



South Staffordshire Council

Workforce Strategy

May 2019



'How our employees describe South Staffordshire Council 2018'



www.sstaffs.gov.uk



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Chief Executive



Foreword

South Staffordshire residents, businesses and visitors deserve the very best from their Council and we therefore need to ensure that we are able to respond to changing local needs, operate with reduced budgets and keep up with changes in the wider world. Thanks to everyone's contribution to our Efficiency and Income (E&I) Plan we are in a relatively strong financial position. However, we must continue to find new ways of working that increase income and reduce costs to ensure we don't drain our financial reserves - which will be needed to balance the books as Central Government funding reduces.

Our new Resource Planning and Prioritisation model (RPP) has helped the Council plan its finances and service provision for the medium term. However, we also need to have a clear vision of what our workforce needs to look like in the future and how it needs to operate to deliver our priorities. Our Council and Transformation Plans will also mean change and potentially impact on workforce development and the skills we will need in the future.

The workforce strategy pulls together a clear plan of what will be needed, recognising that the success of our Council depends upon attracting, developing and retaining talent and having the right infrastructure and rewards in place to make this happen. This document explains where we are heading as an organisation and how we need to work together to get there. It tells you what we will do to support our employees to develop the skills and attributes we need in the future.

During the course of the Corporate peer review last summer our employees received praise from a range of stakeholders. The fact that the Council was considered to be 'an effective and well-functioning Council that cares for its people' is confirmation our employees are extremely committed, hardworking and demonstrate our Ways of Working values.

Your ideas will be critical in helping us to provide working practices which suit modern lifestyles and facilitate service and workstyle transformation. We are committed to listening to you to make effective use of your knowledge and skills and help you to develop personally and professionally during your career with us.

As you look through our workforce strategy I hope you agree that this reflects what an excellent organisation we are and that it is possible to retain what is special about an organisation through times of transformation and change.

Contents

1. Introduction	4
2. Vision, Aims and Objectives	5
3. Overall shape of our workforce	6
4. Key workforce challenges	7
5. Training - Our focus for 2019/20	8
6. Action plan	9



1. Introduction

The public sector needs to review the services they deliver, the most efficient delivery models and what improvements they can make. Our E&I Plan has ensured the Council is improving its business-like approach and has a strong focus on increasing income, reducing costs and doing things differently.

During 2018 the Council commissioned iESE to review our service demand and workforce plans and the Council also underwent a peer review which included an examination of organisational leadership and governance. Both assessments have been important in determining the Council's direction of travel and readiness to respond to transformational change.

The peer review confirmed the Council has strong political and managerial leadership and work undertaken to date regarding our management structure and employee engagement has laid the foundation to increase the pace of our plans; for example the Codsall Community Hub and our Digital Strategy. In support of this the peer review recommended a refresh of the Council's 2017 workforce development strategy. Further, iESE emphasised the importance of ensuring our Ways of Working Values (Pride, Listening to People, Positive Relationships, Trust and Transparency) are fully integrated into our people development plans. This updated workforce strategy brings all of this together, identifying workforce development actions that will help us address any challenges and achieve our priorities.

Efficiency and Income Plan



2. Vision, Aims and Objectives



The Council Plan sets out our plans and priorities for our Place and Communities and the E&I Plan explains how we will deliver on these by enabling our employees to do things differently. This means encouraging our workforce to be innovative, flexible, agile and develop business skills. The Council's Ways of Working values define our culture and how we will work together as one team to achieve this. Our vision is to have a reputation for

- Taking pride in making South Staffordshire a positive, enjoyable and thriving place to live, work and conduct business.
- Listening to our residents and businesses.
- Positive working relationships with our residents, businesses, employees and partners.
- Being trusted for delivering high quality services and value for money.
- Transparency and integrity in everything we do.

Aims of the workforce strategy

1. To align workforce plans with our Resource Planning and Prioritisation (RPP) model, providing strategic direction for workforce planning.
2. Ensure we have a flexible, agile, motivated workforce which is crucial for bringing our strategic priorities to life and ensuring the Council delivers its objectives.
3. To bring about customer improvements by ensuring we attract and keep our talent - the right people with the right skills, experience and behaviours.

Objectives of the workforce strategy

1. Identify the key workforce challenges currently facing the Council.
2. Set out our organisational development plans to address these. (In formulating our plans we have drawn on the LGAs 'Great People for Growing Places' research as well as considering issues that are local and relevant to South Staffordshire.)
3. Our plans focus on five areas:
 - Workforce planning.
 - Ensuring appropriate pay and benefits.
 - Effective recruitment and retention.
 - Leadership and management development.
 - A flexible, healthy, adaptable and skilled workforce.



3. Overall shape of our workforce

Employees
320

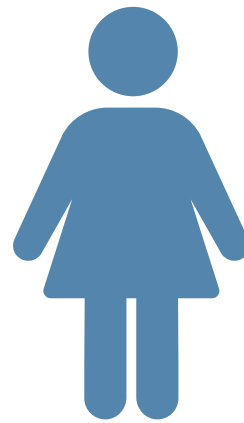
237.4 FTEs
162 full-time
158 part-time

Ethnic minorities
4.69%

Disability
2.19%

Turnover
12%

Female
38%



Male
62%



Gender pay gap
7.41%

Absence
6.91%

Age

3%
of our
workforce are
between the
ages of 16-18

11.5%
of our
workforce are
between the
ages of 19-25

16.5%
of our
workforce are
between the
ages of 26-35

21%
of our
workforce are
between the
ages of 36-45

28%
of our
workforce are
between the
ages of 46-55

20%
of our
workforce are
aged 56 and
above

Most recent Employee Survey Findings

74%
of our employees
understand the
priorities in our
Council Plan

64%
feel encouraged to
come up with new
and better ways of
doing things

81%
feel they can
speak to their line
manager when
needed

51%
feel encouraged to
balance their work
life and personal
life

61%
would recommend
the Council as a
good place to work

4. Key workforce challenges

Workforce planning

- Gender, ethnicity and disability data show many positives, however, measures to improve workforce representation issues are detailed in the Equality Trends report, for example 'improved reporting of disability data'.
- 48% of our workforce are aged 46 plus; 14.5% are between 16 - 25 and this age band has the highest number of leavers. A key challenge is understanding the reasons behind this and creating opportunities that attract/retain younger employees.
- The Council has a significant casual workforce (predominantly in Leisure Services). We need to ensure this is sustainable in light of future legislation/national policy.
- Some services are vulnerable to key single person dependencies and specific strategies to address these are required.

