

Year 1 Delivery Plan for Workforce Plan

This plan provides a high level overview of the work which will take place over the coming year. It has a particular focus on establishing key strategies to support our new ways of working.

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Leadership and Management	A focus on degree apprenticeships to support skills needs, raising skills and aspirations for both newly recruited and existing staff.	To provide higher level apprenticeship opportunities to enable staff to gain qualifications leading to improved retention rates and job satisfaction in the workplace.	On-going, quarterly	Michael Mainwaring	<p>The number of apprenticeship starts.</p> <p>The number of apprentices gaining a higher level apprenticeship qualification at pass, merit, or distinction grade.</p> <p>The number of apprentices gaining a part or full time vacancy following successful completion of a higher level apprenticeship.</p> <p>The number of apprentices remaining in employment with the Council 6 months after successful completion of a higher level apprenticeship.</p>
	To work with the Liverpool City Region Combined Authority (LCRCA) to establish a Liverpool City Region leadership network to bring leaders together from the six local authorities and combined authority in the Liverpool City Region (LCR).	<p>To bring together senior leaders for purposeful conversations about significant themes, issues and opportunities for the city region.</p> <p>To build relationships and shared understanding that will underpin making progress on the themes and a cross organisational city region perspective.</p>	September 2023.	Michael Mainwaring	<p>The number of SLB members attending each network meeting.</p> <p>Senior Leaders working collectively on significant themes, issues, and opportunities for the LCR.</p> <p>Senior Leaders develop relationships and a shared understanding leading to progress on identified themes across an organisational LCR perspective.</p> <p>Sefton's Senior Leaders working collectively as a cohesive Senior Leadership Board to ensure LCR themes, issues and opportunities are embedded across the Sefton footprint.</p> <p>Sefton's Senior Leaders engage with Service Managers at Senior Management Conferences to share the learning and best practice following attendance at the LCR Leadership Network meetings.</p>

	To review, simplify and reduce the length of the My Sefton My Space PDR eLearning courses from 1hr and 15mins down to 45 minutes, without impacting on the quality of the courses.	To increase the uptake of both the staff and managers My Sefton My Space courses.	December 2023.	Michael Mainwaring	<p>The number of staff and managers completing the refreshed My Sefton My Space PDR eLearning.</p> <p>All members of SLB complete the My Sefton My Space eLearning for managers.</p>
	To partner with the LCRCA to join their mentoring programme and to make this available to all Sefton Council employees.	Staff and managers have an opportunity to become mentors, to guide, advise and support others to be the best they can be in their role and career, or to be mentored by a more experienced and skilled mentor.	September 2023	Michael Mainwaring	<p>The number of staff signing up to be mentors.</p> <p>The number of staff receiving mentoring support.</p> <p>Members of SLB sign up to the initiative/agree to offer mentoring support to Service Managers who are aspiring to be Assistant Directors.</p>

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Engagement	Develop an annual staff survey to measure employee engagement and job satisfaction in the workplace.	To inform decision making about changes and developments to ensure Sefton Council is an attractive place to work. To increase staff retention and reduce turnover.	November 2023	HR and Strategic Support led	A 50% response rate to the survey with increasing levels including the following domains: <ul style="list-style-type: none"> Employee engagement outcomes Career growth and development Communication and resources Individual needs Manager effectiveness Team dynamics Trust in leadership Future outlook Diversity and inclusion.
	Plan for the Annual staff achievement awards.	To enable staff to feel valued and an integral part of the organisation, and a contributor to the brilliant work the Council delivers.	November 2023	SLB	The number of staff achievers attending the event. The number of nominations received for each award category. Staff feel valued and appreciated for their hard work and dedication to the service areas/teams/service users they support, contributing to an increase in retention and a reduction in staff turnover. Evidence from the staff survey will also support the measure of success for this activity.
	To monitor the annual uptake of the PDR and Training Needs Analysis (TNA by service area to ensure staff have access to learning and development opportunities to support growth and development.	To have a PDR/TNA that is truly reflective of the organisation.	January 2024	Michael Mainwaring	To evidence an increased uptake of the PDR and TNA by service area. All staff have an annual PDR. An increase in the number of staff and managers taking up learning and development opportunities to support growth and development. One Council Values and positive behaviours are visible in everyday practice, creating a positive working environment and workplace culture.

