



Sefton Council 

'A Confident and Connected Borough'

Workforce Plan 2022-2026

Sefton
2030
Ready for the future



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Foreword by Dwayne Johnson, Chief Executive



Dwayne Johnson
Chief Executive

In Sefton, we recognise that our people are our greatest asset and understand that we need to engage with employees and support them to promote and maintain stability in the workplace, which in turn benefits the work we do.

We are committed to getting the best out of our employees and know that this is easier if they are happy coming into work; feel valued, supported, and heard. We want all employees in Sefton to have opportunities to develop and to be able to achieve a good work life balance. It is important for me to highlight that diversity and difference will not prevent anyone from achieving great things in Sefton. Everybody deserves opportunities in the workplace.

During recent years, the way we work has changed significantly with increased use of technology; the need for new skills and continuous learning to keep abreast of change. Agile working has increased, and we have become more focused on our health and wellbeing ensuring we strike the right work life balance and provide safe working conditions for our people whether they be working directly with our residents or children and young people or most vulnerable, working from home or in our office bases or interfacing with the business community and local people.

Moving forward more efficiencies and savings are required and income generation opportunities need to be maximised. Despite the challenges, we are heading into exciting times, this workforce plan will provide a platform to extend our transformation journey, whilst prioritising key actions we will need to focus on as an organisation.

This Workforce Strategy will be supported by a programme that ensures all plans and actions are prioritised, coordinated, and embedded in all areas of the Council. Our commitment to Sefton's 2030 vision and our Core Purpose will continue to be our priority.

Foreword by Councillor Paulette Lappin



Councillor Paulette Lappin
Cabinet Member for Regulatory,
Compliance and Corporate
Services

I have been the Cabinet Member for Regulatory, Compliance and Corporate Services since May 2015 and it has given me great satisfaction to see the improvements we continue to make in the Council. The aim of the Workforce Strategy is to enable the Council to achieve real and lasting change and to plan for the challenges ahead. I will ensure, where we can, that we work collectively to achieve the maximum benefits and efficiencies for Sefton, our partners, and communities.

My intention is that this Workforce Strategy becomes a “living” document and is widely owned in the Council, both by my Elected Member colleagues and employees at all levels of the organisation.

As the portfolio member for Regulatory, Compliance and Corporate Services, I will take an active role in the implementation of the strategy and will report to Cabinet the key achievements that result from the action plan.

The Council has embraced the challenge of implementing a workforce plan that will take us on a journey to continue improving the organisation and I am proud to have responsibility for this work as part of my portfolio.

Welcome to the Council's Workforce Plan. This plan provides an essential framework to help us to efficiently and effectively utilise our workforce to help us deliver Sefton's 2030 vision.

Workforce Plan 2022–2026

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

Our Core Purpose outlines the Council's priorities and the actions we will focus on to achieve our partnership Vision 2030. Our Core Purpose describes how we intend to achieve our aims and objectives based on the feedback from partners who took part in the Imagine Sefton 2030 consultation process.

When read together with the Core Purpose, our Workforce Plan describes how we will develop our workforce. Together they describe the priorities the Council will pursue, the resources available to achieve these, and the shape, culture, and processes which the Council's workforce will adopt to meet the challenges of the future.

We recognise that we are on an improvement journey with our Children Services and because of our circumstances we will provide more focus within the service, and we have already published our [Children's Social Care People Strategy](#) to demonstrate our commitment to children services.

Our Vision for Sefton:

“To be a confident and connected borough”

We are proud of our exciting vision for the future of Sefton, which we developed and agreed with our communities and partners in November 2016 – it underpins everything we do. Our Imagine 2030 consultation engaged thousands of people, local businesses, visitors and potential investors to create a vision that collectively promotes shared prosperity, coordinated public investment, and a healthy environment and population.

Core Purpose

The Council's Core Purpose document summarises how we intend to achieve the aims and objectives based on the feedback from everyone that took part in the Imagine Sefton 2030 consultation. These include the following:

- **Protect the most vulnerable:** i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to we will intervene to help improve lives.
 - **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant
 - **Commission, broker and provide core services:** the Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible.
 - **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. The Council will use data and feedback from our communities, children and young people in shaping plans. The Council will demonstrate strong leadership and influence partner organisations to:
 - work towards common goals
 - deliver the best opportunities and outcomes for the children in young people in and leaving our care by being good Corporate Parents
 - deliver the best opportunities and outcomes for residents and every child in Sefton
 - ensure Sefton is a child, older person and disability friendly place
 - and build pride in the borough.
 - **Drivers of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.
 - **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.
 - **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.
- Cleaner and Greener: the Council will work with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, peoples wellbeing and the achievement of the 2030 Vision.

