



The Ninth Pay & Workforce Strategy

DELIVERING THROUGH PEOPLE

2016-2019

December 2015

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1 INTRODUCTION

1.1 The five national priority themes previously set by the DCLG Workforce Strategy still remain relevant to the construction of an effective local workforce strategy. These are

- (a) **Organisational development** – addressing the workforce dimensions of organisational transformation to deliver citizen – focused and value for money services, in partnership with other organisations and the community.
- (b) **Leadership development** – building visionary, effective and ambitious leadership to make the best use of political and managerial roles, in a partnership context.
- (c) **Skill development** – developing employees’ skills and knowledge in an innovative, high performance, multi-agency context.
- (d) **Recruitment and retention** – 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.
- (e) **Pay and rewards** – implementing effective approaches to reward the workforce while controlling employment costs to reflect budget efficiency requirements, as well as new ways of working and innovative working patterns.

1.2 Since the Council’s last Pay & Workforce Strategy was produced in November 2014, there have been a number of important developments both nationally and locally which have already impacted or are likely to impact on the way in which local government provides services to the community. They include:

Nationally

- Continuing financial constraints.
- The Living Wage and the Minimum Wage.
- Children and Families Act 2014.
- Family Justice Review
- The Care Act 2014
- The Better Care Fund.
- Raising the age of participation of young people to remain in education or training until their 18th birthday from 2015.
- New childcare disqualification regulations.
- Performance related pay arrangements for teachers.

Locally

- The election of the new Council
- The significant budget pressures on the Council.
- Town Centre regeneration
- Recruitment and Retention challenges which require constant monitoring and actions where necessary.
- The demographics of the senior officer structure as this (and the likely £95K severance payment cap) will fundamentally affect the type, pace and ease of leadership change.
- PSN framework requiring changes to information security for personal information.
- Temporary closure of Coral Reef for refurbishment.
- The continuing focus on how to best provide adult social care services.

1.3 The Council, in responding to the national and local agenda, has developed this strategy which is reviewed on an annual basis.

2 **PURPOSE**

2.1 The overall aim of this Strategy continues to be the need to identify the key Human Resource challenges facing the Council over the next three years and suggest actions which can be taken in response to these challenges.

The Pay and Workforce Strategy has also incorporated the key themes arising from the directorate workforce plans.

3 **THE NATIONAL JOURNEY**

3.1 The most recent Local Government Workforce Strategy by the Local Government Employers was published in April 2014 and there have been some changes since then.

Whilst the prevailing economic situation has been especially difficult for some years now, the underlying challenges facing the local government workforce have never really changed. There is continuing pressure to deliver more and better services with less resource through greater efficiency, service transformation and partnership development.

The level of change affecting the local government workforce is unprecedented since the 1970's and 1980's, which impacts not only on how the workforce sees itself and how it is seen by others but also on the psychological contract between employer and employee. The impact of continuing pay constraints /changes to terms and conditions, coupled with pension changes all have the potential to compound the challenges.

Job losses in local government, brought about by spending reductions will continue for some time. Government figures indicate that further losses of public sector jobs can be expected between now and 2020.

Whilst the impact of the economic downturn may have lessened as economic growth has begun to return, there has still been an extra demand for some services, but without any significant reduction in demand for others.

- 3.2 The public sector faces continuing uncertainties because of the financial constraints placed on it. On the one hand, staff may be prepared to stay longer with the organisation rather than risk moving job and home but on the other hand it could result in natural healthy turnover remaining stagnant. As the financial pressures on the public sector are widely publicised in the media, fewer people may see a local government career as a safe or desirable option. Whilst it is generally easy to recruit staff, significant difficulties exist in specific areas e.g. social workers.
- 3.3 The nationally imposed financial constraints have reduced all authorities' income, and pushed up costs leading to the need to make significant savings and service cuts, including reducing posts. The pressure to do "more for less", more efficiently and to increase productivity is greater than ever, especially through using technology to do more.

