

Unrestricted



The Eighth Pay & Workforce Strategy

DELIVERING THROUGH PEOPLE

2015-2018

November 2014

CONTENTS	PAGE
1 INTRODUCTION	3
2 PURPOSE	4
3 THE NATIONAL JOURNEY- so far	4
4 THE LOCAL JOURNEY – so far	5
5 SKILLS, QUALIFICATIONS AND DEVELOPMENT ACTIVITIES	7
6 BENCHMARKING	7
7 RECRUITMENT & RETENTION ISSUES	8
8 THE FIVE WORKFORCE PRIORITIES – PROGRESS TO DATE	9
9 DEPARTMENTAL KEY WORKFORCE PLANNING PRIORITIES	13
10 ISSUES WHICH WILL IMPACT ON THE COUNCIL'S WORKFORCE	15
(i) Staff Communications	
(ii) Equal Pay/Job Evaluation	
(iii) Move to increased Flexible working	
(iv) Audits and Inspections	
(v) Partnership working	
(vi) Enhancing managerial skills and competence	
(vii) Developing and Nurturing Talent	
11 A REVIEW OF THE 2013 PAY AND WORKFORCE STRATEGY	16
12 CONCLUSIONS	18
13 APPENDICES – ACTION PLANS	19-25

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** – with partners, 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 2013, 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 continued integration of Public Health into local authorities.
- The Living Wage and the Minimum Wage.
- Children and Families Act 2014.
- Changes to the Disclosure and Barring Service.
- 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.

Locally

- Town Centre regeneration
- The significant budget pressures on the Council which will continue to impact on how services are delivered.

- Recruitment and Retention which requires constant monitoring and actions where necessary.
- PSN framework requiring changes to information security for personal information.
- 2014 Public Realm Services.

1.3 The Council, in responding to the national and local agenda, has developed this Strategy, Delivering Through People. The Strategy 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 – SO FAR

3.1 The most recent Local Government Workforce Strategy by the Local Government Employers was published in April 2012 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 up to 15% of public sector jobs will be lost by 2018.

The impact of the economic downturn has brought 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 eg social workers.

- 3.3 The recession has 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.
- 3.4 Demographic pressures continue to 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. 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. This will increase the pressure on schools and the schools workforce and increase the demand for teachers and non-teaching staff. In May 2014, the population had risen to 115,058 of which 25% are aged between 0 – 18 years.

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.

- 3.5 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.

4 THE LOCAL JOURNEY- SO FAR

- 4.1 The Council's six overarching priorities remain as:

- Priority one: a town centre fit for the 21st Century
- Priority two: protecting and enhancing our environment
- Priority three: promoting health and achievement
- Priority four: create a borough where people are safe and feel safe
- Priority five: sustain economic prosperity
- Priority six: value for money

4.2 Some of the local issues which the Council has to consider as part of its Pay and Workforce Strategy are:

- The Government's planned budgetary constraints which have shown that the Council's financial situation remains challenging.
- The continuing challenges of the recruitment and retention of staff in some key areas eg childrens social care.
- Changes to working arrangements and practices which will be required through flexible working.
- The impact of the town centre regeneration work in terms of an increased workload for some teams, changes in service delivery for others and its impact on employee recruitment and retention.
- Changes in legislation and the expectations of various inspectorates and government departments.
- The need for managers to improve their existing skills and develop new ones eg commissioning services, partnership working.
- The outcomes of the Council's Good to Great initiative for staff engagement.
- Creating opportunities – a joint strategic plan for Children, Young People and Families in Bracknell Forest, 2014-2017.
- Aging Workforce.

4.3 The Council needs to continue to take action to increase the level of “grow our own” opportunities, for example:

- A continued commitment to supporting Continual Professional Development (CPD).
- the agreement between the six Berkshire Authorities for more effective delivery of learning and development opportunities for the Adult and Children's social care workforces with particular emphasis on safeguarding.
- Joint agreements across the Thames Valley for training to support Approved Mental Health Practitioners.
- Leading the Berkshire partnership to facilitate training for 12 DfE funded graduates as part of the Step Up to Social Work programme.
- The “Schools Direct” programme to accelerate the progression of graduates into the teaching profession particularly in secondary schools.
- In collaboration with Bracknell & Wokingham College Apprenticeships, developing and increasing the numbers of apprenticeships offered within the Council.
- Developing and Nurturing Talent and Improving Performance Management as part of the Good to Great initiative.

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 2013-2014, 1,961 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.

6 **BENCHMARKING**

6.1 The 2013 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 2013/2014 has only just begun and comparative data will not be available until April 2015.

