Workforce Strategy and People Plan

2012 - 2015

North Tyneside Council Workforce Strategy and People Plan 2012 - 2015

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1.0 Introduction

In order to provide the best possible services to the people of North Tyneside, the council needs to ensure its staff are well skilled, motivated and supported to deliver what is needed and expected. It also needs to ensure that it is able to recruit, retain, develop and manage staff in line with current and future expectations.

The council launched its Workforce Strategy and People Plan in 2010 which set out how it maximises these crucial resources to look ahead and ensure that the right people with the right skills are in the right place at the right time to deliver our corporate priorities and objectives over the next three to five years.

There has been much progress in many of the areas since the launch of the Workforce Strategy and People Plan 2010 and this has led to positive outcomes for the Council and services. We have a lot to celebrate in relation to the outcomes our services are delivering. We already have high performing valued services because we have the right staff in the right place who are well led and are motivated and skilled in making a difference through effective leadership and workforce development. Some of our positive outcomes are in relation to:

Workforce effectiveness through:
- Increased organisational capability through various OD and workforce development programmes, ensuring they are fit for purpose, complementary and consistent across all service areas – revised IPR process, updated behaviour and skills framework, delivery of the releasing the potential of the workforce programme, revised workforce development programme to meet new skill set going forward.
- Introduction of accurate and timely workforce profiling for managers to assist in effective workforce planning
- Introduction of a Business Management System to support employee and manager self service
- Approval of the pay policy for North Tyneside Council
- Introduction of an employee relations framework, setting out the Council's approach to the management of industrial relations

Employee engagement through:
- Improved employee engagement programmes including employee survey, staff panel and VOICE scheme
- Introducing a number of salary sacrifice schemes and an employee benefits platform
- Analysis of the current and desired culture and areas for development

Workforce efficiencies through:

- Concluding job evaluation and introducing a new pay and grading structure
- Restructuring and redesign services of the Council with efficiencies delivered.
- Changing terms and conditions through agreement with trade unions, ensuring they are appropriate for the financial climate.
- Significantly reducing agency spend and systems introduced to control workforce costs.

The benefits for residents are services being delivered by a more highly skilled, motivated and flexible workforce that ensures value for money services which make a difference to the communities they serve.

Although the Workforce Strategy and People Plan 2010 has had some significant impact, the scale of the change we face means we need to revise this document to reflect the changes in the local government landscape in which the Council is now working.

The Council face some huge challenges in terms of the shape and size of local authorities by moving from a delivery to a strategic commissioning model, the integration of public health into local government, the personalisation of services, declining resources and growing demands for services because of a growing ageing population. With this in mind we need to be smart in our approach and clear about our priorities.

We can respond to these challenges by ensuring there is a working environment that enables everyone to work to the best of their ability and to go the extra mile in delivering services that people want and need. The council isn't complacent and recognises the need to be innovative and proactive in order to determine its own path and to empower staff and residents.

The council has a good base to build on but operates in an environment where change is constant and essential to meet changing needs and reducing resources. The council needs a workforce that can do things more efficiently and effectively whilst improving customer satisfaction and community empowerment. The Council also needs a significantly different operating model and new ways of working if we are to respond appropriately to the challenges ahead. By having an effective Workforce Strategy and People Plan, the council can build on what works well whilst thinking about what needs to change as we move forward. We want to be an employer of choice and an organisation respected for the quality of all its services and activities.

What success will look like?

A critical aspect of delivering this strategy will be ensuring that we evaluate its effectiveness. In doing so we will need to be clear up front on what the Council will

look and feel like if this strategy was successful. Key measure of success relates to the extent to which we deliver high performing, valued services which impact on the lives of the people we serve. In addition success will be evaluated through:

- A workforce who is able to flex to service delivery models for today and in the future.
- Successful cross organisational change with services effectively delivered through new models/ partnerships and arrangements.
- Effective industrial relations climate where trades unions work in partnership with the Council to make change happen.
- Effective approaches to rewarding and recognising council employees whilst ensuring employment costs are controlled.
- High levels of employee engagement where staff feel motivated, feel valued, listened to and empowered to make a difference.
- Workforce planning fully integrated into business planning, with employee resources being utilised to best effect.
- Leaders and managers who champion and encourage a learning culture.
- Effective leaders and managers with the skills and capability to drive the necessary changes required.
- Ultimately that the council has the right people in the right place at the right time to deliver high quality services to the residents and customers of North Tyneside Council.
- The delivery of the Council's corporate priorities and the Change, Efficiency and Improvement Programme.

This strategy will measure the successes identified above through the following channels:

- Delivery of the Council's CEI Programme
- Delivery of service targets and outcomes
- Levels of customer satisfaction
- Employee survey measuring employee satisfaction in and engagement
- Controlled employment costs
- Delivery of the council priorities and Change, Improvement and Efficiency Programme
- Pace of change and delivery of workforce initiatives through agreement with trades unions

2.0 The National Context

There are two significant national factors that have and will continue to influence the strategic direction and operational requirements of the council's workforce; they are the economic situation and the Government's public service reform agenda.

This is taking place in the context of increasing demand for council services which are continuing to change to take account of:

- an increase in demand for services for older people due to an ageing population
- pressure for a more diverse workforce to respond to the needs of an increasingly diverse society

2.1 Economic situation

The proportion of the population (age 16-64) estimated to be economically active in North Tyneside was 80.9% for the year ending March 2011, significantly higher than regional and national rates.

North Tyneside forms a key part of the Tyneside economic area and is an attractive business location due to a combination of major business parks, good communications and available workforce. Between 2000 -2011 the number of registered enterprises in the borough grew by 18.2%, more than Tyne and Wear, the North East and England.

However the economic downturn, from mid 2008 onwards, has had an impact across the borough. For example the number of people in receipt of Jobseeker's Allowance increased from 3.5% of the estimated age 16-64 population in November 2008 to 4.8% in November 2011.

In line with other parts of the economy the public sector is facing an unprecedented period of declining resources. This reduction will have an impact on both North Tyneside Council and residents. The public sector accounted for an estimated 23.7% of total employment (employees plus working proprietors) in the borough in 2010. Estimates put the possible reduction in the number of public sector jobs in the North East at between 20,000 and 30,000 by 2015/16.

2.2 Public Sector Reform

The Government's Public Service Reform agenda, labelled as 'Open Public Services', is based on the following principles

- choice - wherever possible the Government will increase choice

- decentralisation – public services should be decentralised to the lowest appropriate level
- diversity - public services should be open to a range of providers
- fairness – We will ensure fair access to public services
- accountability – public services should be accountable to users and to taxpayers.

Key legislative changes include:
- Localism Act, which includes the 'Community Right to Challenge'
- Transfer of some public health function to local authorities in April 2013
- Piloting of Community Based Budgets, of which North Tyneside is a pilot for the National Troubled Families Programme.

The workforce implications of these National changes are that Councils are looking at new organisational and cross organisational structures that require innovative ways of working from staff, with changed roles, new skills and sometimes, a different employer. This has major implications for the workforce involved. If this approach is to be successful many employees will need to adopt new attitudes, take on new roles and behave differently. Flexibility and adaptability are as important as technical and professional skills. However well established professional disciplines and practices will need to be reviewed and updated. Partnership working and commercial awareness will be required to meet these challenges.

The National Troubled Families Programme, and imminent changes to Health and Social care provision, will require the Council to work with increased collaboration. For the programme to be effective in changing the lives of the most vulnerable in our communities there needs to be an increased capacity to work with those we find challenging to engage and work with, and support. Agencies will need to adapt working practices, opening hours and the availability of services outside the routine office hours so that fragmentation is eliminated and increased cohesion of multi agency provision brings about improved outcomes for service users. We will ensure workforce development takes account of the need to have staff in place who are confident of their role in this new environment and can take their place alongside other professionals, working effectively to agreed multi-agency priorities.