4 THE LOCAL JOURNEY

4.1 Demographic background

Demographic pressures have an impact. The 2011 Census indicated that the population of Bracknell Forest has grown by 3.3% from 109,617 to 113,200 between 2001-2011, with a 7% increase in the numbers of children under 5 and an 18% increase in the number of those over 65; this has a resultant impact on schools and adult social care support. The latest statistics available indicate that the population in July 2014 had grown to 118,025. And of course there is a significant house building programme planned to address the growing needs of the population.

Also increasing diversity in the numbers of residents from black and minority ethnic groups will affect both the workforce composition and service demands. There has been an increase in the number of ethnic minority pupils in schools over the last 12 years from 7.5% to 18.7% and the forecast is for this to continue.

The Census showed that 84.9% of the population was "White British" with the BME population being 15.1%. Currently 9.6% of pupils have English as an additional language and 79 different languages are spoken in our schools.

One impact of government's policies is that a significant proportion of employees in their fifties are likely to have to work to an older age before they can claim their pension; it could therefore be that a sizeable proportion of the workforce will consist of employees aged over 60, who are working longer than they wanted or expected to.

Equally the removal of the default retirement age means that workers over the age of 65 are now more common than in previous years.

4.2 Financial Background

Since becoming a Unitary Authority in 1998 the Council has made savings in its annual revenue spending in excess of £70m. Of this over £18m has been removed from budgets in the last few years against a net revenue budget of around £90m. By all comparative measures, the Council provides value for money. However, pressure on public sector spending remains intense and it is predicted that a further £25m of savings will be needed over the next five years.

This scale of savings coming on top of previous economies means it will not be possible to continue to deliver services in the way the Council has come to accept and expect. In order to meet this challenge the Council needs to find a framework for delivering services that allows it to innovate, find new ways of working and, in some cases, reduce what is done.

4.3 The Council Plan

The new Council Plan is rooted firmly in the Conservative election manifesto of 2015. It puts those election commitments into the post general election financial context to provide the organisation with a strategic approach and framework to meet the challenges ahead. In the past the council has made genuine and realistic attempts to please most residents for most of the time. With increasing pressures on spending and significant reductions in the amount of money available the expansive narrative of the last decade or so is no longer tenable and a new approach and narrative is needed.

The Plan contains a new 'harder' narrative to help the Council manage the real and large financial gap. The key messages include:

- Bracknell Forest is a good place to live with a mainly affluent, well educated and independent population.
- The Council will provide leadership and work with others to keep the borough a place where all residents can thrive and benefit from core services. What it does itself it aims to do well, but it must prioritise to live within its means.
- In targeting services, it will prioritise people and areas with the greatest need, early help and prevention so struggling or vulnerable people can maximise their opportunities to become independent.

4.4 The Plan sets out six strategic themes:

- Value for money
- A strong and resilient economy
- People have the life skills and education opportunities they need to thrive
- People live active and healthy lifestyles
- A clean, green, growing and sustainable place
- Strong, safe, supportive and self reliant communities.

Collectively, these themes are the Council's vision of what it wants the borough to be. Each theme is linked to key measures of success and performance indicators. The vision, themes and key measures provide the framework for it to deliver its new approach and be a Council that can adapt and innovate to keep Bracknell Forest a good place to live. This framework will be underpinned by Service Plans for each department.

- 4.5 Implementing the Council Plan over the next four years will mean that some services will change there will therefore be a significant transformation programme to reshape the structures needed for a changed service delivery model. Some of the notable points from the Council Plan are:
- All services to be reviewed over the next four years, including considering alternative service delivery models
 - Charging appropriately for services, including reducing the subsidy on some services
 - Seeking opportunities to generate additional income
- 4.6 Within this change of approach it's important to recognise that there will be significant staffing implications which will impact on the Pay and Workforce Strategy as those implications develop and become clearer. The Council will likely see a reduction of between 10% and 15% in its workforce. Natural turnover will help but that process will not be an easy one for everyone affected by it. The Council's Organisational Change Protocol will be key to ensuring the staffing issues are address equitably and in line with legal requirements.
- 4.7 It is part of the work of the Council HR teams to anticipate and react to change and to forecast the future skills and numbers required of local government through effective workforce planning. For example, the move to flexible ways of working will require different approaches to management and changed skills within the workforce in order to implement these changes successfully.