Our 'One Council' Values

Our One Council Values are important because they guide our beliefs, attitudes, and behaviours in the workplace. One Council values include:

- Put people at the heart of what we do
- Listen, value and respect each other's views
- Develop a culture of challenge, ownership, innovation, and improvement
- Be ambassadors for Sefton
- Be responsive and efficient
- Be clear about what we can and cannot do.



Our Behaviours

Our behaviours are the practical application of our values - translating them into day-to-day actions. Behaviours describe in more detail what we expect our people to do. Behaviours which live the One Council values need to be reinforced whilst those that contradict them need to be challenged.

Our behaviours include:

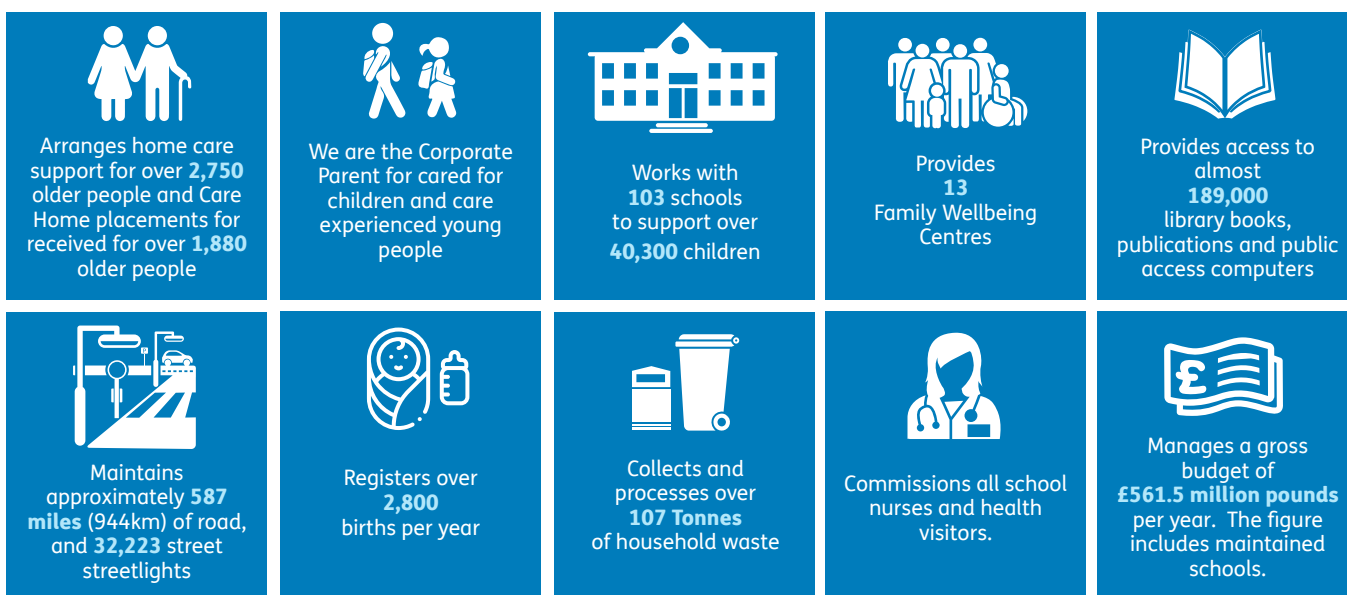
<p>I do...</p> <ul style="list-style-type: none"> ■ Approach my work with passion and try to be the best I can be ■ Believe in the borough and be an ambassador for the Council ■ Treat people in the way I would like to be treated ■ I do act in an honest, reliable and trustworthy manner ■ Take responsibility for my own engagement and development ■ Recognise the things I do well and other people's achievements. 	<p style="text-align: center;">Be Confident</p> <div style="border: 2px solid red; padding: 10px; text-align: center;"> <p>...and proud about what you do.</p> </div>	<p>I don't...</p> <ul style="list-style-type: none"> ■ Limit my opportunities to develop, grow and thrive ■ Respond badly to constructive feedback and criticism ■ Speak negatively about the borough ■ Encourage or join in with negative thinking ■ Lack energy and determination in helping the organisation achieve its objectives ■ Give up, even in challenging times.
<p>I do...</p> <ul style="list-style-type: none"> ■ Take ownership and responsibility for what I do ■ My best to consistently deliver a quality service that puts customers at the heart of what we do ■ Work collaboratively with others using a One Council approach to seek out opportunities for innovation and improvement ■ Take the initiative to find out information for myself ■ Ask for help and support from others when I need it ■ Think about how my behaviours and actions affect others. 	<p style="text-align: center;">Be Responsible</p> <div style="border: 2px solid green; padding: 10px; text-align: center;"> <p>...for making a difference.</p> </div>	<p>I don't...</p> <ul style="list-style-type: none"> ■ Seek to apportion blame on others ■ Over promise and under deliver ■ Ignore how my behaviours impact on others ■ Forget how important clearly and timely communication is ■ Forget to say thank you to others for their contribution ■ Work in silo's and reject the contribution of colleagues and partners.
<p>I do...</p> <ul style="list-style-type: none"> ■ Challenge the status quo and I am prepared to have a different conversation ■ Ensure I am clear about what I can and cannot do ■ Listen, value and respect each other's views and their contributions ■ Aspire to be the best and go that extra mile to find the right solutions ■ Learn from success and mistakes ■ Embrace positive thinking. 	<p style="text-align: center;">Be Brave</p> <div style="border: 2px solid blue; padding: 10px; text-align: center;"> <p>...and don't be afraid to try new things.</p> </div>	<p>I don't...</p> <ul style="list-style-type: none"> ■ Ignore new ways of working ■ Make assumptions about people ■ Forget to listen to the opinion of others ■ Automatically reject innovative ideas and solutions ■ Dismiss the contribution of colleagues and partners ■ Like change and new ways of working.