Ensuring appropriate pay and benefits

- Our existing salary levels are not always comparable to other larger councils close by. A key challenge will be ensuring we have appropriate and affordable reward strategies that are both fair and effective in recruiting and retaining our talent.

Effective recruitment and retention

- Recent recruitment challenges have been in the following areas: Planners, Finance, Surveyors, ICT, Business/systems support, HGV drivers, Street Scene, Arboriculture and Swimming Instructors. A key challenge is developing specific strategies for these and any future hard to recruit/retain posts.

Leadership and management development

- Leadership development will be critical in supporting our performance and delivering our priorities but will also be an important part of ensuring we achieve and maintain our values and the right organisational culture.

A flexible, healthy, adaptable and skilled workforce

- The Council has recently introduced its Ways of Working values and a key challenge will be ensuring these are integrated in our recruitment, performance management and development plans. Additional actions will be developing new skills and competencies (sales, marketing, and digital are priorities) and having a flexible agile workforce, as this will be essential in achieving our transformation plans.

5. Training - Our focus for 2019/20

Leadership and management development

- Our aspiration is for our future leaders to be leaders in their field and more adaptable with the ability to work across organisational boundaries in collaboration with partners.
- They also need to empower teams to be more self-managed to enable technical, specialist and front-line employees to focus on delivery and to move the decision making as close to the customer as possible.

Skills agenda to support our E&I Plan/ Route Map, Digital Strategy and Transformation Plans

- The Council will ensure that it provides appropriate skills development that supports the E&I Plan priorities.
- The Council's digital development plans include training to utilise and maximise functionality of major Council wide IT systems and training to support our technology, digital and transformation work streams. We also recognise that we need to do more work in understanding the reality of digital service transformation and the skills gap related to this.

Regulatory, technical training and CPD

- We recognise our responsibilities as an employer, in matters of governance and in the provision of public and regulatory services. The Council will continue to support technical training and continuous professional development to ensure our employees continue to have up-to-date professional knowledge and expertise.
- We will also continue to support the attainment of qualifications to assist in the development of our workforce.
- The Council is committed to maximising its return on the apprentice levy by aligning it to our corporate priorities and our skills agenda.

Embedding our values to develop our culture

- During 2018 the Council introduced its Ways of Working values **Pride, Trust, Transparency, Positive Relationships, and Listening to People**.
- The intention is that these values, which are corporate standards of behaviour, will become even more ingrained in the organisation and they will be integrated within recruitment, performance, recognition and training so that they become enhanced and embedded in the organisation in a way that is natural and meaningful.

6. Action plan

<p>Workforce planning</p>	<ul style="list-style-type: none"> • Workforce profile data to assist managers in forecasting future workforce need, resource and priority planning (RPP). • Review our casual/relief contracts/workforce (predominantly in Leisure Services). • Training to ensure good governance, budgetary and establishment management. • Management led identification of team training needs and where appropriate skills audits to identify workforce gaps or risks. • Service led measures to address skills gaps/single person dependencies. • Managers utilise vacancies for graduate/apprentice placements where possible.
<p>Ensuring appropriate pay and benefits</p>	<ul style="list-style-type: none"> • Conduct annual market pay benchmarking for business-critical jobs. • Review the Council's employment conditions and benefits. • Investigate reward models to inform pay strategy, address skills shortages, attract/retain talent and for succession planning.
<p>Effective recruitment and retention</p>	<ul style="list-style-type: none"> • We will establish a stakeholder group to: <ul style="list-style-type: none"> ▪ Develop our employer brand and benefits tapping into why people should join us. ▪ Review our recruitment approach to ensure we market and measure key skills and values to ensure we recruit individuals that reflect our values, for future need not just current and provide a quality experience for candidates. ▪ Develop a specific strategy for recruitment/retention of younger people and hard to recruit posts. • Make the best use of digitalisation and automation to improve recruitment processes.
<p>Leadership and management development</p>	<ul style="list-style-type: none"> • Measure our values-based leadership through 360 feedback processes and build on this to improve how we empower, manage and develop our people. • Take forward our new mentoring scheme for managers. • Implement ASPIRE our talent management programme for new and future leaders. • Coach employees to become more confident and adaptable to change. • Help employees with career development if our change programme no longer fits with their career preferences.
<p>A flexible, healthy, adaptable and skilled workforce</p>	<ul style="list-style-type: none"> • Prioritise training budgets and the apprentice levy to support the development of skills that support our E&I, transformation and digital plans. • Develop a new performance and development scheme changing the focus to an on-going conversation that concentrates on high performance, displaying our Ways of Working values and a strong feedback culture. • Continue to: <ul style="list-style-type: none"> ▪ Recognise employee achievement through our Ways of Working recognition scheme and the Big Thank You. ▪ Offer flexible contracts/working arrangements that support agile working and employee work-life balance where the business permits. ▪ Maintain our investment in employee welfare and well-being.