Unrestricted

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

Performance Indicators	England local government employment 2013	Unitary authorities in England 2013	Bracknell 2013/14 (2012 figures in brackets)
All turnover	11.4%	13.2%	12.64% (14.3%)
Days off the job training per employee	1.0	0.8	2.9 (3.3) *
Gross training expenditure per employee	£169	£138	£261 (£337) *
Members gross training expenditure	£147	£174	£204 (£286)
Sickness absence rates (days per employee)	7.7	9.6	5.5 (5.6)

The voluntary turnover rate for people with less than one year's service has decreased from 23% in 2011/2012 to 18% in 2012/2013, 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.

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 social workers, (especially those with experience in children's social care), 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:

- Monitoring the use of key staff retention payments (“Golden Hellos”) to respond to market forces especially with regard to social worker recruitment.
- To further focus on the Council’s employer brand, especially in the light of the well-publicised public sector austerity measures.
- The further adoption of flexible working practices as a recruitment and retention tool, with particular reference to improving the attractiveness of jobs to those who live beyond the usual travel-to-work catchment area and those returning to work after care responsibilities.
- The continued development of approaches to enhance management competence and develop talent.
- Monitoring the potential loss of staff to neighbouring authorities and devising strategies to combat that.
- 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.

7.3 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; as an employer it will be part of the Borough-wide initiative.

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 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 Good to Great
- 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
- Promotion of greater flexibility in terms of working arrangements and increased range of flexible benefits.
- In response to “Every Child Matters” 2013, revised and updated all safeguarding training.
- Improved the clarity of linkage between the Council’s business objectives/service plans and individual employee work objectives through revising the appraisal process for 2015/16.
- Reaccreditation of the Achieving Level of the Equality Standard.

What we still need to do:

- Implement the key actions arising from the Good to Great programme.
- Revise the appraisal process, in line with the move to online and self service HR and Learning & Development systems.
- Using the scheme developed in EC&C, create further Mentoring programmes across other Council departments.
- Improve the level of the Council’s Equality Standard from Achieving to Excellent.
- Continue to benchmark services where appropriate.
- Use the results of the 2014 staff survey to improve the organisation.

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 development material, including e-learning employees including the use of social media.

What we still need to do:

- 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.
- Produce e-learning packages on each of the 8 management competencies.

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.
- Equality proofed 100% corporate learning and development modules
- Delivered a range of workshops and e-learning opportunities in line with the government's Information Security requirements
- Developed a new Learning Management system which will enable greater employee self service.

What we still need to do:

- Develop further equality and diversity related programmes eg faith and belief, cultural awareness, etc.
- 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:

- 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.
- Supporting social workers to practice effectively.

What we have achieved:

- Continued to develop recruitment initiatives to expand the ways in which the public can find out about job vacancies, etc.
- Carried out Equality Impact Assessments (EIA) to ensure equality implications are taken into account in all policy initiatives.
- 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.
- Extended the JgP contract to August 2015.
- Tendered for a new HR/Payroll system which will be in place in 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
- Complete a staff survey in autumn 2014.
- 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.

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.
- 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.
- Completed the measurement of jobs as part of the job evaluation programme.
- Addressed the issue of lower paid workers by implementing the "Bracknell Forest Supplement".

What we still need to do:

- Review the need to implement a new pay and grading structure
- 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.

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 the department in major project work.
- Monitor the effect of any upturn in the number of planning applications which may lead to a knock-on effect of increased demand for Planning staff at more competitive salaries.
- Further proposed changes to planning regulations, including the impact of the National Planning Policy Framework.
- Potential regionalisation of some regulatory functions.
- Organisational and cultural changes due to the implementation of the 2014 Public Realm Contract.
- Continue to develop management competence through mentoring, network events and other support.
- Continue to support the implementation of safeguarding requirements across the department, in particular the Leisure and Culture Safeguarding Policy
- Support managers and staff through organisational change resulting from reduced funding for local government
- Support the department to maximise the use of reducing resources through effective management and identifying opportunities to deliver services in different ways
- 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.
- Establish strategies to improve the recruitment and retention of people into areas with skills shortages such as headteachers and experienced children's social workers.
- Assess the impact of the safer workforce training programme.
- Review the arrangements for induction across the Children's and Young People's workforce.

Unrestricted

- 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 the introduction of performance related pay.
- Continue to operate the Newly Qualified Teacher pool.
- Support school improvement through the HR activities for School Management Boards.
- Support the Department to maximise the use of resources through effective people management.