The Role of Sefton Council

We are responsible for many of the key services that are important to local communities such as – Adult and Children’s Services, waste disposal and recycling, maintenance of roads and pavements, parks and greenspaces, libraries and consumer protection, ensuring we deliver financial sustainability and supporting growth in the economy.

We will reshape the Council and change the way we operate to meet the needs of the people of Sefton. By way of illustration the Council:



Where are we now?

Our People

Sefton is not a borough of demographics and statistics! Sefton is a confident, connected borough because of its people. People enjoy living in Sefton, with 80% of residents saying that they are either very or fairly satisfied with their local area as a place to live. We have been identified as one of the happiest places to live in the UK.

Sefton is diverse, residents have a wide range of income, needs and expectations. The 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 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, carers, colleagues, members, schools, the voluntary, community and faith sector, health, the police and other statutory agencies.

Our Place

Sefton is named after the village and parish of Sefton, near Maghull, which had formerly served as the seat of the Molyneux family; and the watermill located there was the inspiration for Sefton Council’s distinctive crest.

Made up of five townships, Southport, Maghull, Formby, Crosby and Bootle, we have everything from beautiful coast and countryside to pretty villages, industrial areas and the docks.

The distinctiveness of Sefton's towns and villages is integral to our uniqueness; however, it is the people that create the distinct and diverse communities that make it a vibrant place to live, work, visit and invest in.

Leadership of place

Leadership of place requires the Council to make sure that what we and others do is in the best interests of Sefton and our residents through true collaboration, mutual trust and rigorous prioritisation. This requires strong and effective leadership and influencing skills that enable us to bring together partner organisations to raise aspiration, work towards common goals and build a sense of pride and belonging in the borough. It also means that we must carefully assess and balance the benefits and opportunities of economic growth with the impact some of the associated changes may have on our communities.

Our Delivery

We deliver a wide range of statutory, regulatory and discretionary services for our customers. These include libraries, highways, transport, social care and waste management. These services are provided in many ways, some by the Council and some commissioned services. We communicate with our residents using a variety of methods including online, through social media, by phone and face to face.

Overall, our ability to deliver on our ambitions is strong, with a good mix of influential leadership, a committed workforce, collaborative partnerships and closer working with communities to build capacity further. The significant reduction in senior management

over recent years has impacted on our strategic capacity, however we have introduced several changes to strengthen it.

Our Executive and Assistant Director roles ensure we have flexible strategic capacity, supported by the management structures within the Council, to take forward our key priorities and achieve the required changes and outcomes needed through clear, strategic leadership.

Sickness absence can at times be a risk to our capacity to deliver. We ensure employees are well supported and balance this with robust procedures to deal effectively with the monitoring and management of sickness absence. Our Personnel Team, including the Health Unit, work closely with managers, providing advice and appropriate levels of support, advising on informal processes and assisting with the more formal levels of sickness absence management.

Our commitment to Equality, Diversity, and Inclusion (EDI)

The Council has developed an EDI Strategy that seeks to outline the Council's prioritisation of EDI and its approach to making Sefton a borough of opportunity for all. The EDI strategy, along with this workforce plan are fully aligned to the Council's vision, values, and behaviours, which is to build a more inclusive organisation which serves our people and our communities with honesty, integrity, and objectivity. This includes a zero tolerance to discrimination and a commitment to the nine protected characteristics within the Equality Act 2010, ensuring everyone is always treated fairly, with respect and are free from all forms of discrimination. The nine protected characteristics include age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

The EDI strategy includes a robust strategy, delivery plan, and sets out 7 key objectives which have been developed in partnership with our various staff networks and alongside our other strategies, to ensure it speaks honestly to the needs of the Council, is realistic and fit for purpose. The strategy has also been mapped out against the EDI drivers (Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap).