Successful service integration requires bringing together different organisational cultures and different performance management arrangements. It raises issues about staff working together on different terms and conditions. If budgets are pooled, it raises questions about who employs staff and the need for careful working through of any staff transfer arrangements.

There is a drive to radically change the core purpose of local authorities which is leading to a more strategic commissioning approach to service delivery rather than delivering these services ourselves. Government policy and initiatives are placing

more importance on partnership working with a focus on citizens and outcomes as well as pressures around resources. This has led to more outsourcing, shared services and joint ventures with the private and public sectors. All these changes mean that the number of staff directly employed by the Council is likely to reduce with the shape of the organisation being very different moving forward.

This Workforce Strategy and People Plan will need to reflect any actions outlined within the Public Health Workforce Strategy which is due to be published in the of Autumn 2012.

2.3 National Workforce Strategy

In 2010 the Local Government Association published the revised *Local Government Workforce Strategy: delivering through people* (previous publications in 2007 and 2005).The aim of this strategy is:

> "to support councils in achieving the skilled, motivated, flexible and diverse workforce they need to deliver value for money services that make a difference to the communities they serve".

The Local Government Workforce Strategy has retained the five priorities from the 2007 strategy. These are:
- Organisational development
- Leadership development
- Skill development
- Recruitment and retention
- Pay and rewards

These will continue to be themes within this Workforce Strategy and People Plan.

Both the refreshed Department of Children, Schools and Families *2020 Children and Young People's Workforce Strategy 2008* and the Department of Health's new Adult Social Care Workforce Strategy 2009 *Working to put people first: the strategy for the adult social care workforce in England,* emphasise the need to create integrated services across social care and health and wellbeing services and the importance of preventative and early interventions, focused on the needs of the service users.

In 2010 all upper tier councils, with their children's service partners, were required to set up local children's trusts. All children's services are required to publish a local workforce strategy. The Council's Children's Workforce Strategy 2011 identifies five priority areas:

- Responsibility to safeguard children – ensuring all members of the workforce know their role and responsibility to safeguard children

- Partnership and integrated working – continued development of partnership arrangements in support of integrated working
- Recruitment, retention and re-training, ensuring the efficient recruitment, retention and up skilling of a highly skilled and flexible children's workforce
- Training and development is seen as a continuous process to support the children's workforce to meet current and future needs
- Leadership and management, to strengthen leadership within the children's workforce arrangements in meeting the essential leadership role in inspiring staff to meet the outcomes for children and young people in North Tyneside.

The Department of Health has developed *Working to put people first: the strategy for the adult social care workforce in England (published in 2009),* which outlines six workforce key themes:

- The leadership of local employers in workforce planning whether in the public, private, or third sectors and of Directors of Adult Social Services in their strategic workforce commissioning role
- Ensuring the right steps are taken to promote recruitment, retention, and career pathways to provide the many talents the workforce needs;
- Workforce remodelling and commissioning to achieve service transformation; and
- Workforce development so we have the right people with the right skills; all to be in conjunction with
- More joint and integrated working between social, health care and other sectors; and
- Regulation for quality in services as well as public assurance.

The development of these strategies mirrors the principles set out in the Local Government Workforce Strategy. Both the children's and adult social care documents support and complement our corporate Workforce Strategy and People Plan and provide a mutually supportive approach across the council's strategies/plans.

3.0 North Tyneside Context

3.1 Sustainable Community Strategy 2010 - 2013

The Sustainable Community Strategy, developed by the North Tyneside Strategic Partnership, aims to improve the quality of life in the borough. The vision is:

"We want North Tyneside to be a place of opportunity, prosperity and vibrancy. A place where people are happy, healthy, safe, able to participate in a flourishing economy and achieve their full potential".

The strategy's four priorities are:

- **Regeneration** - Regeneration in North Tyneside is more than just physical change. It is also about developing the economic, social and environmental wellbeing of our diverse communities, and increasing community cohesion. Alongside the economic development of the area we will strike a positive and welcoming attitude to business. To encourage economic and business investment we will improve the skills of the population to improve their opportunities. In addition we will maximise the borough's connectivity with the wider Tyne and Wear economy. The physical regeneration strategy for the area will focus on regenerating the River Tyne North Bank, the coast and the retail centres.
- **Quality of life** - A good quality of life is central to the development of a sustainable community. This priority encompasses the health and wellbeing of individuals through tackling the causes of poor health, developing preventative approaches and supporting people living with long-term conditions. Also closely associated with this is the wellbeing of whole communities, via improved housing including Quality Homes for Older People, a better local environment and an increased feeling of community safety.
- **Best start in life** - Raising attainment after the age of 16 and improving progression into higher education and higher skills programmes are key challenges facing the area. Improving educational outcomes for our most deprived communities' post 16 will be a particular area of focus. These ambitions lie at the heart of our aim to establish a borough-wide Learning Trust that will create a high skill/high wage economy, which will improve outcomes for all residents.
- **Sense of place** - Maximising the opportunities linked to our heritage and local culture will be crucial to making North Tyneside a place where people want to live and work, both now and in the future. For this reason, many of the priorities cross cut with the creation of a sense of place and the importance of the heritage and culture of the borough, especially the regeneration opportunities outlined in priority 1.

These priorities will be delivered against a challenging national back drop and will only be achieved by taking a radical and innovative approach to how services are delivered.

3.2 The Change, Efficiency and Improvement Programme

The Change, Efficiency and Improvement Programme (CEI) sets out a comprehensive and cohesive approach to delivering change, efficiency and improvement in the borough. The change programme incorporates three themes that require radical and innovative approaches at every level. The themes are:

- **Theme A** (Services for People) covers Children, Education and Adult services and the supporting people aspect of Housing services. In addition it covers the transfer of and responsibility for the design of public health services in North Tyneside and the commissioning of integrated health and social care provider models where appropriate. This theme is about enabling better and more efficient access to education, employability, social care, health and well being services through new ways of working and supporting independence through increased prevention activity.
- **Theme B** (Business) is about introducing new ways to deliver a range of services through partnerships with public, private or voluntary/community sector providers, reducing central overheads and support costs as well as improving the effectiveness of our workforce and customer services.
- **Theme C** (Environment) is about introducing new ways to deliver environmental services and reducing costs on energy and transport as well as reducing carbon emissions.

The Workforce Strategy will be cross cutting, providing an enabling support to the delivery of all three themes.

The Council's priority objectives for delivering the CEI programme at every level are:

- **Cost reduction** – we will need to deliver significant savings over the forthcoming years by remodelling our services, reducing our overheads and improving our business operations.
- **Improve outcomes for people** – we need to test and assess all services in relation to their contribution to securing the social and economic wellbeing of our residents.
- **Improve resilience** – as we downsize we will need to make sure we are resilient enough in specialist areas so that we are not vulnerable to single points of failure.
- **Speedy benefit realisation** – the efficiencies we need to deliver are front loaded to 2011/2012 and 2012/2013. Cost savings therefore need to be realised as soon as possible. Consequently we will need to take every opportunity to deliver "early wins" as well as medium and longer term efficiencies by 2015.

- **Improve customer experience** – we need to create a joined up public service offer across the borough which improves customer experiences by joining up with other agencies to provide more seamless services and processes.
- **Protecting employment** and contributing to the regeneration of our borough – we need to retain jobs locally and stimulate investment and job creation.