5 SKILLS, QUALIFICATIONS AND DEVELOPMENT ACTIVITIES

- 5.1 The Learning & Development team is able to take a wide corporate view on all training activities. There is a significant amount of development activity taking place and over 200 events are run annually. In addition, specialist training for staff working within Adult and Children's social care, formal management and other qualification programmes are offered. Increasingly employees are interested in training which leads to nationally recognised qualifications.
- 5.2 The requirement for social workers to re-register every two years with the Health Care Professional Council (HCPC) means that continuous professional development events are run to ensure that this group of employees are able to comply with the HCPC requirements.

Significant changes in terms of post qualification training requirements for all social workers, especially those in their first year post qualification have impacted on what is offered to employees.

- 5.3 Each year additional e-learning packages are produced to provide employees and Elected Members access to learning material at their convenience, rather than through face to face sessions. In 2014-2015, 1,988 employees successfully completed e-learning packages.

Bracknell Forest, as part of the Log Onto Care Thames Valley network, has enabled local authority social care employees and those working in the private, independent and voluntary sector in social care to access specialist e-learning packages including child sexual exploitation, working as a personal assistant, etc. During 2014-2015 over 4,000 packages have been completed.

6 BENCHMARKING

- 6.1 The 2014 Local Government Pay and Workforce Strategy survey contained detailed information on a range of issues including turnover, off the job training, sickness absence, etc. However gathering information for the survey for 2014/2015 has only just begun and comparative data will not be available until April 2016.

The HR function will continue to participate in other benchmarking groups (e.g. CIPFA) to identify how well it compares to other local authorities.

Performance Indicators	England local government employment 2014	Unitary authorities in England 2014	Bracknell 2014/15
All turnover	11.9%	12.7%	13.4%
Days off the job training per employee	1.2	N/A	2.9
Gross training expenditure per employee	£165	£102	£261*
Members gross training expenditure	£169	£166	£160
Sickness absence rates (days per employee)	8.4	8.7	5.2

The voluntary turnover rate for people with less than one year's service has decreased from 18.1% in 2013/2014 to 17.8% in 2014/2015, this figure includes staff on fixed term contracts who often leave before their contracts expire if a permanent opportunity arises elsewhere.

*The significant increase in employees taking up e-learning opportunities has led to the reduction in time spent away from the office and an overall reduction in expenditure although the spend per employee remains significantly above the local government average which demonstrates the Council's clear commitment to the development of its staff.

7 RECRUITMENT AND RETENTION ISSUES

7.1 Bracknell Forest remains an area of relatively low unemployment and high housing costs, and with a mixture of a skilled/semi-skilled population. Recruitment into posts of a generic nature eg administration continues to present no significant problems.

However, problems still remain with filling professional vacancies for some areas particularly childrens social workers, approved mental health practitioners and social care management positions. There is an outflow of experienced professionals into locum work where market forces are setting significantly higher remuneration rates than those paid in permanent employment. The Bracknell Forest situation reflects similar local difficulties and also nationally recognised issues across the U.K. However the Council still retains its reputation as an “Employer of Choice” because of its performance, its approach to employees and its job offer in terms of flexible benefits and flexible working.

7.2 The key priority areas for the next year are:

- Keeping a clear approach to recruitment activities in the face of new requirements in the Council Plan.
- Monitoring the use of key staff retention payments, “Golden Hellos” and Market Premia payments to respond to market forces. This is particularly the case for Childrens Social Care, an area where the Council has put in place a major retention package (and the recruitment of the CSC workforce will also remain a key issue).
- Addressing the difficulties of achieving change with the age profile of the senior leadership group (and the effect of new pension scheme regulations/severance legislation on managing that change).
- To further focus on the Council’s employer brand, especially in the light of the well-publicised public sector austerity measures.
- The continued development of approaches to enhance management competence and develop talent.
- Monitoring the potential loss of staff as the Council Plan takes effect (see paragraph 4).
- Monitor the effectiveness of the “Talent Talk” approach on development and retention of staff.
- Investigating the use of social media as part of recruitment practice.

