans and aspirations for all those who live and work in the City for the next 10 years. The "Transforming Bristol" programme is delivering better outcomes at better value for our customers and our employees as One Council. We now have a new shared services centre which started in December 2009. Further business efficiencies will be generated through new ways of working, including rationalising office accommodation and smarter working. Another programme – "Total Place" will also deliver more effective working arrangements with our public sector partners in the city and the Council's Medium Term Financial Plan which sets out the strategic issues in respect of future council expenditure requirements. This programme must incorporate a value for money culture in delivering customer focussed services.

We face a number of workforce challenges. Firstly we will need to modernise our pay structures including those for employees in schools to enable us to become a high performing organisation with improved flexibility and productivity. Secondly we will need to ensure that our workforce deployment is effective and responsive to change. Finally, we will need to keep our staff motivated at a time of change and workforce reduction.

Our people strategy needs to be able to respond to this context. Firstly, with our partners we need to have clear workforce plans so we have the **capability and capacity** to deliver our priorities. Next, we need to ensure that our people have the right **skills, attitudes and behaviours** to be highly productive and effective smart workers. It will also be essential that we continue to embed and develop our **performance management** schemes so each and every employee is clear about what the expectations of them are. We will need to invest in growing our own **talent** and particularly ensuring we have a diverse workforce at all levels. Finally, we need to be regarded as an **employer of choice** where people enjoy working and are healthy.

The Vision for our future workforce

The whole of the Council's workforce at all levels, including all professions will be:-

- Guided in their work by our core values
- Neighbourhood and customer focused
- Positive and optimistic with a "can do" attitude
- Diverse and reflective of our city's neighbourhoods
- Motivated, talented, competent and skillful.
- Recognising talent and nurturing and developing our people for promotion through targeted succession planning .
- Healthy and an organisation where people enjoy coming to work.
- Responsive to the changing needs of our citizens
- Effective at managing career aspirations within a flexible and progressive career structure.
- Skilled to deliver our ambitious plans. This will include technical and professional competence but as importantly cultural competence, project management skills, communication skills, the ability to work effectively with our partners and most importantly with our communities.
- Productive and flexible.

Our People Management priorities

Based on our local context and drivers for change and what we have achieved so far, we have set ourselves five strategic priorities that are designed to develop our people and maximise organisational performance so we are a great place to work. They are:-

- Build Capability and Capacity.
- Embedding the right skills, attitudes and behaviours in our people
- Effective performance management embedded throughout the whole organisation.
- Maximising the talent in our workforce.
- Being an employer of choice.

Alongside these priorities, we will deliver organisational changes which will effectively address the challenge of improving the skills of our people at the same time as reducing the size of the workforce as consequence of public spending reductions and efficiency improvements.

See APPENDIX Sections 1 to 6 which sets out our priorities in greater detail.

Turning the strategy into outcomes

This People Strategy is an assessment of our workforce requirements in 2010 and therefore represents our best assessment of the high level commitments that are needed for the next five years. The strategy is designed to be a “living document” and progress against the priorities will be underpinned by annual directorate Workforce Plans, and will be monitored and reviewed on an ongoing basis to ensure that work streams and projects within the strategy are delivered.

Workforce Planning arrangements

Integral to these arrangements will be the production of annual workforce plans by each directorate to be drawn up by Directorate Leadership Teams with their HR and Finance Business Partners. These plans will include workforce issues specific to the services concerned and also incorporate the directorate proposals to implement the people strategy.

APPENDIX

NB Dates set out in the right-hand column are indicative only, and may be subject to change