To prevent the council having to make wide ranging deeper cuts in service that will impact directly on services to residents, it is proposing to move from being an organisation directly delivering service to the public, to one with a greater focus on commissioning services and working closer with partners from all sectors – public, private, voluntary and community sector. This will help to deliver better value to council tax payers and create a mixed economy of provision of services from a number of different providers, including the Council itself, BUT all working to the requirements laid down by the Council on behalf of residents and businesses in North Tyneside.

3.3 How the Workforce Strategy relates to the CEI Programme

The workforce strategy is cross cutting and underpins and enables change in all three themes being delivered by the CEI Programme.

The service, reform and rationalisation model underpinning theme A of the CEI programme is concerned with redesigning services to increase choice and control for vulnerable people (personalisation of services), commissioning of new integrated provider models across social care and health and wellbeing services and invest in prevention and early intervention. This will provide a number of workforce challenges such as: significant cultural change and new ways of working; different skill mixes; integrated working alongside colleagues on different terms and conditions from other providers; and revising staffing levels and job roles.

As part of theme B of the CEI Programme the Council is considering new models of service delivery with some back office/professional administrative services being provided by other organisations. This will deliver significant savings, service improvements and investment whilst protecting jobs. It will see the transfer of approximately 800 staff out of the Council in October 2012 to another provider who will then deliver services back to the Council. Linked to this the Council will need to revisit the corporate functions that will be retained to support the council in achieving its aims and objectives for the future. This will involve key strategic/corporate services that will be required to work alongside the service delivery areas across the council. The Council will also clarify how the centre will work alongside the services in the package to deliver high quality services going forward. This will inevitably involve significant culture change, new structures and job roles and new ways of working for the entire workforce.

Theme C is about introducing new ways to deliver environmental services and reducing costs on energy and transport as well as reducing carbon emissions. In order to make the necessary changes/savings will require a radical review of how services are delivered: whether these are delivered by the council or commissioned from other sectors / shared services with neighbouring authorities. With this comes a huge culture shift and new ways of working, changes in staffing levels and job roles, new skill mixes and behavioural change.

There will need to be robust mechanisms in place to support new models of service delivery and potential transfer of large groups of staff out of the Council. The implications of this will be a smaller council going forward which becomes more of a commissioner of services. With these huge changes come challenges around industrial relations, employee engagement and change management.

At the same time we will need to continue to control workforce costs and will modernise pay and reward and terms and conditions to ensure they are fit for purpose.

Finally we need to continue building capacity at all levels in the organisation to ensure we have employees who are resilient and have the skills, attitude, behaviours and confidence in making the change a reality. We will ensure the council has the right culture and can flex and adapt to the changes that we face.

3.4 Our workforce profile

As at 31st march 2012, North Tyneside Council had 7803 people in post which equates to 6261 full time equivalents. The table below outlines how this is configured across each directorate.

Directorate and Council Workforce Composition as at 31st March 2012

Directorate	Headcount	FTE
Chief Executive's Office	451	387
Children, Young People & Learning	1393	1034
Community Services	1978	1661
Finance & Resources	356	334
Schools	3625	2845
Total	**7803**	**6261**

These figures exclude agency workers, casual and sessional employees.

Below outlines our current workforce profile by key indicators.

- Gender of Staff **-** From the data provided the council shows that approximately 71% of the overall Council's workforce is Female. Information details most directorates have between 50-60% female representations, however the highest % female representation is within Children, Young People and Learning.
- Age of Staff - The data shows that the average age of the Council's workforce is 43. 33.09% of the workforce is within the age range 45-54 and 26.34% falling within the age range 35-44. 21.75% of the workforce is between 16-34 and 18.82% over 55. The council currently has 1.64% employees aged 65+. A key aim for the Council is to develop and support initiatives to make the Council's workforce more representative of the borough. The 2010 mid-year population analysis tool state that 37% of the working age population are under 35 years within North Tyneside, this compares to 21% of Council employees.
- Disabled/Non Disabled Staff **-** The following data in relation to Disability is supplied by employees on a voluntary basis; there is no mandatory requirement for employees to disclose personal information. The Council's current target is 2.50%. Whilst council employees declaring disability represent 1.78% of the workforce, however, 7.91% of the workforce has not declared this information which may impact the overall workforce profile.
- BME/White Staff - The following data in relation to BME is supplied by employees on a voluntary basis; there is no mandatory requirement for employees to disclose personal information. The Council's current target is 2%. Whilst council employees from BME groups represent 1.47% of the workforce, however, 5.83% of the workforce has not declared this information which may impact the overall workforce profile.
- Staff Turnover - Staff turnover only includes staff who are voluntary leavers from the organisation. The data shows the outcome for the council for 2011 – 2012 is 4.06% (this data excludes schools). The outcome for 2011 – 2012 is lower than previous years but this reflects the Council's ongoing programme of service re-engineering and redundancy programme. More detailed information on the workforce broken down by directorate and residents within the borough can be found in appendix A.

3.5. The employee opinion survey and culture audit

The employee opinion survey was carried out in May 2010 which provided is with an insight into what our employees think about us as an employer. Building upon the employee survey a culture audit of the organisation was carried out between October 2011 and January 2012. This provided an opportunity to understand the direction of travel since the previous employee opinion survey as well as gathering employee views on the desired culture required to meet future challenges.

It is important that the council uses this intelligence to inform this strategy. The high level results are outlined below:

3.5.1 Employee opinion survey of 2010

48% of employees completed the employee survey. The high level results are as follows:

Key areas to celebrate:
- Pay and working conditions
- Job roles & understanding what is expected

Areas for improvement:
- Working atmosphere
- Development
- Employee voice and involvement
- Line management
- Standards and behaviours

3.5.2 Culture audit of 2011/2012

Key strengths:
- Those statements that were valued most by employees were:
  - Teams work together to deliver excellent customer service to all customers and each other
  - The council ensures that customers are at the heart of everything we do, whilst delivering value for money
  - Teams are continuously looking for ways to improve what they do and take responsibility for making it happen
- Employees within the service areas are proud of the work they do and are willing to go the extra mile to make sure the customers' needs are met.
- There was a strong view that despite the challenges from increasing workloads and changes in the way things are done employees are committed to doing a good job.

Key issues and opportunities raised by employees:
- Enhancing the public image of the council
- Improving employee engagement and internal communication
- More openness's and genuineness in listening to employees views on how services could be delivered more effectively and efficiency
- Effective and visible leadership
- More cohesive and joined up working across teams

- Consistent management practice in relation to recognition, communication, performance and absence management.
- Creation of some employee values.

The above information has supported the council in developing its strategic priorities for the Workforce Strategy. The council has ensured the priorities and high level plans detailed within this strategy will help to strengthen customer service linked to the findings of the residents survey. The priorities and plans also focus on how the council will improve employee morale and job satisfaction, provide opportunities for employee development, improve employee communication and engagement and continue to develop leaders and managers.

4.0 Workforce Challenges going forward (delivering the CEI programme)

The focus moving forward needs to be on ensuring that we have a workforce that can work together to deliver an organisation that is able to take on any challenges and deliver the efficiencies we need to achieve.

The Council's Workforce Strategy and People Plan address these challenges through two key themes. A visual diagram summarising the key work streams to support these challenges is outlined below.

