

Workforce Plan for Warwick District Council 2009

Part One – the size and shape of the workforce – Headlines – as at 01 April 2009

Age

25 and Under	26 – 49	50 - 64	65 and over
58	351	203	12
9.3%	56.3%	32.5%	1.9%

Length of service

0 – 2 years	2 – 5 years	5 – 10 years	10 years and over
172	116	122	214
27.5%	18.6%	19.6%	34.3%

Skills as audited February 2009

Less than NVQ level 2 qualifications	NVQ / O level / GCSEs	Degree level or equivalent	Post Degree qualifications

(Data not yet available)

Gender split and Full / Part Time split

	Male	Female	Full Time	Part Time
Warwick DC	291	333	447	177
Warwick DC %	46.6%	53.4%	71.6%	28.4%
Local Govt Workforce	29.9%	70.1%		
Whole Economy	50.8%	49.2%		

Recorded disabilities and Ethnicity

Disabled People	% of workforce	White Employees	% of workforce	Ethnic Minority Group Employees	% of workforce
19	3.0%	578	92.4%	46	7.4%

Training and development costs

Year	Actual spend	Budget	Variance
2008 – 2009	£207,129.75	£237,000	£29,870.25

Comments from above data:

- Over 1/3rd of employees have 10 years service or more
- The lowest population in terms of service is the 2-5 years
- The level of educational achievement is high in that over 99% of the staff have attained NVQ level 2 or above
- Male / Female split has remained fairly evenly split
- Full time workers outweigh part time workers
- 32% of the workforce are over 50 and may leave in the next 5 – 10 years taking knowledge and experience with them

Appraisal Data 2009

Summary snap shot of appraisals carried out in 2009 seasons is 481 completed, out of a total of 568 (84.7%), leaving 87 not completed.

See appendix 1 – for service area breakdown of appraisals completed

See appendix 2 – for outstanding appraisals

General narrative:

High employment within the District and county wide for approximately the last 5 years has now seen a reflection of the current economic downturn through an increase in applicants for each role, higher qualified applicants per role and more applicants when not short listed querying why they haven't been chosen.

Local government is perceived as slightly more stable against current economic climate attracting candidates that may not have previously applied. Media speculation suggests that the Local Government sector is yet to feel the brunt of the economic challenges the country face.

The 'pinch points' for WDC are retaining current skills within the workforce and maintaining the workforce levels, increasing skill to prepare for potential knowledge loss whilst being aware that workforce consolidation and reduction may be necessary to meet budgets.

To support this across the Council, 'Building on Excellence' parts I and II have been implemented, which have included a reduction in heads of service to 9 from 14, a reduced Corporate Management Team (CMT) from 4 to 3 and subsequently the structures in each service assessed to ensure they are structured to reflect the requirements of the future. To this end, every vacancy that occurs will be scrutinised to ensure that a replacement in the same format is required and a review of the role undertaken to ensure it is consistent with the future organisational shape.

All services are aware that in order to meet the budgetary requirements over the next 2 years, savings need to be realised through service efficiencies, organisational development and improvement. This is consolidated into a Budget Improvement Programme (BIP) that aims to recognise and generate these savings of at least £1.6 million.

Year on Year comparisons

See appendix 3 – for five year workforce comparison

See appendix 4 – for gender split by posts – less female / disabled / ethnic in top level posts

See appendices 5 and 6 – for service area split by gender / age / post / ethnicity

See appendices 7 and 8 – for analysis of leavers by gender, ethnicity, age, grade and disability

Labour Turnover / Leavers trends

Year	Total Workforce	Voluntary	Non Voluntary*	Total Leavers	Total turnover %
2008 - 2009	624	33	32	65	10.4%
2007 – 2008	602	65	31	96	15.9%
2006 – 2007	548	71	33	104	19.0%
2005 – 2006	545	137	55	192	35.2%
2004 – 2005	560	46	18	64	11.4%
2003 – 2004	568	86	15	101	17.8%

- *Non voluntary includes dismissals, end of contracts, ill health retirement, retirement and redundancy leavers

Absence trends

Year	Total workforce FTE	Total FTE days lost including LTS	Average number of FTE days lost per employee including LTS	Average as %	LTS cases	LTS as % of total sickness	Total FTE days lost excluding LTS	Average number of FTE days lost per employee excluding LTS
2008 – 2009	529.86	3987.4	7.53	3.3	30	50.45%	2473.9	4.67%
2007 – 2008	494.36	3930.40	7.95	3.49%	34	41.23%	2528.50	5.11%
2006 – 2007	486.63	4960.7	10.19	4.47%	47	50.77%	2574.7	5.29%

