

Charnwood Borough Council

Workforce Development Strategy 2024 – 2028

Introduction from Chief Executive Rob Mitchell

I am pleased to present this strategy for how we develop our workforce over the next four years.

The council has set out its aims and ambitions in the Corporate Strategy 2024 – 2028. To deliver this strategy and maintain high performance at the council, we need to ensure that we have a talented and diverse workforce with the right skills and values, to deliver excellent services to our customers.

Over recent years the council has transformed from a traditional office-based culture to an agile and flexible organisation, this has been achieved whilst not only maintaining key services but also introducing new services which meet the needs of customers. The Council needs to have in place robust measures to retain, recruit and develop a high quality and talented workforce to deliver these services – this strategy outlines how the council will undertake this.

A Workforce Delivery Plan will be developed which will track progress against the vision and objectives in the strategy.

Ensuring we have a talented workforce to deliver the Corporate Strategy

The four themes of the Corporate Strategy are:

Effective and Efficient Council

We recognise the Council is here to serve our local communities and we are proud to do so. We will deliver efficient and effective services and our aim is to get it right first time.

Environment & Climate Change

The breathtaking landscapes of Charnwood are among the borough's greatest strengths and why so many people enjoy living, visiting, and working here.

Homes & Communities

We recognise there is a need for more homes in Charnwood and the Council has a key role to help deliver them.

Economy and Growth

We are focussed on maximising economic opportunities that benefit everyone and continue to foster economic growth across Charnwood.

Workforce Vision

To continue to develop our talented and diverse workforce, with the right skills and values, to deliver excellent services to our customers with efficiency and agility.

Organisational Values:

Our values define our culture and supports the delivery of the council's Corporate Strategy, and Workforce Strategy:

Pride in Charnwood

We take pride in our work and Borough and are ambitious for the future.

Working Together

We work together with pace and positivity as one council and in partnership with others.

Customer Focussed

We listen to our customers and are focussed on delivering excellent services.

Other core values and behaviours:

Develop a culture of high support and high challenge.

Challenge and support our managers and staff to deliver the best services we can.

Promote flexibility and agility in our work roles.

Ensure we are an agile and flexible organisation which best meets the environmental and financial challenges of the future.

Our priorities under this strategy:

Attracting and retaining talented people by:

Developing an inclusive, welcoming and streamlined recruitment process.

Creating positive working environments and office spaces.

Investing in our staff through learning and development opportunities.

Promoting our employee wellbeing support.

Embedding our agile and flexible working opportunities

Expanding and promoting our staff benefits and discounts.

Improving the collection and analysis of key data including sickness & exit interviews.

Updating our job profiles and undertaking online marketing

Developing workforce skills by:

Continuing to improve and update our training programme through evaluation.

Ensuring we have a flexible blended learning programme, including face to face, online and e-learning, supported by coaching, mentoring and project work.

Ensuring staff receive regular quality appraisals through our bespoke Personal Review App, covering performance, learning and staff wellbeing.

Maximising entry opportunities to recruit talented staff through apprenticeships, graduate entry schemes and T Level placements.

Expanding and promoting personal development opportunities including:

- Developmental programmes
- Aspiring managers & future leaders programmes
- Corporate development projects
- Career grades advancement opportunities
- Upskilling to build resilience via secondments /shadowing.
- Ensuring mandatory training is relevant, up to date & completed promptly.

Developing management and leadership by:

Introducing 360-degree assessments and coaching support for all managers

Continuing to develop and promote our market leading management development qualification programme.

Providing access to degree and post graduate qualification through our levy.

Developing and expanding coaching skills.

Developing and supporting an inclusive workforce by:

Maximising staff engagement; consultation & participation employee groups including the:

- Staff Forum
- Equalities Working Group
- Leadership Development Group
- Health and Wellbeing Group
- Staff surveys
- All-inclusive staff thank you events and briefings

Ensuring we have a workforce that represents the community that we serve.

Delivering on the aspects of the Equality and Diversity Strategy that impact on staff.

Continuing to develop employee wellbeing support.

Delivering this strategy

The Workforce Development Strategy will be delivered through the Workforce Delivery Plan, which will be regularly updated.

The implementation of the strategy through the Workforce Development Plan will be overseen by the Efficient and Effective Council Board. This Board will meet every quarter and is chaired by a Director. The Board will be made up of the Chief Executive, Directors, Service Heads and is supported by Organisational & Learning Development, Human Resources and Communications specialists.

Measuring Success

Progress against the Workforce Development Plan will be monitored on an ongoing basis by a series of regular Highlight Reports, which will be submitted at every Efficient and Effective Council Board meeting.

The overall success of the Workforce Development Strategy will be monitored through consultation and feedback from corporate groups including the Staff Forum, the Wellbeing Group and the Equalities Working Group.

In addition, the Board will commission and analyse regular staff surveys to ensure we maintain a deep understanding of staff engagement and morale issues across the organisation.

The Board will also receive regular reports on key employee data, including sickness records and exit interview statistics to deepen understanding of staff wellbeing issues and morale.