



Welcome to the council's Workforce Plan. This plan provides an essential framework to help us make the best decisions about our workforce to help us deliver against our Council Plan.

The Council Plan 2014-2017

Our Council Plan outlines the vision for the council and the priorities we will focus on to achieve our vision. These priorities are then further developed in directorate and service plans to set the focus for each area within the council. These strategies help us understand and plan for the opportunities and challenges ahead.

Supporting our Council Plan is our Medium Term Financial Plan. It outlines the funding that we receive and how we plan to use it across our directorates. The Medium Term Financial Plan also includes the staffing budget.

When read together the Council Plan, the Medium Term Financial Plan and our Workforce Plan describe how we will deliver and achieve our vision. Together they describe the priorities the council will pursue, the resources that will be available to achieve these, and the shape, culture and processes which the council's workforce will adopt to meet the challenges of the future.



Our vision for Cumbria County Council:

To be an effective and efficient organisation that delivers the best possible services for the people of Cumbria within its available resources, protects the vulnerable, and works with others in the community to shape services and help find solutions for the future.

Council priorities

Safeguard children, and ensure that Cumbria is a great place to be a child and grow up

Enable communities to live safely and shape services locally

Promote health and wellbeing, and tackle poverty

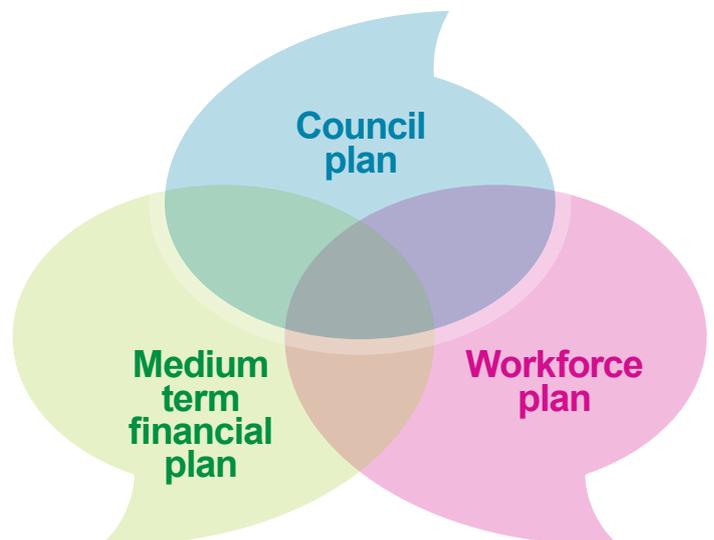
Protect and enhance Cumbria's world class environment

Provide safe and well maintained roads and an effective transport network

Promote sustainable economic growth, and create jobs

Support older and vulnerable people to live independent and healthy lives

Be a modern and efficient council



The role of Cumbria County Council

We are responsible for many of the key services that are important to local communities such as - education (schools, both primary and secondary), libraries and youth services, social services, highways maintenance, waste disposal, emergency planning, consumer protection and the Fire and Rescue Service. Cumbria County Council:

- Supports over 300 schools.
- Arranges and delivers home care for more than 5,600 older people.
- Provides access to almost 730,000 library books.
- Looks after more than 600 children.
- Funds 28 Children's Centres.
- Carries out more than 16,200 fire and home safety checks.
- Maintains approximately 5,000 miles of road, 4,000 miles of public rights of way and 44,368 streetlights.
- Registers almost 4,700 births.
- Recycles 50 per cent of the 230,000 tonnes of household waste generated in Cumbria.



Where are we now?

Cumbrian residents have a wide range of income, needs and expectations. The county council must balance the limited resources available to meet the complex range of requirements that exist now and in the future. To do this the council has to be flexible and be able to innovate, providing services that work best for each area whilst maximising economies of scale.

Our customers include a wide range of people and organisations including: residents, service users, families, children, young people, parents, colleagues, members, schools, the voluntary sector, health, the police and other districts and boroughs.

We deliver a wide range of statutory, regulatory and optional services for our customers. These include libraries, highways, social care and waste management.

These services are provided in many different ways; online, through social media, by phone, face to face and through public meetings.