1. Build Capability and Capacity

We will achieve this by	Through	By
Planning for and forecasting our future staffing needs	<ul style="list-style-type: none"> •Rolling out a system of workforce planning across directorates and services, with a direct link to business planning •Ensuring that our organisational structure and the way we align services improve service delivery and customer satisfaction •Ensuring that our approach to resourcing is flexible and allows employee mobility both within the Council as well as across our partnerships •Having innovative ways to ensure that the knowledge of our older employees is retained and / or transferred post retirement and resignation 	April 2010 and ongoing
Working closely with our private and public sector partners	<ul style="list-style-type: none"> •Implementing our new Children's Workforce Strategy •Having learning and development solutions that can be shared across our organisations, and support career mobility •Co-locating cross-organisational teams to reduce duplication and increase impact •Providing opportunities for secondment into and out of local public and private sector employers; •Working with our partners on developing joint employment initiatives 	July 2010 (phased and ongoing)
Growing skills in new and emerging areas of priority and in areas of national demand	<ul style="list-style-type: none"> •Targeting our learning and development investment on themes arising from workforce planning such as: project management, cultural competence, customer focus, basic skills, professional skills including planning, housing, health, social work and social care 	April 2010 and ongoing
Strategically positioning our recruitment activity so that it fills key gaps in our capability profile	<ul style="list-style-type: none"> •Marketing the Council and our schools as desirable employers •Using positive action schemes to attract candidates from under-represented communities •Building relationships with schools, colleges, universities, Job Centre Plus 	Already implemented and ongoing

We will achieve this by	Through	By
	<ul style="list-style-type: none"> and other community groups •Constantly reviewing recruitment practice and procedures to ensure that they deliver top quality candidates and reflect the Council's employment brand 	
	<ul style="list-style-type: none"> •Working with public sector partners on integrated recruitment and retention solutions. 	From Jan 2010

2. Embedding the right skills, attitudes and behaviour in our people

We will achieve this by	Through	By
Developing positive and empowered attitudes to change	<ul style="list-style-type: none"> •Driving a culture of continuous improvement through our competency frameworks •Providing opportunities for staff to innovate and take calculated risks to achieve more efficient and improved services •Transformation Directorate's OD team providing interventions to programmes and projects which are designed to support effective change management 	To be determined (joint initiative)
A single approach to learning and development which provides all our people with the same opportunities	<ul style="list-style-type: none"> •Creation of an integrated learning and development function for all employees and people managers •Increasing use of learning and development products through e-learning •Providing products that meet the strategic priorities of the Council 	July 2010
Raising awareness and understanding of the challenges facing the Council and our partners	<ul style="list-style-type: none"> •Working with leadership teams and programme boards to deliver integrated communication and engagement plans to support change •Developing feedback mechanisms to assess team and workforce awareness and understanding 	April 2010
Building the capability of leaders and managers	<ul style="list-style-type: none"> •Developing a tool kit of proven approaches that help deliver performance improvement that is sustainable •Having business change managers throughout the whole organisation •Developing and refining the Bristol Manager Framework to meet changed 	September 2010

We will achieve this by	Through	By
	business needs	
Building capability in project management	<ul style="list-style-type: none"> •Having in place a resourcing strategy which incorporates: •A cadre of qualified and trained project managers •A project management accreditation programme in place 	To be determined

3. Effective performance management embedded through the whole organisation

We will achieve this by	Through	By
All our people understanding what effective performance management is and how it links to organisational performance	•Directorate Performance Health Checks (DCX as lead)	Already implemented
	<ul style="list-style-type: none"> •New style employee induction programme •Tools and resources which are easily accessible •Ensuring that every employee owns their own performance objectives and that their agreed development needs are met 	September 2010 (phased)
All people managers effectively manage performance	<ul style="list-style-type: none"> •Management Development Products •Regular face to face meetings are held with all employees to provide feedback on performance •Tools and resources which are accessible and easy to use •“Bristol Performs” programme actively promoted and understood by all managers •Understanding how to deal with poor performance and where to get support. 	July 2010
Having meaningful engagement with staff on things that affect them and the work they do	<ul style="list-style-type: none"> •Ensuring all employees understand the Council's vision, values and context •Providing multiple channels for staff feedback as well as input into team support working arrangements and projects and programmes •Encouraging active participation in self organised groups, staff focus groups and trade union activities 	July 2010