The 7 key objectives include:

- **Objective 1:** Increased awareness and engagement across the whole organisation - Creating an active awareness surrounding the issues facing Equality, Diversity, and Inclusion across Sefton and the wider community allows staff to understand the various needs of our service users and better target resources.
- **Objective 2:** Increased engagement with our partners and communities – Being influencers and leaders in our community, promoting the strengths and positive nature of diversity, equality, and inclusivity, whilst further encouraging others to recognise the issues individuals and communities face in Sefton and indeed nationwide.
- **Objective 3:** Consistent and targeted training and development - To continue working collaboratively with our staff to shape the future of work in our borough, requiring increased awareness of EDI issues and better training to address changing landscapes.
- **Objective 4:** Strengthened support for staff – This includes support from line managers and facilitating both the personal

development of staff and the development of the organisation.

- **Objective 5:** Maximise effectiveness and inclusivity in HR processes and procedures - Ensuring that our HR processes and procedures promote equality, diversity, and inclusivity, making sure all candidates have the same opportunities and that we develop a transparent process.
- **Objective 6:** Improved monitoring and measurement of progress – To consistently review our success against the EDI strategy, measured against several expectations. This includes reviewing ourselves against internal expectations and other employers.
- **Objective 7:** Establish and strengthen monitoring and governance structures - Improving internal processes and adapt to changing landscapes, establishing, and strengthening monitoring and governance structures allows us to review our progress and strive for better.

A key theme throughout the EDI strategy is a commitment to continuous improvement. The actions within the EDI strategy remain flexible and can be refreshed, with a plan to review them annually and to implement any new learning.

[A copy of Sefton's EDI Strategy is available here.](#)

How will the future look?

The Council needs to continually develop and evolve to meet the needs of residents, communities, businesses and indeed its workforce. That pace of change has been in place for many years now and was further impacted during the pandemic when what the Council delivered and how, changed fundamentally. This once again demonstrated the value, skills and flexibility of our workforce.

The next few years will present a different set of challenges and opportunities for Sefton and its workforce, and the Council is ready to respond.

The Challenges

- Economic challenges that will affect local people and businesses, this includes the cost of living and the impact of the UK economy.
- Financial sustainability of the Council
- Demand for our services
- Delivering the Children's Services Improvement Plan
- Adult Social Care reform
- Workforce challenges including a smaller external pool of talent to draw from and the current age demographic of our current workforce.
- Environmental assets management e.g., parks, spaces, infrastructure.

The Opportunities

- A clear understanding of the needs to residents, communities and businesses that can shape service delivery
- A Growth programme, including the Town Deal funding
- Integration with Health
- Partnership working e.g., Liverpool City

Region Combined Authority and our voluntary sector

- Delivery of the Council's Climate emergency plan.

Our Workforce

- The overall size of our workforce has decreased within the last two years from: **3,708** employees on 1st April 2020 to **3,666** employees on 1st April 2022. **As of 1st April 2022:**
- **44.44%** of our employees work part time.
- **65.90%** are female; **34.10%** are male.
- **37.40%** of our workforce are over 55 years and **6.41%** of our workforce are under 25 years.
- Many of our key frontline services operate **24 hours a day, 365 days a year** and there is a drive to ensure all services are delivered when people wish to access them. We have a wide variety of jobs at the council ranging from frontline care workers to solicitors.

Our Workforce Vision

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

Our Workforce Priorities

We will aspire to develop to change the way we operate as a Council and become more efficient. We will:

- **Support** the Council's workforce to ensure it has the right skills to drive and implement the Council's Transformation Programme Agenda.
- Develop a learning **culture** that

demonstrates and encourages individual and organisational learning, where gaining and sharing knowledge is valued by all.

- Simplify our **policies**, systems and processes.
- **Work even closer** with our partners, communities, and businesses to deliver high quality services
- Use **technology** to enable people to work more flexibly, supporting the concept of a more **agile** workforce.
- Work **flexibly** and effectively across the borough from fit-for-purpose buildings.
- Offer a wide range of Apprenticeship Standards to support **succession planning** and **talent management**.
- **Valuing the benefits** that our staff who are out working in our communities bring to the borough, including their feedback on potential improvements to our services.

To make this change happen we will:

- **Develop our workforce** skills and competencies to build the workforce of the future.
- **Develop people** through our Corporate Apprenticeship Programme.
- Utilise and **develop the skills and talents** of all elected members.
- **Celebrate** our successes.
- Put **staff health and wellbeing** at the heart of our workforce planning.
- Be more **Innovative and Creative**; balancing risks and opportunities.

Our workforce plan sets out how we will make this happen.....





our skin's big comeback
Feel more you.

QUARTER

EVERETT

Sefton@Work

Sefton Council's job brokerage service is

PROUD

to provide free advice & guidance on
employment and training to our LGBTQ+
clients and employers

**For more information call
0151 934 2610**

Sefton Council

European Union
European Social Fund

LIVERPOOL
CITY REGION

The Themes

This Workforce Plan reflects and supports the Council plan by setting out six themes which are explored in more detail over the following pages.