We do not know exactly what our workforce will look like in 2016, yet our organisation will be much smaller.

Through the process to develop this Workforce Plan we do know the attributes and capabilities our future workforce needs to have to meet the challenges and opportunities ahead.

The Workforce Plan sets out how we intend to develop our workforce to be flexible and agile, with the appropriate skills, to meet the future needs of local communities we serve, whilst operating within reduced means.



About our workforce

The overall size of our workforce has reduced within the last twelve months from 7366 employees in March 2013 to 7213 employees in March 2014.

This reflects the changing nature of services and the need to achieve efficiencies in our delivery.

62% of our employees work part time.
77% of our workforce are female and 23% male.

Some of our services operate 24 hours a day, 365 days of the year. We have a wide variety of jobs at the county council ranging from frontline care workers to solicitors.



The challenges

The county council has already seen its spending reduced by £88 million over the last three years and another round of reductions in government funding means further savings of around £88 million will be needed over the next three years. This adds up to around one in every four pounds which the council used to receive to pay for services.

Social change and reform

Local authorities now have greater responsibilities as a result of the changes in health and social care provision. This will require a closer focus on integration of services and working in partnership with our colleagues in health.

Labour market pressures

Due to our rurality, we experience challenges recruiting and retaining certain skills sets, in areas such as civil engineering, some types of social work and approved mental health professionals.

Demographic changes

The population of Cumbria is ageing; this means there are a growing number of older people within our community and increasing demand and pressure on our services. There is also a clear migration of young people out of Cumbria meaning that our potential employee pool is reducing.

Partnerships

We will work with our partners in the health sector to bring services together and continue to work with our partners in the district and borough councils in order to share our expertise and resources.

Different ways of delivering services

There are opportunities for us to partner with other organisations, particularly those in the voluntary sector to deliver services in different ways. We can strengthen our resilience and enable shared learning and increase productivity, helping to create local services for the future.

Developments in technology

We are using technology as a key resource to modernise and improve the way we work and deliver services. We are looking at different ways to use technology to improve how we work in the future, enabling staff to work more flexibly. This includes supporting staff to become more mobile and work remotely or from home.



Cumbria County Council works in partnership with Job Centre Plus to adopt a positive action strategy and encourage more disabled people in Cumbria into employment.

Cumbria County Council in the future



Our workforce vision:

We will have a flexible and agile workforce, that is suitably skilled, working as one team to meet the future needs of the local communities we serve.

Our council plan says...

By adopting our new behaviours we will develop our culture which will help us deliver our workforce vision and council priorities.

Our behaviours

1. Take **responsibility** for our actions
2. Demonstrate a **positive**, flexible attitude
3. Act with **honesty** and respect for others
4. Communicate in a **clear** and constructive way
5. Be **committed** to 'One Team'.

**Count
me in!**



We will change the way we operate as a council and become more business-like. We will:

- Use ICT and modern **technology** to improve our services.
- Simplify our **policies**, systems and processes.
- Simplify our staffing **structures** having lean management layers, empowering our staff to make decisions.
- **Communicate** in a clear and consistent way.
- Work **agilely** across the county from modern fit-for-purpose buildings.

To make this change happen we will:

- Utilise and **develop the skills and talents** of all elected members.
- Develop our **leaders and managers**.
- Invest in our employees to make them more **flexible and adaptable**.
- Build the **workforce of the future**.
- **Develop our young people** through our apprenticeship scheme.
- **Celebrate** our success.
- Be more **innovative**: balancing risks and opportunities.

**Our workforce
plan sets out
how we'll
make this
happen...**



The themes



We have used the council plan to develop five working plan themes which are explored in more detail over the following pages.

Many actions are now underway to help us achieve these aims. A delivery plan which includes the key pieces of work which contribute to the achievement of the Workforce Plan has been produced as a separate document and is available on **intouch**.

Reshape the council

We will reshape the council and change the way we operate to meet the needs of the people of Cumbria, whilst operating within reduced means.



Flexible and agile workforce

We will develop and support our staff to work agilely and flexibly across the county working effectively with communities and the third sector.

