

To be an employer of choice, demonstrated by a highly performing diverse workforce, capable of managing and planning innovative and financially robust service delivery to enable the district to grow and ensure that Uttlesford is the best place to live, work and play.

The Workforce Plan shows how we intend to create an agile workforce that can help achieve the ambitious goals set out in the Corporate Plan & Blueprint Uttlesford. A workforce that is skilled for the future, diverse, motivated and engaged to deliver for the people of Uttlesford. The council will be going through significant change over the next 4 years and will be smaller than it is now. We will need different skill sets in some areas, including more commercial, contract and performance management skills, data insight & analysis, enhanced customer service skills, and improved ways of working with our communities and partners. The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right place, with the right skills, at the right time and at the right cost to deliver our priorities.

This plan provides a framework to all staff by providing direction on; workforce planning, performance, learning and development, leadership and management, engagement, reward and wellbeing.

The delivery of the plan will enable the council to develop a high performing workforce, composed of diverse, skilled, adaptable, engaged, empowered and creative teams. Our structures will bring us closer to our customers where a solution focused approach is supported by a modern and progressive organisational culture.

We will deliver value for money services, underpinned by core values and behaviours, ensuring that Uttlesford is the best place to live, work and play.

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Financial Strateg.

Workforce Plan

Employees

the Corporate Plan and Policy Framework

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Other plans, strategies & polices such as: Climate Crisis, ICT, Economic Development, Communications, Housing, Health & Wellbeing and Equalities











This plan will sit alongside a number of other plans, strategies and the medium-term financial planning cycle which will enable us to be fit for the future and to be the right kind of organisation to deliver better outcomes for our residents.

We will be more innovative, developing and embracing smarter ways of working, and breaking down silos to function as ‘one council’ including doing much more in collaboration and partnership, both internally and externally to meet the expectations of residents, budgets and achieve the standards set by our national peers and legislation.

Embedded throughout these outcomes are our values and behaviours. This will support the development of our future organisational culture and will continue to promote a diverse and inclusive workforce

<p>Effective financial management and accountability which reduces duplication, drives efficiencies, and balances the books</p> <p>A resilient workforce where the risk of single point of failure has been mitigated</p>	<p>High performing workforce where we have the right skills and behaviours, supported by an induction, appraisal and development programme. Change is embraced through effective internal communications and visible leadership to reinforce the direction of travel.</p>	<p>Recognised as a modern and fit for purpose employer of choice where our recruitment, career development and reward and recognition structure align with workforce plans and employee satisfaction levels and the number of people wanting to come and work for us increases.</p>
<p>Staff empowered to make creative and innovative decisions and equally participate in all aspects of service delivery and development.</p>	<p>Excellent management across the council supported by a regular leadership and management development programme and robust HR policies and processes, underpinned with positive industrial relations.</p>	<p>A highly motivated and engaged workforce who value the opportunity to feedback opinions and feelings through on-going engagement initiatives and an annual staff survey, in the knowledge that these are heard and acted upon.</p>
<p>Evidence based decision making, planning and delivery supported by accurate workforce data and projections of workforce needs and efficiencies both of our workforce and those we need to commission services from.</p>	<p>Effective political leadership and managerial leadership, working as a constructive partnership which generates solutions at the pace required.</p>	<p>Workforce policies and practices are positively embraced, embedded and consistently applied into everyday practice, supporting a culture of diversity & inclusion, transparency and trust which embraces change and supports the Climate action work and other strategies. plans & policies.</p>

Our success measures

 Staff able to work more flexibly resulting in a reduction in work related travel miles and office accommodation	 Increased numbers of opportunities for Care Leavers, Work Experience, Apprentices, Interns and Graduates	 Attendance rates are higher, and sickness and Agency costs reduced	 Employees feel proud to work at UDC	 All staff receive an appraisal
 Majority of staff have a development plan	 Staff survey completion rates increase	 We have more job applications from local residents	 All new starters receive a planned induction process	 Corporate Training priorities are identified and planned

Making it happen

PRIORITY ONE - WORKFORCE PLANNING AND MANAGING POTENTIAL

- Build upon our positive working relationship with our trade union colleagues to make a positive difference
- Develop a workforce planning tool to increase resilience and help services think about, and plan, their workforce requirements
- Revise our induction programme to successfully on-board new colleagues
- Provide more talent pipeline opportunities to boost skills of the wider workforce through work experience, apprenticeships and graduate schemes that help build resilience for the future and utilises our apprenticeship levy
- Design career frameworks linked to service specific workforce plans to address recruitment and retention of hard to fill roles
- Organisational agility and new ways of working is supported by the ICT Strategy and Blueprint Uttlesford
- Review recruitment processes to ensure we attract a workforce that is representative of our community, promoting an inclusive and diverse workforce to enable us to recruit the best people according to our values and behaviours
- Manage potential across our diverse workforce to ensure all staff have the opportunity to develop skills for the future that can be applied across the organisation and support people who are leaving the organisation to find alternative employment

PRIORITY TWO - PERFORMANCE AND DEVELOPMENT

- Enable managers to support staff to take personal responsibility for their own performance and development with development planning, supporting them to reflect on their performance, giving and receiving feedback and helping staff to be solution focused.
- Focus development activities on increasing our leadership capability and capacity for leading employees through change and creating a culture of collaborating with others, having a commercial and contract focus, and building a resilient customer focused workforce
- Review performance processes, systems and technology to ensure they are fit for purpose for a smaller more agile and adaptable workforce
- Ensure that staff understand their role, the contribution they make to the council and what they can do to achieve the required levels of high performance
- Ensure our learning and development offer is accessible to all, affordable, efficiently delivered and aligned to emerging development priorities
- Ensure systems and processes facilitate the extraction of valid and reliable data to inform financial planning, business forecasts and monitoring of the “organisational health”

PRIORITY THREE - LEADERSHIP AND MANAGEMENT

- Managers develop their leadership capability at all levels to build trust and resilience, maximise the potential of their teams and lead the way in enhancing our capacity for working in collaboration and partnership
- Leadership is found at all levels of the organisation and we encourage our dispersed leadership to grow
- Launch a management development programme for existing and aspiring managers which focuses on the core management objectives such as managing staff, resources and budgets, service planning etc
- “Balance the books” through strategic planning, enhanced business acumen and clear understanding of the impact of financial decision making
- Effective joint working between members and officers will be evident through induction, governance, information sharing and peer support as part of member and senior officer development programmes
- Senior officer development programme cements cross directorate team working and peer learning, effective governance and improved communication and engagement

PRIORITY FOUR - ENGAGEMENT, REWARD AND WELLBEING

- Work together to revisit our values and behaviours that allow us to live them every day and express our sense of personal responsibility and pride in working at Uttlesford District Council
- Be recognised as an employer of choice and celebrate diversity in our workforce and local community through staff awareness and a culture of respect and inclusivity
- Revisit policies and practice to support staff to genuinely feel they can be who they are and feel confident in a supportive environment, able to contribute their ideas and opinions and work in partnership with others
- Create development and network opportunities so staff relay to others positive stories about our council as a supportive employer that encourages confidence and diversity
- Provide timely information and guidance to enable the proactive and consistent management of sickness absence
- Promotional campaigns to ensure staff are aware of the benefits and well-being support available to them
- Review our staff recognition and rewards scheme to offer a more flexible and personal touch to celebrating the commitment and hard work of staff