Many actions are now underway to help us achieve these aims. These include:

Leadership and Management

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

The modern workplace is dynamic and challenging. For any organisation to be truly successful, it requires managers who can plan, organise and coordinate its staff, and leaders who can motivate and inspire them to achieve the best possible outcome. Developing the skills of our workforce to respond to a 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 the 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 through partnership working and joint funding opportunities with the recently established Liverpool City Region (LCR) OD Network. This approach will ensure our leaders and managers have the skills to develop and motivate high performing teams and individuals.

We will support our current and future leaders and managers to develop the necessary skills,

attributes, and values by accessing a range of leadership, management and coaching apprenticeship programmes from levels 3 – 7, including the Level 7 Senior Leaders Degree Apprenticeship.

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

We have already:

- Developed an eLearning Management Development Programme for aspiring and frontline managers.
- Between 2018 – September 2022, we have progressed 46 managers through the following apprenticeship programmes:
 - Level 3 Team Leader Apprenticeship
 - Level 5 Operational Manager Apprenticeship
 - Level 7 Senior Leader Apprenticeship
- Developed Senior Leadership Board work programme sessions which included focused analysis on the important issues facing the Council, and to encourage cross pollination of learning and skills to address current and future challenges.
- Worked with Liverpool John Moores University and the Senior Leadership Board to set up a mentoring support programme for managers enrolled on the Senior Leadership Apprenticeship Degree (MBA).



- Worked with the Directors of Adult Social Services Network to set up a bespoke mentoring support programme for those managers working across Adult Social Care enrolled on the Senior Leadership Apprenticeship Degree (MBA). Managers were buddied up with a mentor who had expertise in their area(s) across the system.
- Developed the My Sefton My Space Performance Development Review Process to support managers to have a more in-depth and enhanced conversation with staff about the previous 12 months, future aspirations, performance and development requirements for the following year. This includes the development of a behaviour framework to ensure we are living the One Council values.
- Maximised and ensured knowledge transfer of learning and training opportunities, delivered by external consultants/contractors.
- Developed an external training application process to enable leaders and managers to access leadership and management development opportunities to support succession planning and talent management.
- Implemented a quarterly Senior Management Conference to ensure key messages regarding the council's key priorities and challenges are communicated and shared with our teams.
- Implemented an aspiring manager's programme and action learning sets for the Children's Social Care workforce.
- Worked in partnership with the Place-Based Partnership (PBP) as part of the integration agenda to identify leadership and management development opportunities for the Adult Social care workforce.
- Engaged in the LGA Peer review, demonstrating real ambition for Sefton including a strong track record of partnership working and place leadership.

What we will do:

- Continue to embed and strengthen the PDR process, our One Council values and the behaviour framework.
- Develop coaching and mentoring skills within our leaders and managers by offering the Level 5 Coaching and Mentoring Apprenticeship across the organisation.
- Develop a network of coaches and mentors to support the wider workforce in conjunction with the LCR OD network.
- Continue offering Levels 3 and 5 Leadership and Management apprenticeships.
- To work with the LCR OD Network on the following priorities: quarterly network events for strategic leaders, development of an LCR leadership programme, development of a series of masterclasses and exploring the opportunity to implement an LCR coaching and mentoring network.
- Commission a leadership and management programme called 'Insights Leadership' for the Children's Services workforce.
- Identify learning and development opportunities for our Senior Leadership and Executive Leadership Team.
- Ensure the Adult and Children's services workforce are included in any leadership and management opportunities offered by the Place Based Partnership.

Engagement

"We will create an environment which increases employee involvement and encourages employees to develop to their full potential and be able to respond to the needs of the local communities".

We recognise that when employees are engaged and motivated in the work they do, productivity, together with the experience and outcomes for Sefton residents improves.

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

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

We will work to make employees feel valued. We will listen to the views of our employees and trade unions and build upon our commitment to our priorities by communicating in a clear and consistent way.

We have already:

- Increased the number of channels to provide information to staff. This includes regular One Council Briefing Newsletters and monthly Yammer hour online virtual sessions with the Chief Executive, to keep the workforce informed on important headlines and the key issues that matter most.
- All service areas have dedicated Communications support.