4. Maximising the talent in our workforce

We will achieve this by	Through	By
Targeted development programmes for high performers	<ul style="list-style-type: none"> •Providing individual career mapping and support for potential leaders •Identifying employees who can be utilised as a corporate resource in areas of specialist expertise through our coaching programme •A programme of development centres for those identified in the top 10% of performers 	January 2011
Targeted support programmes for those who are not maximising their potential	<ul style="list-style-type: none"> •Timely agreement of constructive performance improvement plans •Clear objective setting and regular feedback •Linking all learning and development to employee competencies and job specific competencies •Identifying talent that is not being utilised or realised 	January 2011
Targeted development for aspiring leaders and managers from under-represented groups	<ul style="list-style-type: none"> •Providing mentoring and work shadowing schemes •Providing positive action skills development programmes •Developing a coaching programme to support employees 	January 2011
Recruiting, developing and promoting our “own” people	<ul style="list-style-type: none"> •Redesigning staffing structures with career progression scheme based upon accredited competence and qualifications rather than relying on vacancies and traditional recruitment methods. 	July 2013

5. Being an employer of choice

We will achieve this by	Through	By
Having appropriate reward mechanisms	<ul style="list-style-type: none"> •Full implementation of revised PMDS Appraisal Scheme 	April 2011
	<ul style="list-style-type: none"> •Continuing our annual Employee of the Year award and Make Your Mark scheme 	Already implemented
	<ul style="list-style-type: none"> •Fundamentally transforming our reward and recognition systems by: <ul style="list-style-type: none"> - making individual and team success highly visible 	April 2012

We will achieve this by	Through	By
	<ul style="list-style-type: none"> - providing guidance on local reward strategies - linking reward to individual performance and appraisal 	
Having pay and grading structures and conditions of employment that are competitive in the market, internally consistent, affordable, and reflect the business needs of the Council	<ul style="list-style-type: none"> • Ensuring that our pay structure meets our obligations and commitment to equal pay • Ensuring conditions of employment, job design and job families are sufficiently flexible to support the changing requirements of the organisation • Considering the implementation of market competitive non-pay related benefits 	November 2010
	<ul style="list-style-type: none"> • Ensuring that our HR policies and process are simple and easy to use and legally compliant 	Ongoing
Having a healthy and safe work environment	<ul style="list-style-type: none"> • Continuing to raise awareness of responsibilities and accountabilities in relation to health and safety as well as the management of risk • Rigorously managing employee attendance taking in to account new requirements following recent legislative changes and government recommendations to employers. • Assisting employees to return to work through rehabilitation and reasonable adjustment • Providing effective occupational health services including pre-employment screening, ongoing health surveillance, absence referrals and professional advice 	Ongoing
	<ul style="list-style-type: none"> • Implementing in-house sickness absence telephone line (Transformation - STS) 	Sept 2010 (tbc)
Fostering an employee relations environment based on the principle of partnership	<ul style="list-style-type: none"> • Establishing a consultation and negotiation protocol that is supported and enacted by both management and trade unions 	February 2010
	<ul style="list-style-type: none"> • Ensuring that we have effective mechanisms in place for meaningful dialogue with staff on issues that affect them and the Council, including a revised Council-wide JCC framework • Ensuring that we have effective channels for our people to provide effective 	May 2010

We will achieve this by	Through	By
	<ul style="list-style-type: none"> feedback on how we are doing •Partnership working with trade unions on key initiatives and projects that support our agendas relating to health and safety, learning and development and equalities 	
Recognising that as the largest employer in the Region, our employment practices can have a positive impact on our local community and the wider region	<ul style="list-style-type: none"> •Leading the way on community focused policy areas such as volunteering, sustainable travel, flexible working and healthy workplace initiatives •Achieving Level 5 of the Generic Equalities Standard •Championing national initiatives such as Apprenticeships and Graduate Entry Schemes 	July 2011
Being a healthy place where people enjoy coming to work	<ul style="list-style-type: none"> • Proactive employee health and lifestyle support programmes designed to improve well-being. • Introducing proactive health screening which will enable to us provide targeted programmes of support to employees and their families. • A healthy workplace strategy 	July 2014

6. Organisational Workforce initiatives

We will achieve this by	Through	By
Reviewing the Workforce	•Vacancy management controls (interim)	Implement'd - review April 2010
	•Reducing dependency upon agency workers	April 2010
	•Providing organisational design support to directorate management (from Transformation OD team)	To be determined
	•Production of annual directorate workforce plans, integrated with the Workforce (People) Strategy	From April 2010
	•Supporting organisational reviews and restructuring (HR STS and HR Business Partners)	Ongoing



ANNEX A

Proposals for the local government workforce strategy 2010

We are revising the Local Government Workforce Strategy to make sure it fully reflects the changing context and the progress that has been made in addressing local government's shared workforce challenges since the 2007 Strategy was launched.

