



# Workforce Strategy 2023 - 2027



**this is Redcar & Cleveland**



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Countryside Services







Fleet Workshop

# Introduction

The strategy sets out how we will develop our workforce to support the priorities identified in our Corporate Plan and help to deliver our Medium-Term Financial Strategy. It will build on the strong platform of the previous strategy, which provided significant achievements in supporting and developing our staff.

Our employees are our biggest asset. We will ensure they are well-equipped, and feel engaged and motivated, to deliver the best possible services for our residents, businesses, and visitors. They know their services and customers better than anyone and we will listen to and implement their views to ensure we deliver the best possible outcomes.

We will support our staff by investing in their wellbeing and professional development and making our council an excellent and rewarding place to work. The council will also need to continue to respond to many other challenges such as health inequalities and wellbeing, rising demand for services, ongoing impacts of austerity, supporting a sustainable financial future, adults health and social care and challenges in children's social care.







No Wrong Door,  
Children's Services

# Achievements

Our previous workforce strategy was successful in delivering:





# Our Workforce Challenges

We, along with all other public and private sector organisations, face significant workforce challenges. We must recruit the right people, with the right skills, at the right times and retain our best people. Surveys have been carried out with staff and managers to help inform the development of this new Workforce Strategy. The actions outlined within the strategy take these surveys into account, along with the existing workforce profile and sets out identified steps to help overcome our challenges.

The diagram below illustrates some of our key challenges:



Facilities Management





No Wrong Door,  
Children's Services

# Future Skills Requirements

The Council, like many organisations, faces challenges with recruitment and retention.

In the past, we have had hard to recruit to roles in areas such as social work. However, since the Covid pandemic, we also face challenges with recruitment in many other roles and professions such as cleaners, enforcement officers, building surveyors, planning officers and in environmental health. We also have continuing skill shortages in both adults and children's social care.

To address this, we will:

## Support

Support our workforce in new ways of working, ensuring our staff are properly skilled to maximise their ability to carry out their role.

## Attract

Consider opportunities to attract and retain a more diverse and representative workforce with a broader range of talents, to ensure the Council has a wider range of experience and skills in the future.

## Succession

Provide support to managers with the development of service workforce plans, which will consider succession planning and new career pathways.

## Develop

Ensure managers are well trained to lead their teams, so they are confident and skilled to develop their staff to ensure team, service and directorate performance meets the needs of the individuals and the organisation.

## Grow

Utilise the apprentice levy where possible, helping our staff grow and flourish and continue to employ new apprentices in a wider range of service areas and skill sets.



Youth & Community Service





Countryside Services

# Our Workforce Profile

Understanding the profile of our workforce helps us to plan for the future. The Council is committed to fairness and equality and, in particular, promoting equality of opportunity for all and a culture that values differences. As an employer, we want to ensure our workforce is representative of the community it serves and that we attract and retain talented employees from a wide range of backgrounds and with diverse skills and experience.

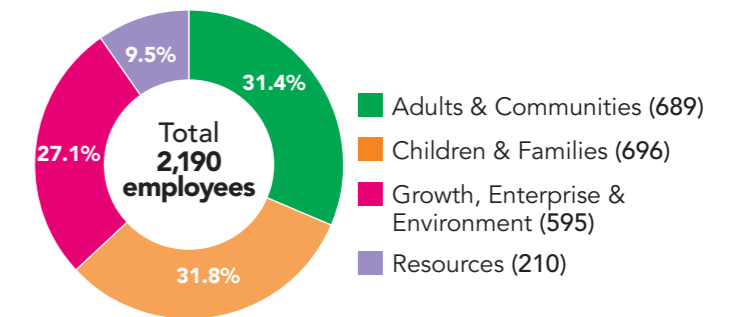
## Headcount

Redcar and Cleveland Borough Council has a workforce of more than 2,190 staff, employed across four directorates, each of which provides vital services to the people of Redcar and Cleveland. The nature of local government is such that there is a huge range of jobs and professions across the directorates, requiring a very diverse set of skills and abilities. The following tables provide a statistical overview of the council's workforce.