The drivers

The national drivers:
 * Economic situation
 * Public Service reform
 * Community Based Budgeting
 * The changing purpose of LA
 * Transfer of public health
 * Service integration across sectors
 * Aging population requiring more demand on services
 * A focus on preventative and early interventions
 * Localism Act
 * National Workforce Stratagy

The local drivers:
 * Sustainable Community Strategy
 * Council's Strategic Plan
 * CEI Programme

The workforce implications

Planning for the future and maximising resources
 * New service delivery models
 * Partners delivering services
 * Refined corporate core of strategic services
 * Restructuring of services and improvement to job roles
 * Shared services
 * Public health transfer
 * Employee relations climate
 * Effective approaches to managing change and employee engagement
 * Integrated workforce strategies
 * Redundancies, structures, redeployment
 * Effective approach to workforce planning
 * Health, safety and welfare of the workforce
 * Control of workforce costs
 * Pay policy and transparency
 * Move to total rewards approach
 * Flexible and affordable terms and conditions
 * New ways of working, culture change, structure and job design

Building organisational capability and capacity
 * Refreshed Workforce development programmes based on new skill sets
 * Refreshed approach to leadership development for top three tiers of management
 * Management development programme
 * Talent and succession management
 * Members development
 * Organisation development programmes
 * Culture change/new ways of working
 * Service WFD programmes

4.1 Planning for the Future and Maximising Resources

Continuous service improvement and service redesign will be a requirement of the future. We need to ensure we have robust plans/strategies in place for identifying and addressing the workforce dimensions of organisational change. The council employees will be engaged in these processes through service restructuring and new ways of working.

The drive for locality based decision-making, the Communities Right to Challenge and engagement of communities in designing and scoping services means we need a workforce that is responsive, representative and customer sensitive. The workforce needs to understand and respond to the conflicting voices of diverse communities. This requires flexibility and multi-skilling with staff willing and able to move between roles and teams. The council will continue to provide opportunities and support for neighbourhood engagement so that people feel involved and empowered so that they feel truly involved in decisions and activities that affect their lives.

A significant drive for change is the expectation that more services will be joined up and delivered across public services and in partnership with the private and voluntary sector. The council will continue to search for and find appropriate solutions for the circumstances in North Tyneside. The council will work with partners to create the most effective and appropriate workforce with roles and skills based around user needs and pathways. The creation of integrated services joint roles, assessment procedures and service centres will be explored further to maximise economies of scale and customer satisfaction.

As part of the Council's CEI programme major restructuring of services will continue to take place. Restructuring of services has moved on from the traditional approach to looking at more innovative approaches including identifying services that can be shared with other agencies, or delivered through partnership arrangements with others including local communities and voluntary sector agencies. The council will also consider alternative service delivery provider models e.g. mutual and co-operatives, joint venture companies shared services and social enterprises.

The Council structure will continue to evolve moving forward and we will be required to consider the nature of core services remaining and any client/contractor relationships. This will lead the Council to become more of a commissioner of services as well as a deliverer of services.

The role of the local authority as leaders of their localities and communities is not a new one but we need to further develop our vision for the borough and deepen our work with partners to deliver the vision. The council needs to understand and develop relationships with partners to ensure that we have sufficient expertise in networking and brokering to achieve benefits for all parties. The council wants to ensure we are working to a common vision and purpose.

The Government position in relation to Education encourages new/alternative delivery models, which could see more Schools opting to become Academies and Free Schools, whilst some may have conversion imposed by the Department for Education (an Academy Order). Academy/Free Schools have no direct relationship with the Local Authority as funding is received directly from Central Government.
  Whilst all Schools currently have choice in relation to which services they procure from Local Authorities, the view is that many Academy/Free Schools (and thus independent schools) may be required to procure services from external organisations rather than the local authority.

These significant changes will have direct workforce implications in terms of how we manage change and uncertainty.

The Council will need to continue to implement effective approaches to rewarding the workforce, that helps attract, retain and develop the right skills and flexibility within the workforce whilst controlling employment costs. Encouraging a total reward approach will promote high performance.

As part of the Localism Act 2011 the council is committed to show transparency in our approach to the pay and remuneration of its senior staff and the rest of the workforce pay. The Council's Pay policy statement was published in April 2012 to comply with the new legislation and will be developed in line with a total reward approach.

The employee opinion survey and cultural audit results will support work in relation to cultural development. Further work will also continue in relation to improving employee engagement and communication.

The council will continue to improve employee relations; ensuring actions and strategies support our partnership with employees and trades unions to achieve large-scale change and continuous improvement.

Finally initiatives and strategies around staff welfare, attendance and wellbeing will continue to be taken forward to achieve a happy, healthy and safe workforce. The council will also ensure that any further downsizing is well planned and implemented.

All of the changes highlighted above will require effective and proactive strategic workforce planning.

In relation to Planning for the Future our objectives are to:

1. Support workforce remodelling and commissioning to achieve service improvement, through working in partnership with others

2. Modernise our total reward package to ensure it is fit for purpose and enhances performance
3. Manage change effectively through workforce planning and employee engagement.

In order to meet our objectives we will:

- Maximise our human resources for the future.
- Ensure workforce planning links to business planning and the CEI Programme.
- Develop and implement HR initiatives to support workforce remodelling and commissioning to achieve service improvement.
- Progress with new models of service delivery and transfer of staff in line with best practice and legislation requirements.
- Restructure the corporate core of strategic services to ensure it is fit for purpose going forward.
- Effectively manage the restructuring, redundancy, redeployment and TUPE processes to support new ways of working and service delivery models.
- Proactively manage establishment control and workforce planning.
- Provide a smooth transition of public health into the authority.
- Develop a workforce which is more representative of the community we serve
- Develop and deliver a programme of workforce engagement and communication
- Develop and deliver council values and a culture change programme that will support the changes that will take place
- Modernise the employee relation's climate and deliver on the industrial relations framework ensuring trade unions work with us to achieve the changes.
- Maximise HR interventions to support partnership and integrated working across sectors.
- Continue modernising terms and conditions of employment and move towards a total rewards approach.
- Continue developing modern HR policies and procedures which support managers in effective management of people.
- Provide opportunities for staff to put forward ideas for service improvement and innovation.
- Continue improving the health, safety and welfare of the workforce
- Ensure a safe and supportive working environment and a healthy workforce to maximise attendance at work and increase employee wellbeing

4.2 Building Organisational Capability and Capacity

The Council needs to ensure it has the right numbers of staff with the right skills in the right place. These employees need to have the knowledge and aptitude to meet current and future challenges and feel confident they are working in an environment that is encouraging and motivating. The Council needs a clear development infrastructure and openness to innovation, which allows us to move forward more confidently and assuredly.

We need to continue to build visionary, ambitious and effective leadership to ensure the Council make the best use of political and managerial roles in a partnership context. This will require leaders who are:
- Competent, confident and resilient to deal with the complexity associated with current challenges but also to lead and inspire the workforce through significant change
- Strong and dynamic who can inspire and lead through the pace of change we need, fostering relationships and trust with the workforce and communities
- Able to lead partnerships across new systems and boundaries to drive change and support and involve the local communities in ensuring services are providing value for money
- Innovative and entrepreneurial to improve public services where leaders motivate others to change, showing a willingness to engage and being enthusiastic for learning.

With this in mind leadership and management development will be a priority for us in building capacity both at an officer and member level to tackle the new challenges. In particular the council will be developing and implementing leadership/management development programmes which build key skills for the future in areas such as:
- managing change
- strategic commissioning
- partnership working
- EIA and the implications on service delivery models
- fostering innovation
- commercial awareness
- business planning
- negotiation.

In order to meet the challenges moving forward we also need to ensure that we develop the skills of the workforce at all levels from management to front line officers/operatives. We need to make sure we have robust and effective workforce development plans and programmes in place at a corporate level for staff covering

equalities, health and safety, safeguarding, customer first, lean processing (see appendix C).

In addition to these corporate requirements, there are service and activity-based requirements, which need to be delivered to ensure that services are fit for purpose. The council needs to ensure that it balances the corporate needs with service specific expectations and ensure scarce resources are targeted where most needed.