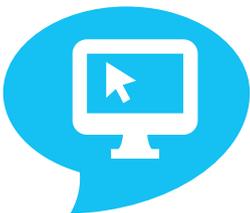
Leadership and management development

We will develop the skills of our leaders and managers to face the challenges ahead.



Engagement and innovation

We will create an environment which increases employee involvement and encourages innovation, that lets employees develop to their full potential.



Health and wellbeing

We will promote the health and wellbeing of all our employees to support a flexible workforce able to respond to the needs of the local communities.



Reshape the council

We will reshape the council and change the way we operate to meet the needs of the people of Cumbria, whilst operating within reduced means.

To meet the scale of the challenge, we will undergo significant change over the coming years. By 2017, we will look, act and feel like a different organisation. This focus will steer the decisions of the county council as it becomes a smaller organisation – one able to live within its reduced means; which does less but does it better and challenges the status quo.

We will change the way we operate as a council by simplifying our staffing structures, reducing management layers and empowering staff to make decisions.

We will operate in a more business-like manner, deploying our human and financial resources effectively against our key priorities to deliver the best outcomes for the people of Cumbria.

We will shape services and help find solutions for the future by working with others in the community.

What we have done:

- Reshaped our extended leadership team, reducing the overall number of corporate and assistant directors.
- Introduced a new behaviours framework developed with employees.
- Commenced the reshape of the Resources directorate to place greater emphasis on the provision of business services to the directorates, starting to reduce management layers and simplifying processes.
- We have reshaped service delivery in Highways and ICT.
- Centralised the Learning and Development team.

What we will do...

- Reshape the extended leadership structure as we become a smaller organisation.
- Empower our staff to make decisions by simplifying our staffing structures with less management.
- Improve and simplify corporate rules and governance to support effect decision making.
- Embed our behavioural framework to underpin the key values, beliefs and behaviours needed for the council of the future.
- Improve and simplify systems and processes that will support new ways of working to improve service delivery.
- Undertake workforce planning at a local level to meet forecast demand.



Flexible and agile workforce

We will support our staff to work agilely and flexibly across the county working effectively with communities and the third sector.

We are committed to delivering high quality services and set high standards in what we do and how we do it.

Serving a population with such a variety of needs requires a workforce that is flexible and adaptable to change and can be scaled and shaped to meet local requirements.

We will improve the way that we deliver more accessible and efficient services to the people of Cumbria. We will transform the working environment, as we know it, improving environments and increasing productivity.

We will use ICT and technology to effectively improve our services and simplify our processes.

We will develop our employees' skills and knowledge to meet service requirement, enhance their performance and increase mobility within the council.

What we have done:

- Commenced a programme of work (Better Places for Work) to transform our workplaces and working environment.
- Introduced more agile working practices to make the way in which we work more effective and efficient.
- Developed 12 apprenticeship pathways into the council, including the first higher level apprenticeships.
- Delivered a service-led training programme (over 2,000 days in the last 12 months) to ensure that employees have access to the training to provide the necessary skills to deliver effective services.

What we will do...

- Develop the knowledge and skills of our employees to help them work more effectively with communities and the third sector and enable them to create local solutions and shape local services for the future.
- Improve and simplify systems and processes that will enable new ways of working to improve service delivery.
- Review the job families framework to reflect the reshaping of the council, enabling a more flexible workforce and the support of opportunities for career development.
- Implement our core competencies to underpin our people management practices and in support of our behaviours framework.
- Create a succession planning framework to best develop employees to meet the future service needs and provide career development.
- Continue to provide opportunities for the development of young people through the development of our traineeship, apprenticeship and graduate programmes.

Develop our leaders and managers

We will develop the skills of our leaders and managers to face the challenges ahead.

Effective leaders and managers are never more crucial than in times of austerity and significant change. Developing the skills of our leaders and managers to respond to the rapidly changing environment is essential to our success.

We use public money to fund our services and we are accountable for every penny we spend. This is very important to us and we want to improve our ability to respond to the changing needs of our residents and communities we serve.

To do this we will develop our business awareness and knowledge so we make the best use of our resources and funding.

We will strengthen leadership capability, utilising the skills and talents of elected members and ensure that leaders and managers have the skills to develop and motivate high performing teams and individuals.