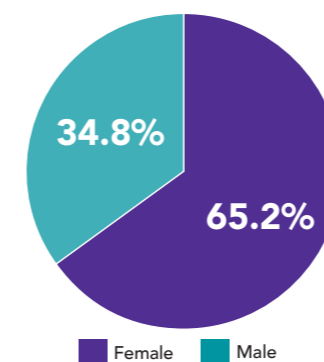
### Staff headcount (excluding schools)



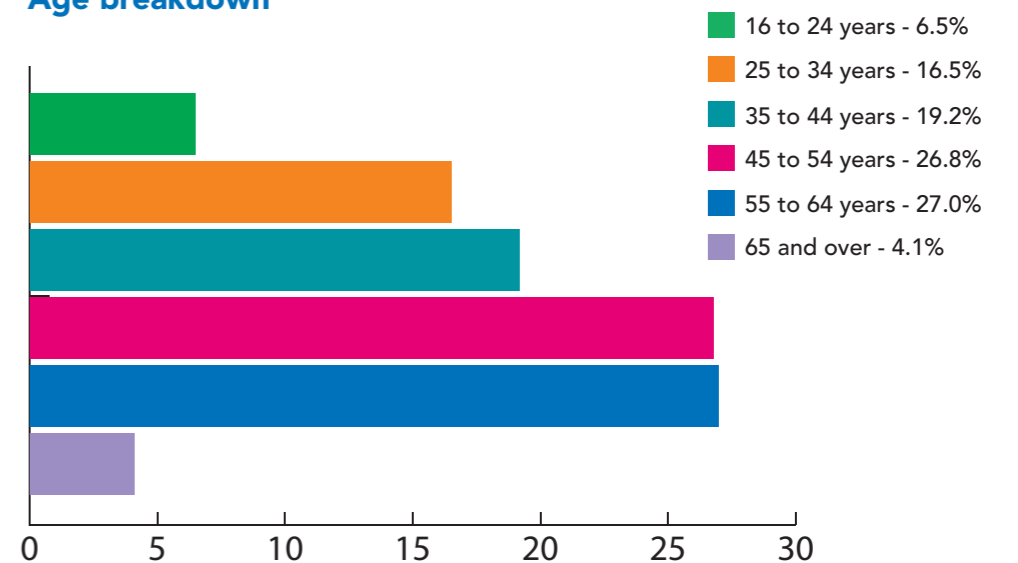
### Staff headcount by directorate



### Gender breakdown



### Age breakdown







Cleaning & Caretaking Services

### Gender Pay Gap

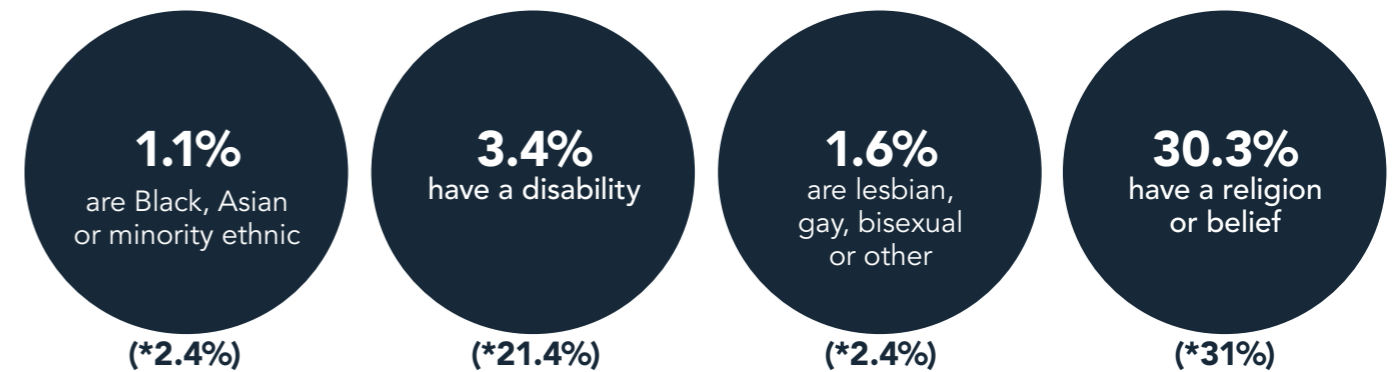
These pay gaps do not indicate that male and female employees are being paid differently for equal work. The Council operates a robust grading structure based on non-discriminatory job evaluation schemes to ensure that it complies with equality legislation and provides equal pay for work of equal value. However, it does reflect the fact that there are large numbers of professional roles occupied mainly by women, whereas, conversely there are large numbers of roles which



are less well-remunerated and occupied almost exclusively by men, highlighting one

area where diversity within our workforce presents as an issue.

### Equality, Diversity, and Inclusion



\*Based on Redcar and Cleveland population - from census data 2021

The initiatives set out in this Strategy will enable us to respond to some of the workforce and wider demographic challenges and enable us to put robust workforce plans in place to address those challenges. We recognise that diverse sets of experiences, perspectives and backgrounds are crucial to innovation and the development of new ideas. Valuing differences plays a key role in attracting and retaining talent and is an important component of a successful organisation. We are committed to providing equality of opportunity, creating an inclusive culture where diversity is valued and encouraged.