The Council needs to operate in a framework that constantly raises performance where different needs are recognised and understood, services are accessible, sustainable, equitable and efficient. We cannot however be complacent. The council need to ensure that all staff feel empowered and accountable for raising performance standards. The council's Behaviour and Skills Framework will be reviewed to ensure that we continue to identify the key competencies and behaviours it expects of all staff and will put support mechanisms in place to support them in their development.

The council needs to continue looking for ways to attract, develop and retain the managerial leaders for today and tomorrow. We need to build upon our talent management programme ensuring we continue to develop leadership, entrepreneurial and change agents as well as creating an agile and flexible workforce to help meet some of the challenges moving forward. The council intends to implement a succession planning framework which will further support identifying the future talent for leadership roles and to put plans in place to grow that talent.

In addition to delivery of specific workforce and leadership development programmes we need to encourage a learning culture where a great deal of learning is through doing. We will ensure this takes place at the highest levels both in terms of SLT development, creating opportunities for stretching tier 3 managers and providing opportunities for those on the talent management programme (Releasing Potential of the Workforce Programme).

In terms of political leadership, the council will continue to develop elected members in their leadership, community representative and scrutiny roles. Detailed action plans attached to this strategy identify the key actions, which will be taken forward in relation to elected member development.

Ultimately the Council, through various OD programmes, needs to support its employees in addressing existing developmental needs and learning new skills and new ways of working. We need to also develop leaders and managers ensuring they have the crucial skills, which will address the challenges being faced.

In relation to Building Organisational Capability and Capacity our objectives are to:

1. Foster the development of political and managerial leadership skills and leadership behaviours at all levels in the Council.
2. Anticipate and effectively address critical current and future workforce development challenges.
3. Maximise organisational productivity and new ways of working, including developing an organisational culture that encourages innovation.

In order to meet our objectives we will:

- Ensure our behaviour and skills framework is fit for purpose and clearly sets out our required expected standards.
- Develop leadership at all levels and improve leadership and management capacity.
- Deliver a Senior leadership development programme based upon the Council's strategic business needs.
- Develop interventions to support a learning culture
- Deliver a fit for purpose middle leaders programme including leadership forums and development events which build capacity at this level and create developmental opportunities for working at a strategic level
- Ensure an effective interface is in place between SLT and middle leaders development.
- Deliver a fit purpose managers programme which develops critical skills required for the future.
- Develop Elected Members & enhance their community leadership.
- Enhance the skills of the workforce to meet current and future priority needs such as safeguarding, equality and diversity, customer service.
- Deliver workforce development programmes to facilitate the development of new skills sets across the workforce.
- Continue to develop our people in their current role and help them prepare for future roles through a fit for purpose talent management programme.
- Develop our people to do things differently/ take on board new ways of working e.g. personalisation agenda.
- Proactively identify and address skills shortages.
- Develop and deliver a robust succession/career planning framework to support the CEI Programme and the council's delivery model going forward.
- Ensure our Individual Performance Review process is fit for purpose.
- Continue with bespoke WFD programmes for directorates which concentrate on key specialist skills, supporting current and future priority needs.

Evaluating the difference of workforce development

As we design and develop each programme and plan we will identify how we will measure the difference the learning and development has made, the baseline and measures we will use and when. This detail will be set out clearly for each programme and will form part of an annual report to the Council's Senior Leadership Team.

Indicators we may use include:
- Service targets and outcomes are met
- Customer satisfaction
- Learner and management survey data outlining the extent to which employees have been able to apply what they have learned at work to the benefit of the council.
- IPR data relating to performance ratings
- Data on achievement of learning and development initiatives contributing to key performance indicators, targets and objectives such as customer satisfaction linked to Customer First theme.
- Data from the employee opinion survey such as increase in scores linked to leadership, line management, learning and development, morale and engagement level indicators.
- Number of employees moving into key positions, the size of our talent pool linked to the RTP programme and the number of staff covered by succession planning process.
- Cost-benefit data for specific learning interventions.
- Performance data on relevant HR targets such as underperformance and absence, accidents and RIDDORS.

5.0 Responsibilities, Monitoring and Evaluation

Performance against the actions identified to implement this strategy will be reported to the Heads of Services/ Senior Leadership Team and Cabinet Member for Human Resources on a regular basis as part of the council's Performance Management Framework. An annual report will be produced to show progress against the action plan (see appendix C).

6.0 Appendix A - Our Workforce Profile & North Tyneside Demographics

Our Workforce Profile broken down by Directorate (As at People in Post as at 31st March 2012)

Gender of Staff by Directorate as at 31st March 2012

Directorate	Female	Male
Chief Executive's Office	234	217
Children, Young People & Learning	1141	252
Community Services	1127	851
Finance & Resources	210	146
Schools	2944	681
Total	**5656**	**2147**

Age of Staff by Directorate as at 31st March 2012

Directorate	16-24	25-34	35-44	45-54	55-64	65+
Chief Executive's Office	4	87	142	154	64	0
Children, Young People & Learning	24	269	416	479	199	6
Community Services	73	236	456	779	389	45
Finance & Resources	8	55	117	126	49	1
Schools	131	810	924	1044	640	76
Total	**240**	**1457**	**2055**	**2582**	**1341**	**128**

Disabled Staff and Non Disabled Staff by Directorate as at 31st March 2012

Directorate	Disability	No Disability	Undeclared
Chief Executive's Office	11	417	23
Children, Young People & Learning	26	1358	9
Community Services	73	1862	43
Finance & Resources	9	338	9
Schools	20	3072	533
Total	**139**	**7047**	**617**

BME Staff and White Staff by Directorate as at 31st March 2012

Directorate	BME	White	Unknown	Undeclared
Chief Executive's Office	7	414	10	20
Children, Young People & Learning	37	1331	0	25
Community Services	27	1898	0	53
Finance & Resources	8	326	12	10
Schools	36	3192	50	347
Total	**115**	**7161**	**72**	**455**

Sickness Absence Management

Directorate	Average Working Days Lost Per Employee 2011 - 2012
Chief Executive's Office	5.70
Children, Young People & Learning	9.16
Community Services	10.61
Finance & Resources	6.32

66% of North Tyneside Council staff live within the borough.

Demography

The future size and age profile of North Tyneside's population will be a significant factor that influences the demands placed upon the Council by service users and the ability to recruit, retain and develop a balanced and diverse workforce, which reflects its communities.

According to the Office for National Statistics (ONS) during the period 2012 to 2033 the resident population is projected[1] to grow from approximately 201,200 to 231,300.

The following graph based on the ONS projections shows that the age profile of North Tyneside will change. It shows that the percentage of North Tyneside residents aged 65 and over will increase from 18% to 23% by 2033.

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[1] Source: Office for National Statistics, 2008-based Sub-national Population Projections. Published 13/05/2010.