- Encouraged cross organisational working via the One Council and ICT Champions Networks to share knowledge and expertise within different services across the Council.
- Developed a One Council 'Z card' to describe how the role of the One Council Champion proactively supports the Core Purpose and 2030 vision, acting as ambassadors for Sefton Council.
- We have a positive relationship with the Joint Trade Unions recognising their critical role in supporting the workforce.
- Launched the Innovation, Change and Improvement (ICI) initiative to give staff the opportunity to suggest ideas about how we could do things better for our customers and residents.
- Launched Corporate Induction eLearning to engage new starters with the landscape and people of Sefton, the Council and its services and access to information to support wellbeing.
- Engaged senior leaders and senior managers to understand what our current workplace culture looks and feels like, to produce a baseline of where we are now.
- Engaged the Children's Services workforce to adopt the Leeds Family Valued Model, which will give us new ways of Working with Children, Young People and Families in Sefton.
- Co-located Children's Services Senior Leaders with frontline staff so their ideas about service improvement can be shared by those who directly influence decisions about service delivery.
- Co-located the Place Based Partnership (the former CCG), in Magdalen House, Bootle which includes Adult Services frontline staff, to encourage and promote shared learning and best practice.

What we will do:

- Relaunch the STAR Awards to ensure we continue recognising and celebrating individuals and teams who have lived up to the vision and values of the Council.
- Encourage more innovation: balancing risks and opportunities.
- Foster an environment which promotes a culture of trust and creative thinking through effective line management.
- Continue cascading the workplace culture sessions to include frontline managers and frontline staff.
- Engage with staff and managers at all levels to reflect the new operating model of flexible and agile working.
- Ensure service areas/teams are having regular team meetings and individual supervisions/one to ones to discuss operational and any other issues that are impacting on their day to day work.
- Continue to support managers and staff to engage in the PDR process and to identify learning and development opportunities to support growth and development.
- Develop a staff survey with the aim of further improving and developing Sefton Council as a fantastic place to work.
- Develop an approach that utilises existing communications channels e.g., Dwayne's hour that enables our people to provide regular feedback to leadership.
- Continue to roll out the Leeds Family Valued training programme to reach all children's services frontline workers and leaders.
- Increase our range of workforce communications to ensure that we reach all of our staff (eg toolbox talks)

Health and Wellbeing

“We will promote workforce health and wellbeing, recognising that a healthy, committed workforce is also a productive workforce”.

We recognise that healthy and committed employees are also productive employees who deliver great services and therefore we will make the promotion of health and wellbeing a key objective.

We will ensure that employees are treated fairly and with respect both through Council policy and procedures, and through management structures.

We will develop and equip our managers with the information and skills to recognise the issues

facing the workforce and understand how to address them in an effective and timely way.

We will constantly review our workforce 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.

We will put workforce health and wellbeing at the heart of our Workforce Plan, not just through promotion campaigns but within the way we design jobs and recruit, support and manage employees.



We have already:

- Developed a health and wellbeing Toolkit, providing practical suggestions for working in the office, in the community and at home, and looking after your health and wellbeing.
- Developed 5 Staff Networks which provide confidential and safe environments to support, respect and encourage members to share experiences and discuss issues that affect them. Networks include:
 - Sefton Council Christian Workplace Group
 - Sefton's Black and Ethnically Diverse Staff Group
 - Sefton LGBT+ Staff Network
 - Sefton Disability Staff Network
 - Sefton Women's Network
- A supportive Occupational Health Provision – this includes access to Counselling, Health Promotion, Physiotherapy and Psychotherapy.
- Launched a two day fully accredited Level 3 Award in Mental Health First Aid (MHFA) in the Workplace. The aim of the course is to develop the knowledge, skills and confidence to actively promote positive mental health in the workplace.
- Complied with Health and Safety Legislation to support flexible working arrangements and protect staff from health risks.
- Continued to work with the Liverpool City Region Combined Authority and the constituent Local Authorities to listen and take onboard any learning that supports agile working and the health and wellbeing of staff.
- Developed a range of policies on wellbeing issues, flexible working, alcohol and substance abuse, assaults upon employees, sickness absence and managing stress at work.

- Launched a stress survey for staff to help identify and reduce the impact of workplace stress on employee wellbeing.
- An Active Workforce programme that supports staff with their Health and Wellbeing. This includes classes, activities, events, and courses to help staff be active and healthy with the aim of reducing absence through sickness and poor health.
- Continued to evolve and to stay relevant, innovative, and competitive during difficult and challenging times.
- Developed a Menopause workplace policy setting out the organisation's approach to members of staff experiencing menopausal symptoms. And what support those employees can expect to receive during this time.

What we will do:

- Implement the workplace wellbeing charter to ensure we have a healthier and happier workforce.
- Promote healthy lifestyles and other opportunities to improve health and wellbeing through our Communications team.
- Undertake culture-based sessions to begin to drive forward changes
- Ensure staff receive regular supervision/ one to ones which includes a focus on staff wellbeing and keeping in touch.
- Review how we manage change within the organisation and how the health and wellbeing of staff is supported through this process.
- Take a proactive approach to health and wellbeing strategies and practices to support staff. This includes proactive conversations with staff to support them in the workplace.

Flexible and Agile workforce

“We will develop and support our staff to work agile and flexibly across the borough working effectively with communities and the voluntary, community and faith sector”.