As part of this strategy, we want to aim to have a workforce that reflects the diversity of the local community, so that our services are provided appropriately and the council benefits from a wealth of experiences. We are aware that **36.6%** of employees haven't declared any information, we will continue to encourage colleagues to share this information.





# Our Corporate Plan

## Our vision for the Borough is:

Redcar & Cleveland Borough will be carbon neutral, safer and more prosperous and attractive. People will live longer, more fulfilling and independent lives and will have access to the means of support when they need it.

## Our values as public servants and elected representatives are:





# Policy Hierarchy

The council has a range of complementary policies and plans which set the strategic and political context in which the organisation operates. The following simple diagram provides an overview of where the Workforce Strategy sits.

**Corporate Plan** - The corporate plan sets out the council's vision & values and priorities. This is the strategic framework which elected members have put in place in order to ensure the delivery of their political priorities.

**Medium Term Financial Strategy** - The Medium-Term Financial Strategy underpins all that the council will deliver within the corporate plan. It sets out within a robust plan how the council will fund agreed priorities including the workforce.

**Workforce Strategy** - The council's workforce is fundamental to the delivery of the organisation's priorities. The Workforce Strategy and implementation plan set out how the council will support, prepare, and equip its workforce to deliver the future aspirations of the council.

**Other interlinking strategies** - The Workforce Strategy has direct links to a number of other council strategies and plans, notably the Equality Policy, Asset Strategy and Digital Strategy.



Library Services

## Governance of Workforce Strategy

Whilst the Workforce Strategy will reach all parts of the organisation, the overall responsibility for delivery of the strategy and associated implementation plan is as follows:

### Political Ownership

The Cabinet Member for Resources has the overall responsibility for the delivery of the council's Workforce Strategy. As per the council's constitution, the Employment Health and Safety Committee will make decisions on specific employment policy matters.

### Officer Leadership

The Workforce Strategy is owned by the Executive Management Team, with lead responsibility for the council's workforce sitting with the Managing Director, the Governance Director will oversee its delivery.

### Delivering the Strategy

The Governance Director and Assistant Director - Corporate Resources, will oversee the delivery of the Workforce Strategy implementation plan, supported by the Organisational Development / Learning and Development and Human Resources Teams. Officers will work closely with trade union colleagues as the strategy is implemented.





Fleet Workshop

# Key Workforce Priorities

To achieve the vision set out in the Corporate Plan, address future skills gaps, and tackle the emerging challenges, the Workforce Strategy concentrates on six key priorities. Each priority has actions which will help to transform our people and services by developing and putting the right workforce practices and support programmes in place. We have used the data and feedback from staff and manager surveys to agree the priority areas of focus for the next four years.

1 Delivering our Future



2 Building Leadership Capacity



3 Developing our Workforce



4 Being a great employer



5 Supporting our young people and bringing in new talent



6 Inclusive workforce – ensure everyone has a voice





## 1 Delivering our Future



- Develop individual service-specific workforce plans to address current and future workforce needs.
- Implement strong succession planning and talent management strategies to help us grow and develop our own employees.
- Develop modern HR practices and approaches which will enable us to transform what it is like to work for the council and how we manage the organisation.
- Use workforce data and insight to forecast future organisational capacity and capability and develop and put into place strong organisational design and succession planning processes.

## 2 Building Leadership Capacity



- Invest in leaders and managers to be the best, to inspire and empower employees – offering opportunities for management development at all levels from Team Leader to senior management.
- Develop a model of leadership which is conducive to leading flexibly in a modern organisation, with a strong focus on ownership, compliance, and accountability.
- Embedding our values and behaviours in everything we do.
- Creating a supportive and inclusive working culture where employees thrive and perform, and leaders are visible and available to their workforce.
- Ensure we take people on the right journey for the organisation and help us to embrace a culture that supports staff, ensures awareness of our strategic aims, provides clear leadership, and management engagement that encourages and acts on staff feedback.



## 3 Developing our Workforce



- Giving all employees the opportunity to develop and grow to achieve their full potential.
- Ensuring our employees have the right skills to support them in their roles and to deliver high quality services to our communities and build a council for the future.
- Building learning and development into everyday work.
- Focusing our programmes on critical skills and competencies for the future.
- Enabling easily accessible learning and development, with a blended learning offer.