We will empower managers at all levels by developing a clear accountability framework, enabling them to become risk aware rather than risk averse.

We will develop the ability of our managers to engage and communicate more effectively with their teams and colleagues, working collaboratively to identify innovative solutions to the challenges we face.

What we have done:

- Commenced a 'strengthening leadership and management' approach within Children's Services.
- Commissioned a pilot programme to develop the leadership and management skills of our highways managers.
- Commenced an extended leadership development programme.

What we will do...

- Introduce a leadership and management development framework, with a key focus upon the 'expectations of being a manager' within the council.
- Introduce a new trade union recognition agreement.
- Develop coaching and mentoring skills across our leaders and managers.
- Create a framework to identify and develop future managers and leaders.



Engagement and innovation

We will create an environment which increases employee involvement and encourages innovation, that lets employees develop to their full potential.

We will encourage a culture where employees understand and feel able to deliver the priorities set by elected members. We will create an environment where employees are motivated to connect with their work and feel proud to work for the council.

We will listen to the views of employees and trade unions and build upon our employees' commitment to our priorities by communicating in a clear and consistent way. We will work to make employees feel valued whilst at the same time enhancing their own sense of well-being.

We believe that innovation will enable us to continue to deliver better services and value for money for the people of Cumbria. We will foster a culture of creativity, trust and independence – investing in new ideas to improve what we do and how we do it at all levels.

What we have done:

- 'Let's Talk' county wide employee engagement sessions.
- Chief Executive and Corporate Directors 'drop in' sessions.
- Encourage joint working across the different services within the council to increase shared learning and expertise.
- Management conference events.

What we will do...

- Create an engagement framework to encourage employees to be more involved and enthusiastic about their work.
- Introduce a new trade union recognition agreement.
- Foster an environment which promotes a culture of trust and creative thinking to develop, through effective line management.
- Communicate key messages in a clear and consistent way ensuring that employees understand their contribution to our priorities.
- Celebrate our success, recognising great ideas and contribution from employees at all levels.
- Encourage more innovation: balancing risks and opportunities.



Health and wellbeing

We will promote the health and wellbeing of all our employees to support a flexible workforce able to respond to the needs of the local communities.

We recognise that when employees are healthy, motivated and have a sense of wellbeing then the experience and outcomes for Cumbria's residents improve. Having a workforce with good health and wellbeing is important to us and will mean that employees feel able to meet the future challenges we face.

Through improved employee engagement and a focus upon employee development we will ensure that we better understand their needs and help them feel valued at work.

We will develop and equip our managers with the information and skills to help them to recognise the issues facing the workforce and understand how to address them in an effective and timely way.

We will constantly review our workplace systems and environment to ensure we provide a safe and healthy place to work and ensure we have support in place to keep employees healthy and improve their wellbeing.

What we have done:

- Applied for National Workplace Wellbeing Charter. This will provide us with a status report and give us pointers for how we can do better.
- Updated our "managing the causes of work related stress" procedure and issued it for consultation.
- Provide confidential free to access employee support services through the Positive People Company.
- Provide a comprehensive occupational health support service through The University Hospitals of Morecambe Bay NHS Foundation Trust.
- Coordinated Workplace Wellbeing Road Shows and staff mini health checks where employees are able to access advice and support.
- Developed a range of policies on wellbeing issues, including; flexible working, alcohol and substance abuse, harassment, and positive attendance.

What we will do...

- Take on board any recommendations identified within the Workplace Wellbeing Charter.
- Implement our new "managing the causes of work related stress" procedure.
- Run further Wellbeing Road Shows and mini health checks.
- Review the way we deliver occupational health services to ensure we are effectively supporting employees and improving attendance.
- Develop training for managers & employees to ensure they are better equipped to prevent stressful situations occurring and provide effective support.



Reporting on progress

This Workforce Plan is a three year document, setting out the key priorities and areas of activity for the county council up to 2017.

We will review the plan annually.

A delivery plan will ensure the effective implementation of the Workforce Plan. This will be used to measure progress against the things we have said we will do.



If you require this document in another format (eg CD, audio cassette, Braille or large type) or in another language, please telephone 01228 606060.

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