- Further strengthening the links between learning and development and the recruitment strategy to embed “grow-our-own” as an attractive alternative to recruiting fully experienced staff. Apprenticeships will be used to support this “grow your own” approach.
- The recruitment exercise for the re-opening of Coral Reef.

7.3 Whilst Bracknell has a relatively low level of young people who are NEET (not in employment, education or training) but the Business and Enterprise section of the Chief Executive’s office is leading on Borough wide initiatives which will improve the position of these young people. The Council already uses apprentices within its own workforce, organises a local careers fair event, and supports work experience programmes within local schools.

8 THE FIVE WORKFORCE PRIORITIES – PROGRESS TO DATE

As identified in paragraph 1, the five national priorities have been used as the basis for identifying the key issues for the Council, what has been achieved to date and what still needs to be done.

8.1 Organisational Development

Key issues:

- Anticipating and tackling critical current and future workforce challenges.
- Engaging with staff in service transformation and other major changes.
- Developing new ways of working, including maximising the use of new technology and flexible and mobile working arrangements.
- Increasing workforce productivity (particularly through continuing to reduce staff absence which is already significantly below the local government average) and use of technology.
- Moving from the Achieving level of the Equality Standard to the Excellent Level.

What we have achieved

- Development of a single Equality Scheme 2012-2016 with workforce objectives
- Reaccreditation of the Achieving Level of the Equality Standard.
- Promotion of greater flexibility in terms of working arrangements and increased range of flexible benefits.
- In response to “Every Child Matters” 2014, revised and updated all safeguarding training.
- In response to the Care Act, 2015, provided training to all Adult Social Care staff on the implications of this with regard to working practices.
- Improved the clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through revising and digitising the appraisal process for 2015

What we still need to do:

- Continue to encourage managers and employees to make use of key outcomes from the Good to Great programme e.g. Secondment policy, coaching/mentoring initiatives.
- Update the on-line appraisal process, following a review after its first year of use.
- Develop the use of online and self service HR and Learning & Development systems making full use of the new iTrent system.
- Continue to benchmark services where appropriate.
- Use the results of the 2014 staff survey to improve the organisation eg through the work being done with the new "Recognition and Reward" Working Group.
- Further exploration of the use of mobile technology for staff.

8.2 **Developing Leadership**

Key issues:

- Creating leaders for the future.
- Developing partnerships to improve leadership and skills.
- Developing the leadership capabilities of officers

What we have achieved:

- Managerial and supervisory competency frameworks integrated into all management programmes.
- Accreditation by the Institute of Leadership and Development of Level 3 and a Level 5 Coaching/Mentoring Certificate Programme.
- Produced e-learning package relating to the managerial competencies
- Produced development material, including e-learning for employees including the use of social media.

What we still need to do:

- Put in place a programme focussed on Developing Future Chief Officers as a means of ensuring leadership succession planning.
- Focussing Leadership skills on service integration, shared service provision and commissioning.
- Develop suitable mechanisms to ensure all social workers are able to comply with all recommendations of the Social Work Taskforce.
- Enhance and expand management development opportunities.
- Develop our processes in line with the Department for Education proposed new knowledge and skills standards for qualified social workers at all levels, including preparing staff for mandatory testing

8.3 **Developing Workforce Skills and Capacity**

Key issues:

- Maximising access to learning and development opportunities for employees.
- Developing an ever more flexible and skilled workforce.
- Improving skills for managers, including developing new skills e.g. commissioning, working in partnerships, managing flexible working effectively, performance management.
- Improving skills for all staff in customer care.
- Enhancing partnership approaches to learning and development.
- Enabling the Council to meet the government's Data Protection and Information Security standards.