## 4 Being a great employer



- Attract and retain the best talent through a new branded employment offer, creating a great place to work and being an employer of choice.
- Valuing our employees through effective employee engagement and recognition, with a wide range of employee benefits and encouraging ideas and innovation from staff.
- Ensuring employees are supported through a holistic health and wellbeing approach.
- Investing in new and flexible ways of working to develop an agile workforce.
- Providing support, encouragement, and recognition for staff leading to a workforce who aspire to do their best at all times, so we can become an 'employer of choice;' where people want to work and stay for the long term.





## 5 Supporting our young people and bringing in new talent



- Providing innovative employment programmes to help transform the lives of some of the most vulnerable young people in our communities, providing career-pathways through work experience, apprenticeships, internships, and other employment schemes.
- As corporate parents we will continue to support the Care Covenant to ensure we offer employment opportunities to our care leavers and ensure that we remove barriers into work.
- Offer opportunities to apprentices of all ages, bringing in fresh talent and experience to services, ensuring we maximise the training opportunities available to us with the apprentice levy.
- Supporting adults with learning difficulties, special educational needs or disabilities who need some extra help and support into employment, through volunteering, work experience, employment opportunities or training.
- Exploring non-traditional approaches to roles where academic qualifications may be of less importance than aptitude, but currently appear as requirements in person specifications, presenting as a potential barrier to employment for residents in our communities.

## 6 Inclusive workforce – ensure everyone has a voice



- Our vision for equality, diversity and inclusion is to make the Council a welcoming place, where equality, freedom, fairness, and opportunity are open to all.
- Work with Equality, Diversity, and Inclusion network groups across the Council to better understand their lived experiences and its impact on their experience at work, addressing any issues identified.
- Staff engagement is key to workplace culture, we want to ensure that all staff have the opportunity to have a voice, offering engagement structures that are easy to access and designed to support well-being and work / life balance.
- We want staff to feel they belong, and their contribution matters, with policies and procedures that are fair, so that a range of people are supported to work together effectively.
- Given our reduced workforce there is a greater need for collaborative working across all directorates and, therefore, we need to promote a culture of accountability and shared responsibility within our workforce, so that issues do not fall between gaps and become lost in the system with staff able to provide signposting and great customer service to all.



Higher Level  
Degree Apprentice





Transport Service

# Measuring Success

We need to know that we are delivering the strategy and our initiatives are making a difference and is delivering against our vision for the workforce and meeting the organisation's needs. We have set out and will monitor the productivity, performance, development, and engagement of our workforce. This will be measured by the following:







# Our Action Plan



## 1 Delivering our Future

Develop service specific workforce training plans to address identified skills gaps and ensure we have strong succession planning in place to meet future workforce needs.

Develop a Recruitment and Retention Strategy and action plan that addresses the main challenges identified in our workforce profile including hard to recruit posts, salary benchmarking, and attracting young people and diverse talent.

Continue to work with departments to support with recruitment and retention and use tailored interventions where appropriate to meet needs.

Continue to develop our employer brand and increase our social media and online presence to attract the right people to work for us, and to define our employee offer to ensure we are well positioned and promoted as an employer of choice and to support recruitment and retention.

Increase flexibility across services by reviewing our approach to academic requirements, implementing work trials in some areas, considering hyperlocal community recruitment events.

Continue to develop our recruitment platform and Agresso HR system to digitise forms and processes, and to develop and expand the information available to managers through the dashboard.

Review the induction process for new employees and develop our recruitment platform to improve the new starter experience.

An excellent onboarding process, including a local and corporate induction ensuring employees are suitably informed to carry out their role from day one.

Ensure we use data, insight and evidence to inform our workforce decision-making and delivery.





Legal Services

## 2 Building Leadership Capacity



Deliver a leadership development programme for managers, to ensure we have strong leadership skills in providing clear strategic direction to achieve our vision and priorities.

Develop adaptable, inclusive leaders to support organisational culture change.

Explore options for developing a Leadership Competency Framework for senior managers, to ensure that senior officers work to agreed behaviours that will lead to successful performance, and a clear and consistent approach across all teams.

Design and deliver a Rising Stars – future management programme for staff wishing to progress in their career, to support our succession plans to retain our future leaders and managers.

Annual review of the Management Development Programme aimed at new or aspiring managers, to ensure they are effectively trained to manage performance, and produce engaged and motivated teams.

Review existing management support guides and share with managers and team leaders as part of the initial Management Development Programme.

Offer training to senior leaders to support the climate change agenda, to ensure leadership, understanding and impact of decision-making relating to climate change.

Develop a Coaching and Mentoring framework for our managers and employees, to empower staff to resolve difficulties and maximise their potential.

Continue to work in partnership with our trade union colleagues to maintain positive employee relations through regular engagement.