Projected population profile by age and sex
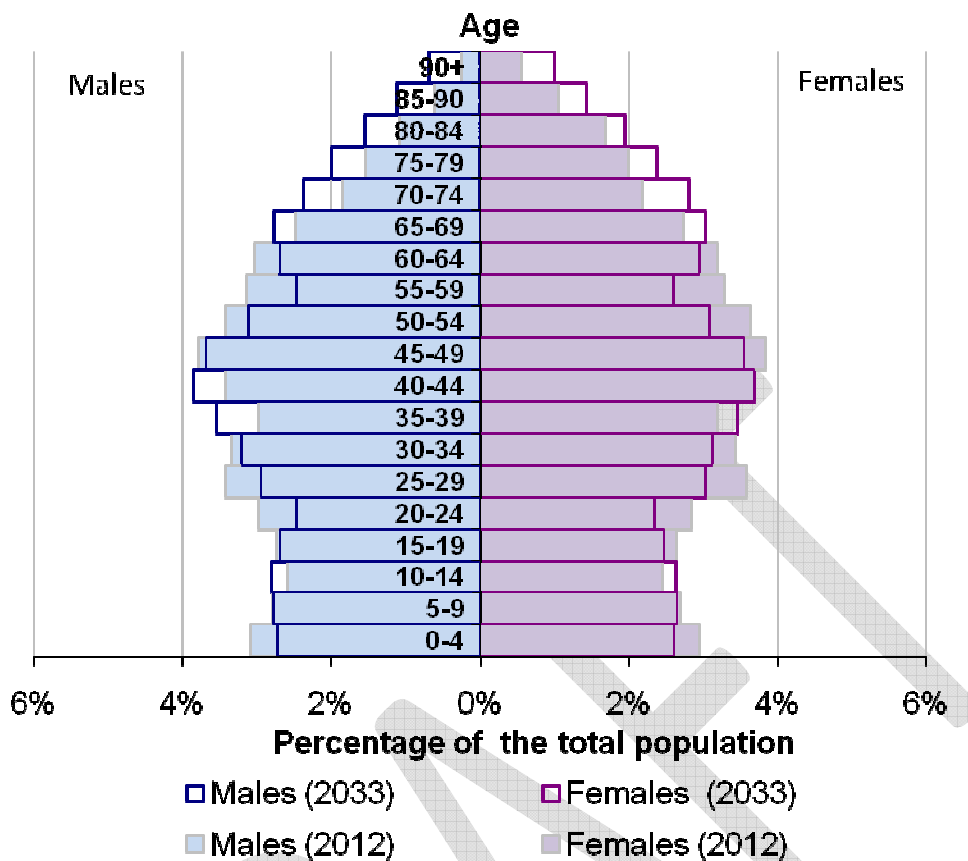
Source data: ONS 2008-based Subnational Population Projections

During the same period the percentage of residents aged 20 to 64 will drop from approximately 60% to 56%. This will impact on the workforce in two ways:

    a) by changing the age profile of the available workforce and

    b) by changing the workforce profile of the number of staff required to deliver services to older people.

However, the council anticipate changes to pension arrangements will increase the availability of people working later in life.

Diversity

The following table shows that the resident population has been getting more diverse in terms of ethnic groups. It is based on ONS data, which they have classified as 'Experimental Statistics', which means that although it has been developed in accordance with the principles set out in the National Statistics Code of Practice it has yet to be fully accredited as a National Statistic.

Resident Population Estimates by Ethnic Group, All Persons, 2001 to 2009
North Tyneside

	All Ethnic Groups	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other Ethnic Group
Jun-01	192,000	188,100	1,000	1,500	400	1,000
Jun-02	192,500	187,900	1,100	1,800	500	1,200
Jun-03	192,600	187,200	1,200	2,000	700	1,400
Jun-04	192,500	186,600	1,300	2,300	900	1,500
Jun-05	193,300	186,700	1,400	2,500	1,000	1,700
Jun-06	194,200	186,900	1,600	2,800	1,100	1,800
Jun-07	194,800	186,900	1,700	3,100	1,200	2,000
Jun-08	196,000	187,400	1,800	3,300	1,300	2,200
Jun-09	197,200	187,800	2,000	3,600	1,400	2,300

Source: ONS, Resident Population Estimates by Ethnic Group, All Persons, 2001 to 2009

Published 18 May 2011

During the same period ONS estimate [2]that the number of residents classified as "White: British" has dropped from 185,900 to 182,900.

If this trend continues and the proportion of residents from a Black or Minority Ethnic group increases it may have an impact on the languages and culture of service users and of the available local workforce.

The council's workforce is currently not representative of the local population. 1.87% of the workforce is from a Black or Minority Ethnic background, compared to 4.72% of the local population.

However, there is good representation of women in senior positions, with 57.03% of senior positions held by women.

The council intends to continue with positive action to address all of the areas; which require improvements in relation to the composition of the workforce, with detailed action plans and initiatives in place.

Unemployment

The following graph shows that during the last 6 years the percentage of Job Seekers Allowance (JSA) claimants in North Tyneside has broadly been similar to the regional rate.

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[2] Source: ONS, Resident Population Estimates by Ethnic Group, All Persons, 2001 to 2009
Published 18 May 2011

Percentage of population aged 16-64 claiming JSA, by month

Percentage (%)

[Line graph showing the percentage of population aged 16-64 claiming JSA by month from Jan-06 to Jan-12, with three lines: North Tyneside (%), North East (%), and Great Britain (%). The y-axis ranges from 0 to 6. Source: ONS, All people claiming JSA - monthly from 2006]
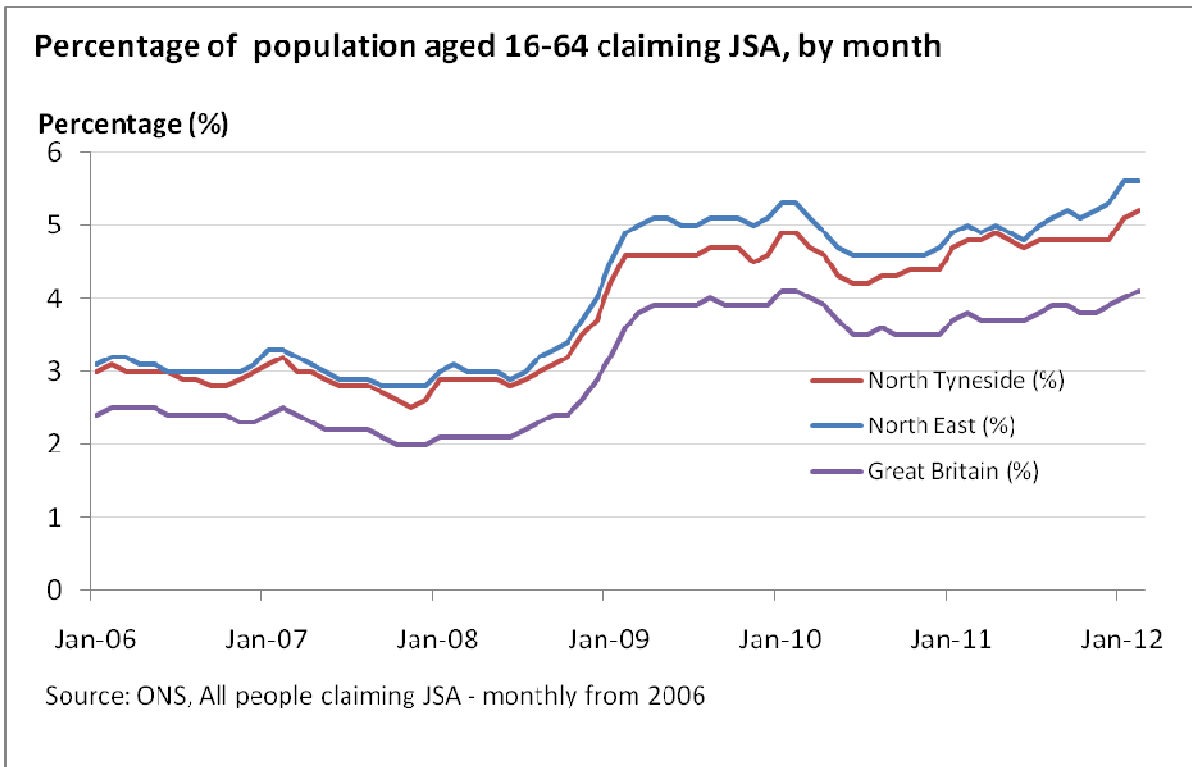
The graph also shows that during the same period the percentage of JSA claimants have in North Tyneside has been roughly been 0.5% to 1.0% higher than Great Britain.