What we have achieved:

- Delivery of a wide range of management development opportunities for service managers.
- Redesigned the corporate induction programme linked to e-learning.
- Launched e-learning through the recognised provider for the public sector; to date 62 packages are currently available
- Expanded access to safeguarding awareness training to the wider children's and adult's workforces and volunteers.
- Delivered a range of workshops and e-learning opportunities in line with the government's Information Security requirements
- Developed a Performance Management toolkit to enable managers to support staff effectively as part of the Performance Management Good to Great initiative.

What we still need to do:

- Develop further equality and diversity related programmes eg faith and belief, cultural awareness, etc.
- Further develop and then embed a Performance Management toolkit to enable managers to support staff effectively as part of the Performance Management Good to Great initiative.
- Implement the new Learning Management system across the Council which will enable managers and staff to self manage their own learning.

8.4 **Resourcing, Recruitment, Retention and Diversity**

Key issues:

- Keep abreast of the challenges the new town centre will present by creating many job opportunities for Council staff.
- Remodelling the workforce in response to future trends.
- Maximising the use of technology to improve services (this includes a modern efficient HR system linked to effective business processes).
- Developing cost effective means of attracting suitable job applicants and retaining skilled workers.
- Developing suitable strategies to encourage a diverse range of suitable applicants to apply for jobs within the Council and to support their development including apprenticeships.

What we have achieved:

- Carried out Equality Impact Assessments (EIA) to ensure equality implications are taken into account in all policy initiatives.
- Continued to develop recruitment initiatives to expand the ways in which the public can find out about job vacancies, etc.
- Monitoring all aspects of recruitment for equality issues.
- Supported the contract requirements with Comensura for temporary agency workers to ensure that the Council obtains value for money.
- Tendered for a new HR/Payroll system which has been in place since August 2015.
- Developed a specialist microsite for Childrens Social Worker recruitment.

What we still need to do:

- Monitor the actions of other local authorities in this area and assess their impact; take steps to mitigate that impact on the Councils workforce.
- Continue to come up with innovative approaches to combat the serious shortfall in Childrens Social Workers.
- More detailed workforce planning to better predict need particularly in relation to local partners and in line with economic regeneration initiatives.
- Encourage a diverse a range of job applicants to increase workforce diversity
- Implement the new HR/Payroll system to provide fast and accurate workforce information to managers and develop the use of self service through this new system.
- Refresh and reinvigorate the approach to apprenticeships.
- Recruit a new workforce for Coral Reef.

8.5 **Pay and Reward**

Key issues:

- Competitive, fair and flexible pay structures.
- Equal pay.
- Clear linkage between service objectives and improvements.
- Modernising pay systems.
- Transparent pay structures for senior staff.
- The lack of pay increases for senior staff since 2008.
- Expansion of flexible working options.

What we have achieved

- Achieved total workforce integration onto the Bracknell Grading structure.
- Expanded the flexible benefits scheme.
- Produced an annual Pay Policy Statement in accordance with required statute.
- Reviewed the Council's severance policy to facilitate workforce restructuring.
- Addressed the issue of lower paid workers by implementing the "Bracknell Forest Supplement".

What we still need to do:

- Continue to explore additional flexible benefits for staff and make it easier to access benefits on-line.
- Reassess the value of the Bracknell Forest Supplement and adjust if necessary.
- Keep abreast of trends in pay at all levels to ensure the Council remains competitive in the market.
- Take into account the governments requirement's on the National Minimum Wage and Living Wage (as part of the Pay Policy Statement).
- Consider how case law affects pay requirements eg holiday pay for casual overtime etc.
- Press forward on the staff engagement group on Recognition and Reward.