2005 – 2006	492.76	4530.6	9.19	4%	33	67.28%	2310.3	4.69%
2004 - 2005	479.92	3822.2	7.96	3.49	28	53.18%	2333.2	4.86%
2003 – 2004	565.14	5303	9.38	4.10%	44	59.78%	5672.5	4.73%

See appendix 9 – for absence by service area for 08/09

See appendix 10 – for national absence comparison

Formal Disciplinary, Grievance and Grading Appeals Cases

Year	Disciplinary	Grievance	Grading Appeal
2008 - 2009	5	4	1
2007 – 2008	2	7	3
2006 – 2007	3	2	6
2005 – 2006	6	3	4
2004 – 2005	3	1	3

See appendix 11 – for disciplinary, grievance and grading appeal cases by service area 08/09

See appendix 12 – for disciplinary, grievance and grading appeal cases by gender, ethnic group and age 08/09

Agency Staffing Costs

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008/09	£270,416.90	£229,888.10	£167,745.25	£142,740.64	£810,790.89
2007/08	£120,746.30	£177,642.60	£199,438.11	£239,377.04	£537,765.94

Introduction of a vendor neutral supplier, Comensura, January 2009 with immediate impact on temporary assignments and costs; actions included:

- Central management of all contracts – monitoring of duration and cost
- Consistent pricing structure for the whole council regardless of service area
- Fast, electronic ordering and payment system freeing management time and resources
- Reduction in duration of assignments realising cost reduction in fees
- Ending of assignments timely and appropriately to meet service needs

Recruitment costs

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008/09	£59,338.09	£18,994.12	£17,664.47	£19,524.28	£115,520.96
2007/08	£51,854.37	£57,395.92	£42,371.58	£48,905.04	£200,526.91

The cost saving on the recruitment advertising budget was obtained through careful centralised management of all adverts placed within the council through the in-house agency provision. Together with the full utilisation of the council's website which was much more effective in attracting potential candidates than the WMJobs web portal and did not cost £1,500 initial set up fee.

The sharing of vacancies across the County for employees 'at risk' has enabled sharing and retention of resources otherwise lost; redeployment across the County is a shared vision for Warwickshire.

In the current economic climate and a need to update the policies and practices, a review of the 'Recruitment and Selection' policy was agreed with Union consultation and endorsement from the Employment Committee. This recognised the need to retain skills within the council whilst offering growth and development opportunities before external recruitment was invoked. This is envisioned to maintain the low cost spend on recruitment advertising already seen in 2008/09 for the next year 2009/10 and beyond.

Disability and Ethnic mix appointed trends and Male / Female split of appointments

Year	Appointment total	White %	Black / Black British %	Asian / Asian British %	Other %	Disability %	Male split %	Female split %
2008 – 2009	120	90.8	2.5	1.7	5	2.5	45.8	54.2
2007 – 2008	170	90.0	1.2	7.1	1.8	1.8	47.1	52.9
2006 – 2007	115	91.3	0.9	5.2	2.6	4.3	33.0	67.0
2005 – 2006	123	95.1	0.8	3.3	0.8	0.8	49.6	50.4
2004 - 2005	75	92.0	0.0	6.7	1.3	0.0	45.3	54.7
2003 – 2004	90	93.3	1.1	4.4	1.1	2.2	45.6	54.4

See appendix 13 – for applicants, shortlisting and appointed by service area 08/09

See appendix 14 – for equal opportunities monitoring

Market supplements costs

There are currently 5 employees paid a 'Market Supplement' pay increase and these are in roles that are unique and / or demand for their skills is high

Training data

See appendix 15 – for year on year trends

See appendix 16 – for training by service area

See appendix 17 – for breakdown by grade, ethnicity, gender, disability and work pattern in training courses

See appendix 18 – for breakdown by grade, ethnicity, gender, disability and work pattern by service area

The above is based on internal training only; central records of external training are not kept as yet but plans are in hand for this implementation.