	<p>Undertake culture-based sessions to begin to drive forward changes.</p>	<p>To continue to embed existing programmes linked to culture change with support from SLB.</p> <p>To find out what Sefton Council's culture looks, feels, and tastes like and to produce a baseline of where we are now and where we would like to be in the future.</p>	<p>Ongoing</p>	<p>OD.</p>	<p>Anonymised feedback reports to SLB following the culture sessions to identify key themes to support a positive workplace culture.</p> <p>Through staff surveys and anecdotal feedback from staff reporting a change in culture.</p> <p>A positive working environment and workplace culture that prioritises the well-being of staff, offers support at all levels, and has policies in place that encourage respect, trust, empathy, and support.</p>
	<p>Quarterly Cabinet Member Apprentice 'Meet and Greet' sessions to showcase the apprenticeship journey.</p>	<p>To celebrate the achievement of apprentices to enable them to feel valued and appreciated for their hard work and dedication.</p>	<p>On-going, quarterly</p>	<p>Michael Mainwaring</p>	<p>The number of apprentices attending the sessions.</p> <p>The number of Cabinet Members attending the sessions.</p> <p>The number of Senior Leaders attending the sessions.</p> <p>Apprentices are enjoying working for Sefton Council and feel valued and appreciated for their hard work and dedication, contributing to an increase in retention and reduction of turnover.</p>
	<p>Develop an approach that utilises existing communications channels e.g., Chief Exec's hour that enables our people to provide regular feedback to leadership and vice versa.</p>	<p>To promote a culture where everyone's ideas are listened to, valued, and respected by utilising existing and new communication channels.</p>	<p>On-going</p>	<p>Comms Lead</p>	<p>The Council will use a range of communication channels to engage with the workforce, these include:</p> <ul style="list-style-type: none"> • MS Teams • Emails • Videos • Social Media platforms including Yammer • Sefton Council Intranet • Dwayne's hour. <p>Engagement will be measured in terms of attendance at events, e.g., Yammer Hour and the number of clicks and views for social media posts, videos etc.</p> <p>Staff feel that leaders are visible and receptive to their ideas and that all our people can influence change.</p>

					Evidence from the staff survey will also support the measure of success for this activity.
	To produce a monthly training compliance report for ELT to measure overall organisational compliance against all mandatory courses.	For the Council to receive an overall percentage compliance of 90% against all mandatory courses.	December 2023	Michael Mainwaring, Executive and Assistant Directors	<p>The overall monthly training compliance report achieves and remains at 90% for all service areas.</p> <p>ELT recognise the importance of embracing a learning culture and are actively encouraging this across every level of the organisation.</p>
	To produce a monthly training compliance report for each Assistant Director to measure overall compliance against all mandatory courses for individual service areas.	For each service area to receive an overall percentage compliance of 90% against each mandatory course.	December 2023	Michael Mainwaring, Executive and Assistant Directors	<p>The overall monthly training compliance report achieves and remains at 90% for each service area.</p> <p>SLB recognise the importance of embracing a learning culture and are actively encouraging this across every level of the organisation.</p>
	To include the managers courses in the monthly compliance reports – this will include the overall organisational and individual service area reports.	A complete report which includes all mandatory courses for both staff and managers.	May 2023	Michael Mainwaring	<p>ELT and ADs receive an updated monthly training compliance report.</p> <p>We see an increase in the number of managers completing their mandatory training courses agreed for managers only.</p>
	To produce options for staff who don't have access to a PC and/or laptop to access mandatory eLearning courses.	Produce/refresh briefing documents for all mandatory eLearning courses. Produce full course MS Word versions for all mandatory eLearning courses. Produce a list of options for staff who do not have IT access as part of their role to access mandatory training.	May 2023	Michael Mainwaring	<p>Staff can access at least one alternative option to complete mandatory training. Options include:</p> <ul style="list-style-type: none"> • Access to a device in the workplace or at home • Access to a device at Sefton Corporate Learning Centre • Briefing document to delivered by the line manager then successful completion(s) reported to Learning and Development.