9 DEPARTMENTAL KEY WORKFORCE PLANNING PRIORITIES

9.1 The Council has previously incorporated workforce planning into service planning with the aim of producing annual departmental workforce plans. Each department's key priorities will be reflected in their action plans and they will continue to monitor progress at a local level. The key priorities for each of the Council's departments are as follows:

Environment, Culture and Communities

- Support managers and staff through the Coral Reef shutdown and reopening.
- Monitor the ability to recruit and retain suitable candidates in key professional roles including planning, building control, regulatory services and engineers.
- Further proposed changes to planning regulations, including the impact of the National Planning Policy Framework.
- Potential regionalisation of some regulatory functions.
- Continue to support managers and staff who work on the redevelopment of the town centre.

Children, Young People and Learning

- Ensure the Children's Social Care Workforce is properly staffed through imaginative and appropriate recruitment and retention strategies.
- Review the arrangements for induction across the Children's and Young People's workforce.
- Develop the Children and Young People's workforce strategy as a result of the priorities identified through the Children and Young People's Plan (CYPP) and early intervention strategies.
- Support secondary schools with School Direct – the training and recruitment of newly qualified teachers.
- Support Head teachers and school leaders through effective performance management and performance related pay.
- Continue to operate a Newly Qualified Teacher pool and provide support to schools through recruitment and retention activities.

Chief Executives Office/Corporate Services

Council wide activities

- Develop an action plan to move to the Excellent level in the Equalities Framework.
- Commence the production of the new Equality Scheme for 2016-2021
- Implementing changes arising from employee involvement in the “Good to Great” programme which developed ideas from employees on how to further improve Council performance – including the launch of the Development and Performance Toolkit.
- Planning actions arising from the 2014 Staff survey including the establishment of two working groups on Cross Council Working and Recognition and Reward.
- Enabling managers to take greater responsibility for the learning and development requirements of their teams via direct access to the new Learning Management system.

Directorate activities

- Developing and launching the self-service options for managers through the introduction of the new HR/Payroll and the My Learning Space systems.
- Provision of support and legal advice to the Council in connection with the Town Centre re-development, the delivery of SALP sites for housing, the implementation of the Care Act, etc.
- Manage the key financial pressures including maintaining the property infrastructure and the costs of changes to ICT infrastructure.
- Implementing the actions arising for the Investors in People reaccreditation

Adult Social Care Health and Housing

- Ensure the skills of the wider adult workforce meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding.
- Integration with Health Services and also ensure that their learning and development needs of Public Health are met.
- Enhance the skills of the workforce to meet the needs arising as a result of the implementation of the Welfare Reform Act 2012.
- Impact of the introduction of the Care Certificate from March 2015.
- Reorganisation of Adult Social Care to provide a more efficient and stream lined service to the community including maximising the opportunities presented by service commissioning.

10 ISSUES WHICH WILL IMPACT ON THE COUNCIL'S WORKFORCE

(i) Staff Communications

This remains key to having an effective workforce as major change issues are fundamentally affected by communications particularly in cases of workforce remodelling and restructuring.

(ii) Mobile and Flexible Working

Current policies reflect the new flexible working arrangements and accommodate employment rights which also means that training and development activities are offered in a variety of different ways to accommodate these arrangements.

(iii) Audits and Inspections

The amalgamated Adult Learning Inspectorate, OFSTED and the Care Quality Commission, will continue as will audits of financial arrangements. The focus of inspections is moving towards one of identifying the impact of changes on the outcomes from those people in receipt of services. This has meant a greater emphasis on post course evaluation to identify how learning has been incorporated into practice. Less regular, planned inspections will be undertaken but with less notice being given.

(iv) Enhancing managerial skills and competencies

Supporting managers to develop new skills needs to be embedded into management thinking through training and HR advice. A new Performance Management toolkit has been developed as part of the Good to Great Performance management initiative..

(v) The actions of other potentially competitive employers

The Council will need to continue to monitor neighbouring Boroughs and the actions they are taking in relation to recruiting and retaining key staff in eg Social Care, Planning etc.

(vi) Developing and Nuturing Talent

As part of the Good to Great initiative and in response to the findings of the Peer Review in March 2013, the Council is working to better harness the creativity, talent and energy for change of its workforce, through a range of initiatives including secondments and mentoring. The potential loss of senior managers will mean a new Leadership Programme launched will be put in place to identify and support emerging talent.