Although unemployment levels are likely to have some influence on recruitment and retention of staff it is difficult to predict the long term JSA claimant rates as the rates do not appear to be stable.

One known risk is that in 2008, according to ONS[3] the percentage of public administration, education and health employee jobs in North Tyneside was 30.3% (20,900 employee jobs) compared to 27.0% for Great Britain. As public sector spending contracts this may lead to a reduction in the number of public administration jobs.

However, it is important to note that historically there have been quite big changes within short time periods and that sudden change could occur again.

Skills, Employment and Occupation

North Tyneside residents are comparatively well educated. According to ONS[4] in 2010 approximately 69.6% of the resident population aged 16-64 held qualifications classed as NVQ2 and above, compared to 67.3 % for Great Britain.

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[3] Source: ONS annual business inquiry employee analysis
Downloaded via NOMIS 21st March 2012
[4] Source: ONS annual population survey

At higher qualification levels (NVQ4 and above i.e. HND and degree level) the percentage for North Tyneside is slightly lower at 28.7% compared to 31.3% for Great Britain.

The following table shows employment by occupation. It shows that as of 2011 there is some variance between North Tyneside and the North East / Great Britain. For example North Tyneside has a higher percentage of sales and customer service occupations than the North East and Great Britain.

Employment by occupation (Jul 2010-Jun 2011)

	North Tyneside (count)	North Tyneside (%)	North East (%)	Great Britain (%)
Soc 2010 major group 1-3	**41,100**	**44.2**	**36.9**	**43.2**
1 Managers, directors and senior officials	8,200	8.8	8.3	9.9
2 Professional occupations	18,700	20	16.3	19.3
3 Associate professional & technical	14,200	15.2	12.1	13.8
Soc 2010 major group 4-5	**21,300**	**22.9**	**23.1**	**22**
4 Administrative & secretarial	11,000	11.8	11.6	11.1
5 Skilled trades occupations	10,300	11	11.4	10.7
Soc 2010 major group 6-7	**19,400**	**20.8**	**19.7**	**17.3**
6 Caring, leisure and Other Service occupations	7,200	7.7	9.4	9
7 Sales and customer service occupations	12,100	13	10.2	8.2
Soc 2010 major group 8-9	**11,300**	**12.1**	**20.3**	**17.5**
8 Process plant & machine operatives	4,300	4.6	8.2	6.5
9 Elementary occupations	7,000	7.5	12.1	11

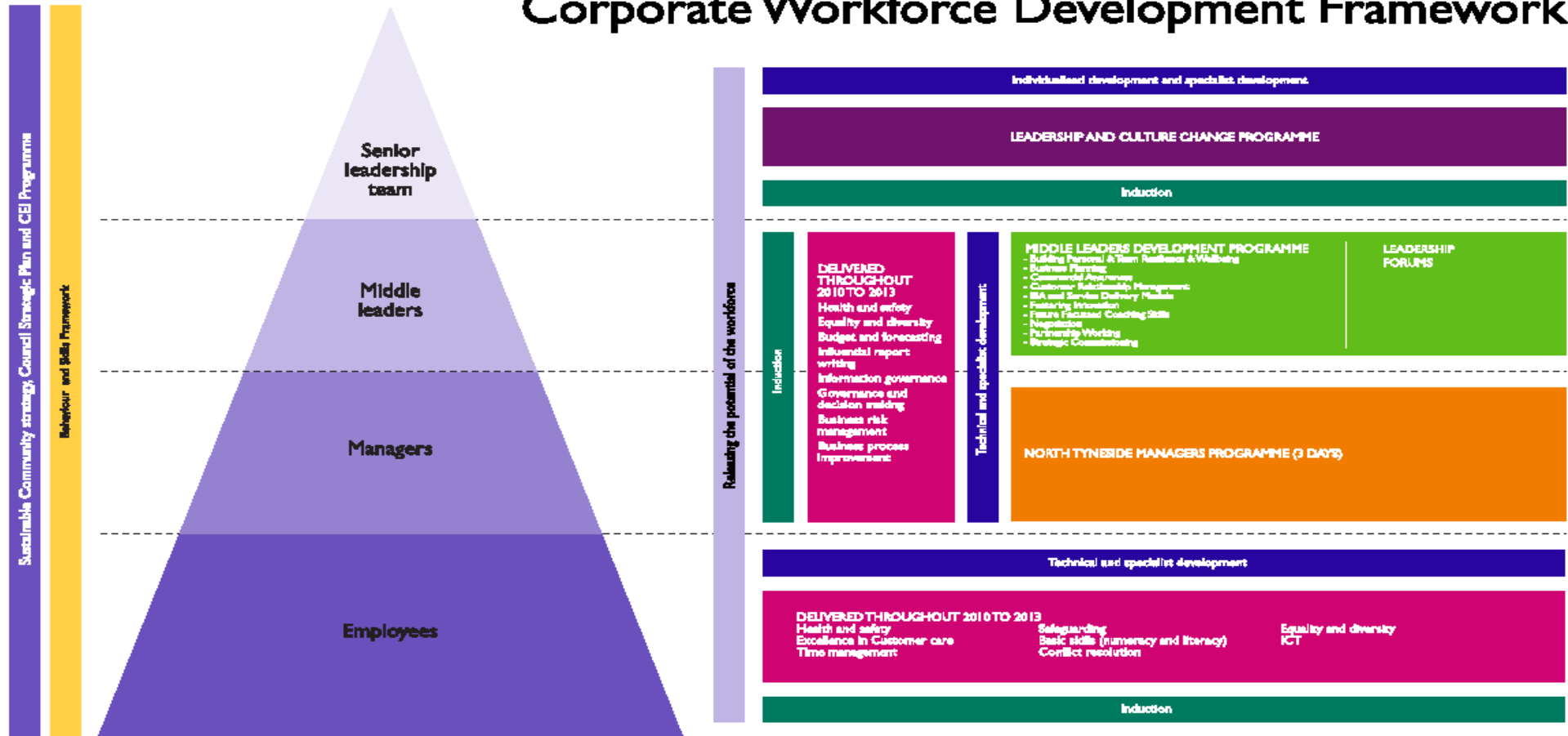Source: ONS annual population survey, downloaded via NOMIS 21st March 2012
Notes:

Numbers and % (proportion of all persons in employment) are for those of 16+

It is important to note that as the labour market and the Council evolve skills shortages or indeed surpluses for particular occupations may develop, which could have an impact on recruitment and retention.