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 develop our employees’ skills and knowledge to meet service requirements, enhance their performance and increase organisational mobility.

There are opportunities for the Council to work more closely with other public and third sector organisations, so that people receive a seamless service.

We are committed to providing the best possible services for the people of Sefton within our available resources and believe that by working together with others we can strengthen our resilience and increase productivity, helping to create local services for the future.

We have already:

- Developed a range of Family friendly policies and practices to encourage flexible working arrangements, and which cover maternity and paternity leave, parental and shared parental leave, adoption leave and the option to take a career break.
- Changed the working model of our workforce through the comprehensive review of the ICT strategy and the roll out of ICT kit to staff.
- Changed the shape and layout out of our offices and buildings to ensure they are fit for an agile workforce.

- Shared OneNote YouTube videos on Yammer to provide staff with a basic introduction to OneNote and how to share your OneNote content with others.
- Women’s Network has been established to reflect the 70% of females working across the organisation
- Adapted our ways of working to support staff to work in a way that works mutually for them and the organisation.
- Empowered staff to work with their manager to support individual and business need.
- Established a Social Work Academy to support the development of key social worker skills within Children’s Services.

What we will do:

- Develop detailed departmental training plans.
- Develop and further embed cultural changes to reinforce positive trusting relationships
- Continually horizon scan to explore and utilise best practice from other organisations and systems
- Increase the current pace of change to ensure consistency across the workforce
- Adapt to aspirations, needs and expectations of future generations who will have different expectations of the workplace
- Develop a training programme to support the roll out of SharePoint, OneDrive and MS Teams.

Recruitment and Retention

“We will build an engaging workforce who connect and contribute to building thriving communities and an inclusive economy”.

Employees understand how they contribute to the delivery of the council’s core purpose, are supported in their role and recognised and rewarded for their contribution. Staff wellbeing is seen as a priority.

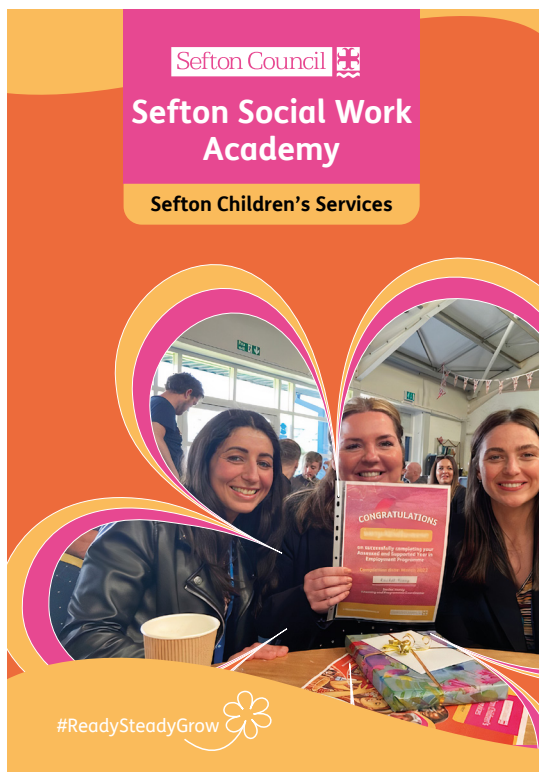
The Council embraces modern and agile working practices, is clear about its ambitions and attracts its staff from a wide and diverse pool of candidates with best practice recruitment techniques and onboarding practices. We will review and enhance our recruitment processes, to broaden the diversity of who we need to attract and build supply of the skills we need.

We have already:

- Recognised that staff are the Council’s most valuable asset.

Between the period 2018-2022:

- Established a high-class apprenticeship programme that has supported 152 newly recruited apprentices gain employment.
- Supported 292 existing employees to gain an apprenticeship qualification.
- Launched recruitment and selection training as part of our Corporate Mandatory Training Programme for new starters.
- Recruited high calibre candidates into key strategic and operational roles from across the country.
- Developed a Performance Development Review (PDR) eLearning programme to support staff and managers to have a more in-depth and enhanced conversation about the previous 12 months, future aspirations and performance and development requirements.
- Conducted a review of the culture of the Council that was led by staff, the findings of which have been reviewed and acted upon



- Established a Children's Social Worker Academy
- Continually benchmarked salaries for jobs to ensure salaries are competitive
- Adopted a flexible and agile approach to working to support work life balance
- Implemented a range of wellbeing support programmes for staff
- Implemented its ICT strategy to move the Council to upper quartile in order to support staff at all levels in performing their job to the highest standard
- A proud and loyal workforce
- Undertaken a succession management programme that has led to a number of staff completing various leadership and management training programmes, including a first cohort who have completed an MBA.
- Collaborated with other LCR authorities to work together to both recruit high quality new employees and retain our best staff