Chief Executives Office/Corporate Services

Council wide activities

- Supporting and facilitating employee involvement in the "Good to Great" programme which seeks employee input on how to further improve Council performance – specifically on Managing Performance and Developing and Releasing Talent.
- Continue to support HR aspects relating to office moves and the roll out of flexible working across the organisation.
- Enabling managers to take greater responsibility for the learning and development requirements of their teams via direct access to the new Learning Management system.
- Revising the Council's appraisal and personal development planning system

Directorate activities

- Seek to develop self-service options for managers through the specification of the new HR/Payroll system.
- Prepare for the delivery of the Combined Parliamentary, Borough and Parish/Town Council elections including the induction of new Councillors.
- 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.
- Implement the Facilities Category Strategy.
- Working towards the Excellent level in the Equalities Framework.

Adult Social Care Health and Housing

- Modernise the Adult Social Care workforce to meet new skills sets.
- Continue to enhance the skills of the wider adult workforce to ensure that the levels of competence meet those set out in the East Berkshire Workforce and Development Strategy for Safeguarding (2014).
- Ensure that the learning and development needs of public health are met in line with annual requirements.

- Enhance the skills of the workforce to meet the needs arising as a result of the implementation of the Welfare Reform Act 2012.
- Ensure that the workforce is equipped to implement any new requirements arising from the Care Act 2014.
- Integrate with Health Services. The shape of the workforce will require careful consideration along with services and other associated issues.
- Embed the current approach to Housing & Benefits services through the “Vanguard” system and reconfigure the workforce to support a more customer-centric approach.
- Impact of the introduction of the Care Certificate from March 2015.

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) Pay and Job Measurement

This subject to continuing discussions with the trades unions and Members. The Bracknell Forest Supplement has now been implemented and will be reviewed in April 2015.

(iii) Flexible Working/Time for a Change Accommodation Project

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.

(iv) 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.

(v) 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 is currently being developed as part of the Good to Great Performance management workstream.

(vi) 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.

(vii) **Developing and Nurturing 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.

(viii) **Increasing and improving the e-learning offer**

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

(ix) **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 new website and customer portal and an improved Customer Relationship Management System.

11 A REVIEW OF THE 2013 PAY AND WORKFORCE STRATEGY

11.1 Achievements and actions still outstanding

Of the 27 actions shown in the Action Plans of the 2013 Seventh Pay & Workforce Strategy. 13 have been fully completed, 13 part completed, and 1 not completed principally because they have a longer time frame or are part of the Good to Great workstreams.

11.2 The 13 completed actions are:

Priority Area 1

- Safeguarding training has been revised, updated and provided to relevant groups of staff.
- Maintained the “Achieving” level of the Equality Framework.
- Revised and updated the 7th Pay and Workforce Strategy.
- Introduced an employee health check programme.
- Participated in benchmarking activities.

Priority Area 2

- Delivered a programme on Data Protection and Information Security.
- Provision of a pilot Level 3 ILM coaching programme only delivered.

Priority Area 3

- Provided support to social workers to ensure they met the professional standards required by HCPC and the College of Social Work.
- Developed material in support of the Time for a Change Programme.
- Updated and equality proofed equality and diversity training available to staff.
- Implemented the Bracknell Forest Supplement.
- Developing a performance management toolkit (part of Good to Great).
- Develop appropriate mechanisms to nurture and develop talent (part of Good to Great)

11.3 The 13 actions partially completed actions are:

Priority Area 1

- Remodelling the Childrens and Adults social care workforces through organisational development activities.
- Continue to support managers and staff to develop flexible working arrangements.
- Fully implement the actions from the 2012 staff survey – progress has been made on all of these but they have not yet been fully implemented.

Priority Area 2

- Enhancing partnership approaches with regard to learning and development activities.
- Enhanced managerial skills and knowledge.

Priority Area 3

- Revision and introduction of new induction standards for social care staff.
- Raising skills and competence within the private, independent and voluntary sector.
- Expanded the use of the social care common induction standards and assessment tool.
- Continue to develop the skills of adult social care staff.

Priority Area 4

- Ensure the Council's new HR/Payroll system provides improved management information.
- Identify and access opportunities for external funding.

Priority Area 5

- Further develop the Council's flexible benefits approach.
- Examine the total reward package to ensure it is modern and in line with Best Practice.

11.4 The 1 action not yet completed, is:

Priority Area 1

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

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 2013/14
- Equality Scheme 2012-2016
- Creating Opportunities – a joint strategic plan for children and young people 2014-2017
- Staff Survey Action Plans 2011
- Good to Great Action Plan and Peer Review 2013.

13 APPENDICES – ACTION PLANS

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