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Health and Wellbeing	Raise awareness of the workplace charter through a promotion campaign initiated by the Communications Team and followed up by individual departments. Departments to feedback on how the awareness raising has resulted in embed practice	Raised awareness and knowledge of the workplace wellbeing charter will help to ensure we have a healthier and happier workforce.	September 2023	Public Health Lead	The workforce, report through feedback that they are aware of the Charter and through feedback from departments are able to demonstrate it is embedded in practice
	Promotion and awareness of health and safety including via sub groups ensuring they are included on DMT and team meeting agenda's and feedback loops are in place so outcomes can be shared	Feedback from health and safety sub committees and the subsequent corporate committee provide an opportunity for staff to have concerns raised ensuring a safe environment for staff	September 2023	All, assistant directors, service managers and team managers	Staff can report an improvement in feedback from health and safety sub groups and corporate groups
	Promote healthy lifestyles and other opportunities to improve health and wellbeing highlighted to staff by managers and supported through general communications.	The workforce are aware of and access in increased numbers Active Sefton programmes to support healthy lifestyles key is how.	September 2023	Comms Lead	A 10% increase on referrals to and take up of Active Sefton Programmes
	Ensure staff receive regular supervision/one to ones which includes a focus on staff wellbeing and keeping in touch. This focus on health and wellbeing should be extended within the PDR process	For all staff to be heard and their voice captured through regular one to ones	September 2023	SLB	Through staff surveys and feedback staff report a focus on wellbeing
	Revisit and promote with staff the tools and opportunities that are available to support staff such as Listening Ear. During 1:1's and PDR's line managers should refer to this support as a preventive measure	Line managers at all levels are aware of and signposting staff to the support available from within the council	September 2023	All managers	A 10%increase in referrals to health and wellbeing services available to staff Through staff surveys and feedback staff report a focus on wellbeing and that line managers were able to sign post to support

	<p>Review how we manage change within the organisation and how the health and wellbeing of staff is supported through this process. Adopting a system or process for change management would support this e.g. Kotter, Lewin, Kubler Ross or Mckinsey 7-S model.</p>	<p>To implement the use of a standardised model and or learn from good practice within the organisation</p>	<p>September 2023</p>	<p>SLB</p>	<p>Through staff surveys and feedback staff report their wellbeing is considered within change programmes</p>
	<p>Update the Councils accident and incident reporting system to enable easier reporting of abuse and harrassment</p>	<p>An easier and more simplistic reporting module is available that encourages staff to report all incidents of abuse and harassment.</p>	<p>September 2023</p>	<p>H&S team</p>	<p>Increased levels of reporting that allow comprehensive follow up of all incidents. This will improve safety and well being of staff and improve the culture within the council</p>