### 3 Developing our Workforce



Develop training for the workforce to ensure all staff are customer-focused, ensuring residents, members and colleagues receive the best customer service at all times and are treated with respect.

Continue to review, update, and promote the suite of eLearning modules, and continue to ensure new modules are developed to support workforce learning.

Annually refresh the Corporate Training Programme and continue to promote awareness of training opportunities available for all staff.

Introduce staff check-ins to ensure workforce development needs are being met, using short surveys in areas such as employee satisfaction, communication, well-being, and work environment.

Enhance communication and promotion to get wider employee engagement on corporate courses which are available for all staff to attend.

Review the current appraisal process and implement the full roll-out of electronic appraisals on Agresso HR system.

Develop the Agresso HR system to support the monitoring and reporting of mandatory training of staff and induction.

Review current pay model and consider national change to living wage and public sector terms and conditions.

Develop IT skills and training for staff to ensure they are skilled to maximise digital technology to support them in their roles. Support and develop employees to become digital champions and digital leaders.



Higher Level Chartered  
Legal Executive Apprentice



## 4 Being a great employer



Offer a Mental Health Awareness training programme, to help reduce the stigma associated with mental health conditions and develop skills and confidence to support staff affected by mental health conditions.

Promote and raise awareness of our trained Mental Health First Aiders and train further cohorts across all directorates.

Review and continue to develop the monthly health promotion events, including national initiatives, ensuring a wide range of employees are involved.

Review, refresh and promote our staff benefits and discount scheme (providing additional access support for frontline staff), reviewing the uptake of current benefits and their value to employees (pulse surveys).

Review the Health and Wellbeing Strategy and implement the actions, to manage our employees' wellbeing and health, reducing impact to the organisation of sickness absence and building resilience.

Raise awareness of neurodiverse conditions (Autism, ADHD, dyslexia, and others) across the workforce and ensure training is available to managers to understand and support employees.

Celebrate our staff and teams' performance through the appraisal process and our staff reward and recognition schemes.

Review and update Human Resources and Health & Safety policies and procedures to support our employees to work in a safe, healthy, and supportive environment.





## 5 Supporting our young people and bringing in new talent

Continue with our award-winning Apprenticeship Schemes to recruit fresh talent, bringing new skills into the organisation to support us with our succession planning.

Offer an annual Young People's Paid Work Experience Programme, providing a range of opportunities across all directorates for young people in school/college.

Support our local secondary schools and colleges with work experience opportunities.

Provide support to young adults with learning disabilities and special educational needs to become work-ready and provide opportunities with flexible work, work experience and volunteering opportunities.

Maximise the use of Apprenticeship Standards to upskill the workforce and offer management development through apprenticeship routes, helping to fill hard to recruit roles and support our long-term workforce plans.

Continue to positively support our care leavers with internal employment and training opportunities.

Implement a Youth Mental Health First Aiders programme, with staff trained and available within directorates to offer support to young people and their managers.







Youth &amp; Community Services

## 6 Inclusive workforce – ensure everyone has a voice



Review our current equality, diversity and inclusion training offer to ensure we all have the skills to support ED&I awareness and understanding to have an inclusive and welcoming organisation.

Review recruitment and selection practices to ensure under-represented groups are attracted, to strengthen our diversity and move to an inclusive culture where staff feel they belong and have equal opportunities to succeed.

Equality, Diversity, and Inclusion staff networks to be developed to understand lived experience and its impact on experience at work, and look to address issues staff raise and plan future actions.

Design and develop staff and manager engagement forums, so everyone has an opportunity to have a voice and be heard, ensuring we improve how we communicate more effectively with front-line staff.

Refresh our internal communications channels, widening opportunities for staff to hear from and ask questions of the leadership team.

Embed the new Corporate Plan, with our new objectives, priorities and behaviours to share with staff across the organisation and develop staff consultation and engagement tools.

Ensure the requirements and outcomes identified in the Equality, Diversity and Inclusion Policy and the Action Plan 2023/24 are implemented.

Develop a new ED&I Action Plan 2024 – 2026, with long-term actions identified through work with ED&I staff networks and through engagement with the workforce.

Work with directorates to consider ways to improve engagement and representation on Equality, Diversity and Inclusion awareness and understanding across frontline services.

Ensure senior management attend Equality, Diversity and Inclusion Impact Assessment training.

To strive to make the organisation a place where staff feel safe and able to declare their protected characteristics through self-declaration and individual choice, knowing that the organisation is inclusive and supportive to everyone.

Introduce staff 'team building' days, for all staff, from front-line, office based and management, to support some essential works, such as litter picking, grounds maintenance, tree planting.