These figures also exclude ICT training. The ICT training figures for 08/09 are:

1. Course type	There were 35 types of courses run
2. Courses run	148 (excluding external days figures – 11)
3. Course attendees	636 (excludes external days figures)
4. Average attendees per course	4
5. Councillor training	1 session
6. ECDL exam	46
7. ECDL timed test	51
8. ECDL passes	5 (7 tests per person for full ECDL)
9. Online IT Induction	141
10. External training provided to North Warwickshire Council	48 days

As part of the Council's ongoing strategy to improve and develop our services and people, we achieved the highly coveted Investors In People standard in November 2008, for the fourth consecutive time. It has once again brought us public recognition for reach achievements, measured against a rigorous national standard.

HR Benchmarking Data

Information taken from the 2007 – 2008 CIPFA HR survey

- Cost of HR function as a % of organisational running costs is 0.8%, average is 1.4%
- HR cost per employee is £675, average is £929
- Ratio of employees to HR staff is 62, average is 73
- Cost of agency staff as % of total pay bill is 4.1%, average is 3.6%
- Cost of recruitment per vacancy is £946, average is £1,871
- Average working days lost to sickness is 7.53, average for Local Government is 10.1 days
- Average days per full time employee invested in learning is 0.9, average is 5.1
- Cost of learning as a % of total pay bill is 1.4%, average is 1.5%
- % of staff receiving an annual face to face appraisal is 93%, average is 84%
- Cases of disciplinary action per 1,000 employees is 4.0, average is 11.4

Key performance Indicators for HR Service 2008/2009

- % of new employees attending Induction within 2 months of employment - Actual 77%, Target 100% due to cancellation of sessions in early part of the year
- Average time taken to issue a contract – Actual 3.4 days, Target 5 days
- Number of adverts resulting in appointment first time – Actual 87.20%, Target 90%
- % of exit interviews completed – Actual 47.7%, Target 95% due to proportionate amount of high senior leavers not receiving an exit interview
- % reduction in advertising costs – Actual 42.40%, Target 5% due to central management of adverts and utilisation of web pages
- % reduction in agency fees – Actual -50.80%, target 5% due to the engagement of a vendor neutral supplier in the final quarter, savings will not be realised in this financial year and first 2 financial quarters reflect this

Labour / skills markets context

Warwick District has a population of approximately 140,300 and 4 main towns – Leamington Spa, Warwickshire, Kenilworth, Warwick and Whitnash – and a working population estimated to be 91,700, of which 10.9% have declared they have a disability. Approximately 7% are from an ethnic background which is above the average of 4.6% across Warwickshire. The Job Seeker Allowance claimant count rate is 1.6 (April 07) which is below the average across Warwickshire and the West Midlands.

Business and professional services account for 23.7% of employment in the District followed by 14.0% in wholesale / retail and 10.5% in social / health care.

One of the main competitors for the workers with skills required by the council would have been until recently (last 3 years) large call centres in the Leamington Spa / Warwick area – C&G, Merryll Lynch HSBC, Baxi Pottertons, Milward Brown. These centres have either closed or downsized their operation in the last 2 years leaving more people in the call centre environment to look to us for call centre or general administrative work. These closures and downsizing exercises are still occurring and HSBC are again reducing their staffing structures and relocating part of their work to the south coast (2009).

Apart from the general administration and call centre skills, more professional and individual skills are the Environmental Health workers, Benefit and Benefit Fraud skills and the perennial Planning and Engineering skills. Filling these posts through external recruitment is used alongside internal promotions and secondment opportunities but these shortages reflect the collective West Midlands skill shortages shows Engineering, Construction and Business and Professional Services as the highest shortages (All data courtesy of WMLSC Research Team 2006).

The Partnership Agreement with Job Centre Plus to introduce longer term unemployed people into the authority is currently being implemented on a service needs basis, offering real work experience and as an alternative vehicle for recruitment, backfilling internal promotions.

Through an ESPO agreement, temporary agency workers are managed and co-ordinated via the services of Comensura enabling the cost and use of agency staff to be measured and monitored for effectiveness and value for money. This arrangement is for a twelve month period and will be reviewed in January 2010 but the first quarter savings have been significant; as have the management information and control of agency workers.

Part Two - How workforce planning fits into the overall planning strategy of the council

Workforce Planning tools and guidance have been introduced into service delivery plans from 09/10 which show a direct relationship between service deliver increases / decreases, projects or new opportunities and the impact of these on staffing levels, skills and incumbent staff. This is a developing area which has been supported by one to one meetings with service area managers and the Improvement and HR teams. The intention is to gather base line data this year and build on it year on year – managing and tracking changes as service delivery plans are intended to be working documents that will be revised frequently once new information or developments arise.