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Flexible and Agile Workforce	Establish a Social Work academy to support the development of key social worker skills within Children's services.	New Social Workers to be supported and developed effectively whilst managing low caseloads	Ongoing	Director of CS	Retention of Social Workers, working with a tight quality framework leading to enhanced practice
	To extend the offer of the Social Work academy to other areas of children's services	Departments across Children's Services are effectively developed and given opportunities to thrive	Ongoing	Director of Children's Services	Retention of staff within Children's Services, working with a tight quality framework leading to enhanced practice
	Develop detailed departmental training plans. Where appropriate this should include joint training plans with partners to ensure a system wide approach	Clear, effective plan in place for each department	Ongoing	SLB	Workforce development enhances practice and quality of work. A system wide approach is developed
	Develop and further embed cultural changes to reinforce positive trusting relationships	Cultural changes take place	Ongoing	SLB	Tangible changes to culture
	Continually horizon scan to explore and utilise best practice from other organisations and systems	To review, adopt/adapt best practice models	Ongoing	Management at all levels	Learning from best practice is evident
	Increase the current pace of change to ensure consistency across the workforce	The workforce responds and develop in line with demands whether from external scrutiny or internal expectations	Ongoing	Management at all levels	The workforce respond to well to change which is evidenced in improvements to impact and outcomes
	Adapt to aspirations, needs and expectations of future generations, who will have different expectations of the workplace. Changing technology, approaches to work patterns and	The organisation is able to respond swiftly and accommodate alternative approaches and expectations	September 23	All staff promoted and encouraged by managers	New models for future delivery are explored and considered – with staff consultation central to this

	processes need to be monitored across similar and private sector organisations to fully explore and embrace what is possible.				
	Develop a training programme to support the roll out of SharePoint, OneDrive and MS Teams.	All staff can competently utilise the technology available to them	Ongoing	All staff, promoted by managers	10% increase in access to training Staff report increased confidence in use of these technologies

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Recruitment and Retention	Identify skills gaps for professions where apprenticeships can support succession planning and talent management.	Recruitment and retention of staff in key areas where it has been difficult to recruit qualified staff previously. Opportunities to upskill existing workforce to enhance career opportunities.	Quarterly	Michael Mainwaring	The number of apprenticeship starts.
	Monitor the numbers of apprentices who complete their apprenticeship.	An assurance that apprenticeships are delivering a return on investment by continuing to contribute to Sefton Council.	Quarterly	Michael Mainwaring	The number of staff achieving their apprenticeship qualifications.
	Service plans will be developed through team meetings and workshops with staff and will help set out how key priorities and how they fit into the wider agenda of the council. Staff should be able to see 'the big picture'	Staff have full ownership of the key aims, outputs and key performance measures for their service which incentivises and motivates all.	May 2022	Assistant Directors	All staff understand how they contribute to the success of the council, the delivery of the corporate plan and specific key performance measures for their service
	Continue to develop a modern well- equipped workforce with agile and flexible working practices	This presents major opportunities for productivity, work-life balance and efficiencies	April 2024	Assistant Directors	The working model for the council and each service will be continually reviewed to facilitate meeting business need in the most efficient and effective manner that takes full advantage of agile and flexible working in order to support staff
	Succession plans will be in place for all services. They will set out the skills and roles for the future and ensure they are reflected in the development of staff so they have the best opportunity to be promoted when vacancies arise.	There is a clear understanding within the organization of what is required to achieve promotion and provides all staff opportunity to achieve their potential	April 2024	Assistant Directors/ Senior Managers	Staff understand the requirements of roles within the council and through management support and the PDR process and develop a plan to reach their potential as desired. The council will see the number or roles filled by internal candidates increase year on year
	As part of recruitment offer we will highlight pay and non-pay elements in our overall package. Our total benefits package will also be communicated to the existing workforce	The council can articulate and all staff understand the full pay and benefits package they receive in order to support recruitment and retention	From August 2023	Assistant Directors/ HR	Staff either within the council or those considering applying for roles within the council fully understand the pay and benefits on offer in order to support recruitment and retention