7.0 Appendix B

Corporate Workforce Development Framework

Pyramid levels (top to bottom):
- Senior leadership team
- Middle leaders
- Managers
- Employees

Left vertical bars:
- Sustainable Community strategy, Council Strategic Plan and CEI Programme
- Behaviour and Skills Framework

Right side content:

Releasing the potential of the workforce

Individualised development and specialist development

LEADERSHIP AND CULTURE CHANGE PROGRAMME

Induction

Technical and specialist development

Induction

DELIVERED THROUGHOUT 2010 TO 2013
- Health and safety
- Equality and diversity
- Budget and forecasting
- Influential report writing
- Information governance
- Governance and decision making
- Business risk management
- Business process improvement

MIDDLE LEADERS DEVELOPMENT PROGRAMME
- Building Personal & Team Resilience & Wellbeing
- Business Planning
- Commercial Awareness
- Customer Relationship Management
- BIA and Service Delivery Module
- Fostering Innovation
- Future Focused Coaching Skills
- Negotiation
- Partnership Working
- Strategic Commissioning

LEADERSHIP FORUMS

NORTH TYNESIDE MANAGERS PROGRAMME (3 DAYS)

Technical and specialist development

DELIVERED THROUGHOUT 2010 TO 2013
- Health and safety
- Excellence in Customer care
- Time management
- Safeguarding
- Basic skills (numeracy and literacy)
- Conflict resolution
- Equality and diversity
- ICT

Induction

Colour key:
- Induction
- Core skill development
- Service specific/technical and specialist development
- North Tyneside Leaders Programme
- North Tyneside Managers Programme
- Senior leadership team development

widening horizons

North Tyneside Council

8.0 Appendix C –People Plan

Planning For The Future and Maximising Resources

Action:	Start date	End date
Develop staff engagement and communications plan linked to new models of service delivery	01/04/2012	31/03/2015
Develop and implement a plan for trade union engagement in new models of service delivery (including monthly dialogues)	01/04/2012	31/03/2015
Develop and implement TUPE transfer plan for packages	01/04/2012	31/03/2015
Redesign restructuring of corporate core of organisation including developing a culture change & WFD programme	01/04/2012	30/09/2012
Restructuring of services to be progressed in line with CEI programme e.g. ASC, CYPL phase 2	01/04/2012	31/03/2015
Develop an implementation and culture change plan relating to shared service models	01/04/2012	31/03/2015
TUPE transfer of employees to providers involved in business and technical packages	01/04/2012	29/10/2012
Implementation of corporate core restructure	01/04/2012	29/10/2012
Culture change plan linked to partnership working to commence	01/09/2012	31/03/2015
Identify key recruitment and retention, risks and develop appropriate actions	01/09/2012	31/03/2015
Implement restructuring and redundancy programmes and revisit HR 1 notice	01/04/2012	31/12/2012
Commence transition plan for transfer of public health staff and develop an associated workforce strategy	01/04/2012	31/03/2013
Design, develop and implement the employee survey	30/06/2012	30/09/2012
Consider staff survey results and develop a corporate action plan to address issues of concern	01/10/2012	31/12/2012
Provide support to Heads of Service in developing plans to address issues raised in staff survey	01/04/2012	31/03/2013
Develop and implement council wide actions to address issues within the culture audit	01/04/2012	31/12/2012
Develop implementation plans to address issues raised within culture audit in service areas	01/04/2012	31/12/2012
Develop council values based on culture findings	30/06/2012	31/12/2012
Continue with establishment control systems to review workforce costs (1/4ly)	01/04/2012	31/03/2015
Implement the equality and diversity positive action plan for the workforce	01/04/2012	30/09/2012
To implement pilots on agile working/flexible working	01/04/2012	31/03/2015

To implement agile working/flexible working programme out across the workforce	01/04/2012	31/03/2015
To implement actions from industrial relations strategy/change how we work with trade unions	01/04/2012	31/12/2012
Implement changes to TU time off/facility time off	01/04/2012	30/06/2012
Develop a framework to support service areas to explore new ways of working/agile workforce/annualised hours/different contracts	30/09/2012	31/03/2015
Review of policies and procedures to support agile working	01/04/2012	30/09/2012
Review travel and subsistence policy linked to CEI transport project	01/04/2012	30/06/2012
Identify and implement HR initiatives which will support the desired culture change and new ways of working and alternative new models of service delivery	01/04/2012	31/03/2015
Implement remaining areas of phase 2 terms and conditions	01/04/2012	30/09/2012
Implement restructure of ASC	01/04/2012	30/09/2012
Develop plan for phase 3 terms and conditions	01/04/2012	31/12/2012
Develop a total reward strategy	31/12/2012	31/03/2013
Consider further salary sacrifice schemes as part of total reward strategy	31/12/2012	31/03/2013
Undertake project to review pay and grading structure	01/12/2012	31/03/2013
Undertake an annual review of the Council's pay policy by full council and publish information required as part of transparency Act	01/10/2012 01/10/2013 01/10/2014	31/03/2013 31/03/2014 31/03/2015
To implement employee engagement strategies to encourage innovation, creativity and feeding up information from staff within the workforce e.g. VOICE, Staff panel etc..	01/04/2012	31/03/2015
Review operating model for the EJCF and consider any improvements which will support "modernising of the organisation"	01/04/2013 01/04/2014 01/04/2015	30/06/2013 30/06/2014 30/06/2015
To develop and implement BMS modules to support HR/OD interventions moving forward – learning modules, performance management	31/12/2012	30/09/2013

Building Organisational Capability and Capacity

IPR and behaviour and Skills framework		
Review of IPR to ensure it is fit for purpose	31/12/2012	31/03/2013
Review of behaviour and skills framework and profile to ensure it is fit for purpose	31/12/2012	31/03/2013
Members development		
Deliver learning and development programmes for Elected Members	01/04/2012	31/03/2015
Deliver learning and development programmes for Cabinet	01/04/2012	31/03/2015
Leadership development		
Roll out the North Tyneside Managers Programme	01/04/2012	31/03/2013
Undertake an annually review of the North Tyneside Managers Programme to ensure it is fit for purpose	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Evaluate the effectiveness of the releasing the potential of the workforce programme (RTP programme 1)	31/12/2012	31/03/2013
Roll out RTP programme 2	31/12/2012	31/03/2013
Undertake an annual review of the releasing the potential of the workforce programme to ensure it is fit for purpose and roll out subsequent programmes taking account of evaluation	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Consider the roll out of RTP linked to delivery of SLT strategic projects	01/04/2012	31/12/2012
Deliver WFD priorities for managers and leaders linked to council priorities and the outcomes from the skills audit	01/04/2012	31/03/2015
Annual refresh the WFD priorities for managers and leaders linked to council priorities	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Roll out the skills audit to all managers based on a review of the key WFD priorities to be taken forward.	01/04/2013	30/06/2013
Deliver WFD programme linked to gaps identified on the skills audit	30/06/2013	31/03/2014
Deliver a strategic plan for senior leadership development	01/04/2012	31/03/2015
Annually refresh the strategic plan for senior leadership development ensuring it is fit for purpose	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
To deliver leadership forums to middle leaders	01/04/2012	31/03/2015

Annually refresh and deliver leadership forums for middle leaders ensuring it is fit for purpose	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Deliver WFD priorities for middle leaders based on council priorities	01/04/2012	31/03/2015
Annually refresh the WFD priorities for middle leaders based on council priorities	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Evaluate the corporate leadership development programme ensuring it is fit for purpose and offers value for money	01/04/2013	31/03/2015
Integrate coaching support into OD/WFD programmes as and where necessary to build management/leadership capability and capacity e.g. into RTP, NTMP, SLT development	01/04/2012	31/03/2015
Develop and deliver succession planning/career planning framework to support the CEI programme and strategic priorities – concentrating on tier three managers and those on the RTP programme	30/09/2012	31/12/2012
Workforce development for employees		
Deliver corporate WFD priorities for the workforce based on council priorities	01/04/2012	31/03/2015
Annually refresh corporate WFD priorities for the workforce based on council priorities	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Annually evaluate corporate WFD programme	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Deliver service area WFD priorities for the workforce based on service priorities	01/04/2012 01/04/2013 01/04/2013	31/03/2013 31/03/2014 31/03/2015
Annually refresh service area WFD priorities for the workforce based on service priorities	31/12/2012 31/12/2013 31/12/2014	31/03/2013 31/03/2014 31/03/2015
Consider and deliver HR/OD initiatives and interventions which will support the development of a learning culture across the organisation	01/04/2012	31/03/2015