The templates have been designed with senior management support (CMT) and member involvement through the committee cycle. It also supports the thought process that the service area managers and CMT went through to assist in ensuring service delivery was accurate and identification of budget savings corporately can be recognised.

A Council wide Budget Improvement Programme adopting Lean Systems Thinking approaches has been developed to ensure that a variety of projects realise the savings on expenditure / resources required by the Council to meet its budgets.

How is the information used?

This is still work in progress. The intention is to have an overall Council wide picture of the workforce and use this to plan change with this knowledge rather than without consideration ensuring employee involvement and support and minimising risks in employment terms. One of the main aims is to reduce costs on recruitment and increase internal job satisfaction and security during this current economic climate.

The main challenges that have arisen from the service planning processes so far are not so very different from the national picture:

- The ageing workforce –over a third of employees are aged 50 or over – there is a risk that they could leave and take valuable skills and knowledge with them. Replacing this commodity is costly and time consuming in normal circumstances without the current economic restraints on budgets
- Younger members of the community are not attracted to Council roles – the under 25s are at 9.3% currently
- How to retain staff and develop through internal promotion without impacting on the equality mix of the workforce
- How to ensure that staff budgets are met without impacting on service delivery and that staffing budgets are wisely spent
- How to ensure that all staff are working to their potential in the right place with the right skills; and that under performance is recognised and managed successfully

How do we address these challenges?

*Our Vision – ‘Warwick District: a great place to live, work and visit’
 Our Mission – building upon Excellence to be world class by 2012
 Our Objectives - in Leadership, Housing, Culture, Environment, Development, Communities and Customers.*

Through working in partnership with other local authorities and agencies, the sharing of information and working together can be mutually beneficial and assist in the retention of skills and knowledge for employers and support employee development and growth for employees. Examples of this are sharing vacancies with other Warwickshire councils to ensure that those staff identified as ‘at risk’, have the opportunity to work elsewhere in the locality – retaining skills and experience locally. Working with Job Centre Plus and their partners in advertising vacancies and offering work experience.

Service planning enables managers to map out service plans and match current staff against future requirements depending on the changes identified – this simple process enables managers to review how they will reach their optimum staffing levels to maintain their service levels. These service redesign and structure improvements may need different skills sets that early identification can enable prior planning to happen to achieve success; recognised through work on Lean Systems / BIP interventions.

Across service area skill / competency developments may be identified through the appraisal process and will ultimately feed into the corporate training plan, which will be tailored to deliver any learning and development that changing job requirements dictate. In addition, the recognition that as an organisation we are changing our focus on the attributes and skills that our workforce will need and thus will gear up training to reflect this e.g. Future Leaders and Steps to Leadership programmes will be framed in the WDC contextual requirements of Systems Thinking and the leadership Development that accompany Lean Systems interventions .

Staff retention is important in this climate of uncertainty and what is equally important is that every employee is delivering to their best in their role; using the appraisal process and competency framework any developments and ‘hidden talents’ can be identified ensuring we have the right people to deliver the ‘world class’ service by 2012. This approach supports the values that as an organisation we have agreed to work to.

Part Three – Identifying Risks and Priorities

A summary of the Service Delivery Plans’ risks, priorities and key notes:

Service Area	Highlights	Risks	Priority (1= High, 2= Medium, 3= Low)	Timescale (Long, Short, Medium term)	Notes
Community safety	Low absence rates (0.06 days per employee) 67% of team have 10 years + experience	None identified	N/A	N/A	N/A

Culture	High level of appraisals completed (98%) Over 60% of the workforce have over 5 years service	Gap between centre managers (3) and supervisors (14) give higher turnover. Creation of Leisure Trust and / or Golf Trust under BIP Casual population and impact of this number	Low High Medium	Medium Short Medium	None yet Included on the BIP programme Part of HR plans to review
Economic Development and Regeneration	Over 30% of staff with 5+ years experience	Recruitment for Enterprise roles Induction and standards for team to be set Lack of career progression opportunities	High Medium Low	Short Short Long	In place In place Reorganisation of the service may delay this further
Environmental Health	Even spread of experience across the service	Potential retirees / leavers in the service approx 20% Succession planning hindered by constraints of training budgets	High	Medium	Part of the action plan for succession planning across the Council; review of training budget required by service
Finance	Even spread of experience across the service 100% completion of appraisals	10% potential retirees in next 3 years Higher absence levels	Medium Medium	Medium Medium	Part of the action plan for succession planning across the Council
Members' services	100% appraisals completed Over 50% with 5+ years experience	5 potential retirees Chauffeur – review annually	High Low	Short Medium	Part of succession plans Check health
Neighbourhood services	New service that has quickly established itself	2 retirees Over 50% with less than 2 years service	High Low	Short Medium	1 already ill health case
ODPI	Even spread of	Retirement /	High – loss of	Short	Report to CX