	We will use a variety of approaches to gather feedback and use the insight of our colleagues to drive improvement	Both across the council and in services the insight and experience of our staff will inform service improvement	By April 2024	Assistant Directors	The council clearly understands how it can improve service delivery, what impact this will have and will support workforce recruitment and retention.
	Ensure every member of staff has a personal development plan The plan will be linked to the learning path for their role and to their career aspirations.	Staff receive formal feedback on performance , have the opportunity to share how they would like to progress in their role or career and what their current experience of the council is and are supported in the process	Annually from October 2023	All line managers	All staff have the opportunity for a formal annual review that supports performance management, development and the opportunity to share thoughts, insights and experience on the role and the council- this will inform recruitment and retention. 95% of PDR's and training and development records are completed by December each year.
	We will review on a rolling Programme, the pay and benefits for roles within the council.	This approach will support recruitment and retention of staff and ensure that the council has a skilled and stable workforce	Ongoing from September 2023	HR with Assistant Directors	Staff turnover will be at or below the reported national turnover level for local government
	Review of exit management process We will capture the valuable insight of colleagues leaving the organisation and identify any trends that require action.	The council and each service clearly understands the reasons for staff leaving the organization and this informs future recruitment and retention initiatives and management	Commence from July 2023 with first annual report as at end of March 2024.	HR with Assistant Directors	95% of exit interviews are completed and recorded with an annual report being considered by Executive Leadership team.

Theme	Planned activity	Desired outcomes	Target dates	Lead	Measures of success
Empowering and Proactive Organisation	To continue to review this workforce action plan to ensure that Sefton are an empowering and proactive organisation that is best placed to meet workforce challenges.	<p>A Workforce Strategy that is continuing to provide high quality services to residents that reflect the Sefton 2030 vision and the Council's core purpose.</p> <p>To ensure these action plans are quality assured and evaluated to ensure relevancy and consistency.</p>	Ongoing	SLB	<p>The strategy is reviewed annually by the Senior Leadership Board.</p> <p>SLB recognise the importance of driving and embedding the strategy across every level of the organisation.</p>
	The Senior Leadership Team will seek out examples of best and innovative practice and share across the organisation.	<p>The council will prioritise and deliver its services, ensuring that financial sustainability is maintained, that reflects best practice within the sector.</p> <p>SLB are well informed regarding changes across the Local Government sector.</p>	Ongoing	SLB	<p>An informed workforce with knowledge of good practice.</p> <p>SLB engage with Service Managers at Senior Management Conferences to share examples of best practice and innovation that is taking place across the organisation, the LCR and the LGA.</p>
	Reinvigorate the ICI (Innovation, Change and Improvement) and engage the workforce across the organisation to seek out innovative ideas and approaches to meeting workforce challenges and enhancing methods of working with staff and the existing forums (LGBTQI+, DEBS, Women's Network etc).	<p>Ensure staff feel listened to and fully engaged in the development of a workforce strategy impacting positively on culture.</p> <p>Make use of the knowledge of recognised experts at operational level to adopt innovative and forward-thinking practices.</p>	Ongoing	OD resource required	<p>Increase in number of staff attending the ICI to present innovative ideas and approaches to meet Sefton Workforce challenges.</p> <p>We start to see the impact of innovative ideas and approaches that have been driven by the workforce as a whole.</p> <p>To be part of the annual review of the strategy and action plan.</p>
	As part of service improvement, the council will continually seek to improve and simplify its systems and processes and embed new ways of working, with a focus on digital development and maximising ICT.	<p>To develop its approach to manager self-service in order to improve the efficiency of management processes.</p> <p>Utilise technology to support the effectiveness of decision making across the Council.</p>	Ongoing	Executive Director of People	<p>Links to the work of the Digital Skills Board and the work we are doing with the LCR.</p> <p>To be part of the annual review of the strategy and action plan.</p>

	<p>Hold regular forums with external key stakeholders and service users to determine whether opportunities are being maximized to aid Sefton to be a proactive and empowering local authority.</p>	<p>The council will work in partnership with all external stakeholders for sefton residents with a view to delivering the best possible services and maximising the resources that are available within the Borough.</p> <p>Routinely engage with residents to get feedback that may empower Sefton residents and staff alike</p>	Ongoing	SLB	<p>Links to the work of the New Realities Partnership, this is about working together, in order to facilitate changes, which have a positive, lasting impact on the lives and wellbeing of local people.</p> <p>We are engaging with residents, partners, and those who can share their lived experience, to help shape service delivery across the organisation.</p>