The changing context for workforce issues

Since the Local Government Workforce Strategy 2007 was published there have been some significant changes in the context, including:

- The impact of the recession and the downturn, bringing changing demands and increased local unemployment in most areas;
- The ever increasing need to satisfy customers and citizens more, with less resources, is driving customer-focused service transformation and innovation, changing structures, roles, ways of working and the need for better skills in areas such as strategic commissioning;
- Partnership working, and the 'Total Place' approach, bringing many potential workforce issues, such as the need to change jobs/roles, responsibilities, management and organisational arrangements;
- The increasing drive to offer more choice for services users, such as the personalisation agenda in adult social care services;
- The importance of keeping staff motivated given all these different changes taking place, including potential staff reductions;
- The impact of the Baby P case, increasing authorities' problems in recruiting and retaining sufficient children's social workers;
- Demography changes such as the ageing society, the growing demand for adult social care and the need to ensure services reflect the ethnic diversity of their local communities;
- The need to manage pay and pension costs, including looking for effective non-financial ways of rewarding staff and recognising effort;
- The stronger links between councils' role in economic development and their need to demonstrate good practice as employers, including the government's expectation that public service bodies should take on more apprenticeships;
- European initiatives for example, the new regulations on agency staff will increase the cost of agency workers significantly.

Progress in addressing workforce issues

There has been huge progress in tackling local government's shared workforce issues since the first Local Government Workforce Strategy was launched in 2003.

66% of councils report that they have identified their critical current and future workforce issues and another 33% have done this for some services. 48% have put in place a programme to address these issues across the council, and 47% have done this in some services. 87% of councils with a programme of action in place report that it is currently effective, and 97% are confident that it will be effective in the future.

92% of councils now invest in leadership development. A growing number are taking a much more strategic and sophisticated approach to organisational development and employee engagement. Almost all are moving up the levels of the new Equality Framework.

Critical skills issues such as the need for more people with better business process improvement and procurement skills are being tackled. Most recruitment and retention difficulties have reduced dramatically since 2004, with only 52% of authorities reporting any difficulties, compared to 93% in 2004.

National initiatives, such as the national graduate development programme, have contributed to improving local government's image as a good place to work. Most councils are now well on the way to agreeing and implementing single status agreements.

Many excellent initiatives are being taken by Regional Improvement and Efficiency Partnerships, working with Regional Employers, to support councils in tackling their shared workforce issues regionally.

Local government has built a firm foundation to enable councils to tackle the workforce challenges that lie ahead.

Proposed revised vision

The proposed revised vision is:

We want local councils, with their local partners, to be able to achieve their strategic ambitions because they:

- *Have visionary, ambitious, effective and joined up leadership;*
- *Have streamlined, customer focussed, value for money ways of working;*
- *Attract, develop, motivate and retain the right people with the right skills for success to work in local public services;*
- *Offer flexible and fair rewards, that promote high performance;*
- *Reflect the diversity of their communities, both in their workforce profile and in their workforce practices.*

Proposed revised strategic priorities

The proposed revised strategic priorities are:

organisational development – *effectively building workforce support for new structures and new ways of working to deliver citizen-focused and value for money services, in partnership;*

leadership development – *building visionary, ambitious and effective leadership which makes the best use of both the political and managerial role, operating in a partnership context;*

skill development – *with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context;*

recruitment and retention – *with partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues;*

pay and rewards – *Modernising pay structures and improving flexibility and productivity to reflect challenging budget and efficiency requirements, as well as new ways of working; encouraging a total reward approach to promote high performance in the new context.*

More details

The draft strategy, including the proposed key areas for action, locally, regionally and nationally and updated performance indicators is available on: www.idea.gov.uk/workforcestrategy

If you have any questions about the Workforce Strategy please contact Joan Munro on joan.munro@idea.gov.uk or by telephone on 020 7296 6579.