	experience across the service 100% appraisals	redundancy of head of service Snowdrop system	knowledge Medium	Medium	In place
Housing & Development	High level of experience with over 60% with 5+ years service and none at retirement age	50% with over 10 years service Acting Head of Service and backfill impacts	Medium – no imminent resignations High	Long Short	To be part of succession plans In place to be recruited for pending Hay evaluations
ICT	100% appraisals High levels of experience 5+ years	Pending retirement of Head of service Succession planning and job enrichment for junior roles	High Medium	Short Medium	Plans in place for service post Jane's retirement
Legal	Plans in place to stabilise the service Shared Services option	Interim Head of service Some areas of low experience and service 2 potential retirees	Low Low Low	Short Short Short	These are all addressed under the plans for a shared service with WDC
Engineering	High level of experience				
Customer Information & Advice	Even spread of experience across the service 100% appraisals	8 approaching retirement in next 3 years	Low	Long	Part of succession planning and non are critical roles

Confidence in using the above data and all the data compiled in this document is high as it was organically collected by the HR Officer team during the service area planning process 09/10 and most recently polled from the new HR system (Snowdrop) recently installed.

How to manage the risks and what are the priorities?

Since the service delivery planning process took place on a service by service basis, the Budget Improvement Programme has been implemented and the services have been realigned under Building on Excellence II. Therefore the following had been originally identified as priorities for the Council are now coupled with some further over arching priorities that have been identified through the BIP programme. Listed are the priorities and accompanying actions and comments to date that are all short – medium term due to their alignment with the People Strategy and the duration of the BIP programme. This is working document that will be constantly updated and reviewed in line with the Council's direction and priorities.

Priority Area for work	Actions / Comments to date on progress
Golf Trust / Culture Trust	Part of the BIP programme – where this is reported - see minutes of Board meetings for progress
Casual workforce – the number of people on these contracts and for how	Part of the team plan for HR to ensure that Casual contracts are used appropriately and are reviewed accordingly
Shared services for HR, Payroll, Legal, Community Safety, Benefits	As identified across the County or some sharing already exists – these to be worked on and investigated under BIP programme
Potential retirees across the Council – at least a third of employees are approaching retirement age or will do in the next 3 years	Recruitment across the Council is monitored to ensure that when replacing leavers it is essential to review if the role could not be used to train or promote within before placing external adverts. SMT to take a 'one council' approach when determining roles that are required across the council.
Job enrichment for junior roles in ICT	
Lack of career progression in Economic Development	
Maintain labour turnover at 10% of total workforce	Recognising the slow down in the economy, the budget constraints (reducing the need to recruit) and taking the previous comment into account to maintain and retain the current skilled workforce
Absence levels maintained at a consistently lower level	Part of ongoing team plan for HR to monitor and check systems are in place to support a consistently lower level of absence – to include a review of the policy and procedures (in light of Snowdrop system) and the OH provider, better MI for managers and speedy support for case work

Ensure that training and development is maintained especially in areas that have identified requirements; whilst recognising economies of scale through a centralised approach rather than service devolved one	Environmental Health highlighted a concern over centralisation of more training budgets that would hinder succession planning. This will be reviewed to ensure that consistent training is delivered centrally but that service requirements are not disadvantaged
People Strategy priorities	See People Strategy review 2009
Accurate forecasting of workforce for service delivery planning	Building on the service delivery plans from 09/10, review and revise the service delivery planning tools to assist in accurate forecasting of workforce needs for 2010/2011. With a view to a 'one council' approach to service provision and job roles.
Lean Systems Interventions – under the BIP programme	See update from BIP board minutes – impact and outcomes of interventions on workforce levels and service provision

Part 4 – The Council’s Progress

The Council has maintained a People Strategy since 2003 (the current version is 2008 – 2011) and the purpose of this is to support the aspirations set out by the Council in the Corporate Strategy and more recently in Building on Excellence parts I and II. The People Strategy is one of four resourcing strategies that underpin the programme of work that will drive the organisation forward as well as deliver excellent on-going services. This workforce plan is one of the actions from the People Strategy.