What we will do:

- We will continue to invest in leadership and management training and development to equip are managers of the present time and the future to ensure that a motivated workforce is in place.
- We will continue to develop flexible working policies and practices that provide the basis for meeting the needs of residents and communities through a skilled and motivated workforce.
- There will be a focus on ensuring that an appropriate work life balance for staff is maintained through effective leadership, management and supervision
- The wellbeing of our staff will remain a priority – this will cover both physical and mental wellbeing and will be supported through the implementation of the appropriate policies and effective leadership and management.
- We recognise that attracting the right skilled and experienced staff is difficult in the current labour market, in addition to 'growing our own' we will identify workforce opportunities, capacity and expertise from outside the traditional catchment process.
- A critical part of our recruitment and retention approach will be to pay attention to feedback provided by our workforce and act upon it. We will continually communicate with our workforce both formally and informally in order to gain an understanding of how the Council is operating and continually seek to improve the experience of staff in Sefton.
- With the Council continually investing in training and development of all staff, it will set out pathways and opportunities to support talent management and give the best chance for staff to successfully develop their career in Sefton via internal promotions
- The Council will develop a formal coaching programme to support staff in reaching their full potential – This will be identified via the PDR process and support may be provided internally and external to the Council e.g., for example the LCR OD Network.
- The Council will continually review its terms and conditions, within the context of the Green Book and in consultation with the Trade Unions, to ensure that they support staff in meeting the objectives of their role and staff retention
- Care experienced young people - The Council through its charter will work closely with its services, council owned companies, commissioned services and local businesses to identify a work experience and mentoring opportunities for every care experienced young person

- The Council recognises the current challenges that exist in recruiting social care staff- as a result it will continually focus on how to recruit these staff and how the process can be as streamlined as possible with the right onboarding and induction processes being in place.

Empowering and Proactive Organisation

“We will empower our people to be proactive and to make decisions that lead to a positive impact on Sefton’s communities and the local economy”.

We are an ambitious council that strives to provide excellent services to its residents and communities. We face significant change over the coming years, we will continually improve the way that we deliver these services so that they are more accessible and efficient to the people of Sefton.

We will continue to provide services to residents that reflect our 2030 vision and the Council’s Core Purpose. This also includes short, medium and long term workforce planning across the council in order to support the delivery of the corporate plan within the resources available to the Council.

Being proactive at work is at the heart of this theme and involves improving or enhancing organisational and operational effectiveness.

We have already:

- Through the Council’s Core Purpose, have clarity on the objectives of the Council that will support the delivery of the 2030 vision.
- Proven that the Council can continually refine its operating model to meet the needs of residents, businesses and support stakeholders and partners through its framework for change programme.
- Identified technology as a key enabler for staff.
- Approved a digital inclusion strategy that will support residents and businesses
- have a robust process for workforce planning, talent management and succession planning.
- Ensured that it sets robust and sustainable annual budgets and delivers annual underspends.
- Proven that we will be ambitious in our plans for our communities
- Proven that we will deliver new ways of working that support career development and progression of staff
- Embraced the new Integrated Care programme that will lead to a transformation approach to health care in the borough.
- Developed the One Council Network which is a network of enthusiastic and approachable Champions that proactively support our Core Purpose and 2030 Vision and act as ambassadors for the Council.
- Developed and launched 5 employee led staff networks to influence and shape local policies, procedures and future ways of working.
- Achieved the Navajo Merseyside & Cheshire LGBTIQ+ Equality Charter Mark following a reassessment in July 2022.
- Developed an ambitious growth programme that will stimulate and enable economic growth across the borough

What we will do:

- The Council will continue to provide services to residents that reflect the Sefton 2030 Vision and the Council’s Core Purpose.

- Following development, public consultation and approval by members, the Council's Corporate Plan will be introduced, and this will set out the Council's strategic approach to service delivery, the action that will be required and how these will be performance managed and evaluated.
- The Council will prioritise and deliver its services, ensuring that financial sustainability is maintained, and that this reflects best practice within the sector.
- The Council will listen to its workforce and seek out best practice from across the sector in order that a cycle of service improvement exists and can be demonstrated in order to continually improve services provided and support recruitment and retention of staff
- As part of service improvement, the Council will continually seek to improve and simplify its systems and processes and will enable and embed New Ways of Working, with a focus on digital development and maximising ICT.
- The Council will continue to develop its approach to manager self-service in order to improve the efficiency of management processes and to support the effectiveness of decision making across the Council.
- Short, medium and long term workforce planning will take place across the council in order to support the delivery of the corporate plan within the resources available to the Council.
- The Council will embed across all staff the behaviours that are set out in the PDR process.
- 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.
- How are Council employees perceived by local residents? Something about how we engage with residents for the very first time and making a good impression.

The how comes in the action plan!