(vii) Increasing and improving the e-learning offer

To maximise the Learning and Development opportunities for the workforce by providing more cost effective programmes.

(viii) **Using modern technology effectively**

In order to enable customers/service users to contact the Council at times and in ways which best suit them, the Council is actively working on promoting and improving access to Council services through a redeveloped website and customer portal and an improved Customer Relationship Management System.

11 A REVIEW OF THE 2014 PAY AND WORKFORCE STRATEGY

11.1 Achievements and actions still outstanding

There are 28 actions shown in the Action Plans of the 2014 Eighth Pay & Workforce Strategy. As the Strategy is constructed as a 3 year rolling programme not all actions will be completed in year 1. Therefore of the 28 actions 10 have been fully completed, 5 part completed, and 13 not completed because they have a longer timeframe .

11.2 The 10 completed actions are:

Priority Area 1

- Developed and implemented mechanisms to nurture and develop talent through mentoring, coaching and secondments.
- Revised and updated the 8th Pay and Workforce Strategy.
- Participated in benchmarking activities.
- Supported managers and employees to develop flexible working arrangements

Priority Area 2

- Delivered a programme on Data Protection and Information Security.

Priority Area 3

- Expanded the use of the Common Induction and new managers standards and assessment tool in line with the requirements of the Care Certificate.
- Developed a performance management toolkit

Priority Area 4

- Ensured that the new HR/Payroll system provided the ability to provide improved management information

Priority Area 5

- Considered the Council's position on a new pay and grading structure
- Reassessed the value of the Bracknell Forest supplement

11.3 The 5 actions partially completed actions are:

Priority Area 1

- Capturing up to date information on the skills/qualifications of all employees through the new LMS and HR systems.

Priority Area 2

- Enhancing partnership approaches with regard to learning and development activities.

Priority Area 3

- Complying with the introduction of new induction standards for social care staff.
- Raising skills and competence within the private, independent and voluntary sector.

Priority Area 4

- Identify and access opportunities for external funding.

11.4 The 13 actions which will continue to be developed and hence have not yet been completed are:

Priority Area 1

- Implement actions required to achieve the Excellent level of the Equality Framework
- Continue to remodel the Children's and Adults workforce through organisational development activities
- Implementing the actions from the most recent Staff Survey

Priority Area 2

- Piloting the ILM level 5 programmes in mentoring and coaching
- Enhancing managerial skills and knowledge especially in areas of performance management skills

Priority Area 3

- Raising skills and competence in the private, independent and voluntary sector in care.
- Continuing to develop the skills of the Adult social care workforce including the provision of nationally recognised qualifications.

Priority Area 4

- Continuing to enhance the image of the Council as an attractive employer
- Working towards a diverse workforce which reflects the community
- Supporting the development of school leavers, graduates and older people particularly in areas of skills shortage.

Priority Area 5

- Monitoring the effectiveness of the Golden Handcuffs and other initiatives to recruit and retain key employees.
- Assisting departments in fitting staffing to available budgets
- Further developing the Council's flexible benefits approach

12 **CONCLUSIONS**

12.1 All the issues discussed in this Strategy will have a fundamental impact on the way in which the Council approaches achieving greater economies and improving efficiency, workforce planning, recruitment and retention, reward mechanisms and skills development of its staff. All these factors will need to be taken into account in the coming years and the Strategy adjusted accordingly.

12.2 The following documents inform and underpin the actions proposed in the Strategy:

- Medium Term Financial Strategy – General Fund Revenue Budget Book 2014/15
- Equality Scheme 2012-2016
- Creating Opportunities – a joint strategic plan for children and young people 2014-2017
- Staff Survey Action Plans 2015

13 **APPENDICES – ACTION PLANS**

13.1 The attached appendices are based on the 5 key national priorities outlined in paragraph 1 of the Strategy.