The service delivery planning process included for the first time in the 2009/10 sessions, a third part on workforce information, to encouraged a joined up approach to support the planned changes in service delivery with the right people. This was an initial gathering of information and since then economic pressures have overtaken with the emergence of the BIP programme. 2010/11 service delivery planning is currently under discussion and will be reviewed given the information gathered last year on the workforce to ensure that it adds meaningfully to the planning process and service managers know how the workforce aspect can support and deliver their service objectives.

The Council is reviewing a report (SMT August 2009) recommending that as an organisation we commit to the new Equality Framework for Local Government and suggests the next steps required and highlights the requirements for a diverse workforce. It sets out our current position and our actions to ensure that at least Level 2 'Achieving' is aquired, recognising partnership working across the County is a prerequisite to success.

As identified by the Audit Commission’s ‘Tomorrow’s People’ report, the Council is not only part of this mixed picture of Councils approach to workforce planning but is in itself, mixed in assessing the stage reached. Measured against the resisting, intending, starting, developing or achieving matrix of approach to workforce development and commitment to workforce development, the Council’s self assessment would be as follows:

Approach to Workforce Planning	Commitment to Workforce Planning
<p>‘Developing’: it is clear that as a Council we are aware of the shape and composition of the workforce. That we understand what is affecting it and where it wants to be in the next five to ten years time.</p> <p>This is based on robust information and the Council has prioritised its actions based on this and modelling for the future.</p>	<p>‘Starting’ moving towards ‘Developing’: whilst service managers are variable in their engagement, the senior management and Members are committed through the BIP programme and Building on Excellence challenges.</p> <p>Workforce strategies including recruitment and retention, training and development and integrated by a ‘one council’ approach to overseeing recruitment across the organisation and maintaining development opportunities that support succession planning.</p>

Senior Management Involvement

CMT (Corporate Management Team of Chief Executive and Deputy Chief Executives) are highly aware of the priorities of the workforce planning required through their engagement with the BIP programme and the development of the four resourcing strategies that underpin the achievement of the Corporate Strategy. SMT (Senior Management Team comprising of CMT and all Heads of Service) is variable from the basic understanding of service delivery planning through to the in depth planning and forecasting for some of the BIP programmes (e.g. Culture and Finance). Therefore depending on their service involvement, actions and understanding of workforce planning is variable but an area that will be developed in the future through revised service delivering planning, involvement in BIP projects and the revised meeting schedules that ensure that senior managers are all aware of the priorities for the Council over the next two years.

HR capacity

The HR service has undergone a transformation in the last two years to realign itself to delivering a core provision of service that a successful organisation requires – HR administration (transactional) with the implementation of a new IT system including a revised self service aspect and HR professional service (transformational) offering HR interventions with service managers at key events (absence, recruitment, organisational change).

The clear division of work has supported managers in understanding how HR adds value and identifying when intervention is required; this has been communicated through policy updating, one to one advice and guidance and through the HR workshops that have focused on the key HR skills that line managers need to understand to be effective people managers.

The skills and experience in developing and building the HR team over this time has led to team changes and new working relationships to support transactional and transformational change at all levels. The result is a highly experienced HR professional team that can ably support the organisational changes resulting from Building on Excellence, the BIP programme and Lean Systems interventions. The transactional team are working to become proficient with the new system and develop it to ensure that the system delivers the management information that will be relied upon for the transactional work.

Active participation in the HR shared services workstream County wide and in conjunction with Coventry and Solihull has resulted in identified synergies and potential for sharing of ideas, partnership working or the options of a shared service. This is part of the BIP programme of work.

To review the Council's strategic self assessment against the five priority areas of Organisational Development, Leadership Development, Skills Development, Recruitment and Retention, Pay and Rewards as set out in the Local Government Workforce Strategy, please see the People Strategy review 2009.

Part 5 - How will we know it's successful?

A shared sense of ownership across the council and the recognition of the importance of workforce planning

Workforce strategies linked to wider corporate issues

A focus on major issues and the capacity to convert challenges into actions

Long term plans instead of short term fire fighting

Effective use of data for workforce needs

A co-ordinated approach across partners, other councils and different tiers of government