

Team Oldham

Workforce Strategy 2020–2023



Oldham
Council

Team Oldham

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Our ambition is to create a One Team workforce –Team Oldham working in partnership with our communities to improve outcomes for people and places across the borough and beyond.

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1. Introduction

Our ambition is for Oldham to be a place where the workforce thrives and where we provide the support and opportunities that ensure we are the greatest ambassadors for Oldham, across the borough and beyond. Principle to this is:

- We are committed to ensuring the workforce is engaged, motivated and properly skilled – working with ambition and in partnership with Oldham communities to improve outcomes for people and places in the borough.
- We are building from a position of strength with a highly committed workforce and a track record of delivery

It is a period of huge change for how our workforce needs to operate, especially given the current COVID19 challenge and continuing financial pressures but we are committed to supporting staff and colleagues across our borough as we all work together to secure:

Integration of public services – adopting a whole system, multi-agency approach for people with care and support needs, including an integrated commissioning function based on outcomes.

Embedding of a place-based approach – delivering services covering a 30-55k population, looking at local demand and helping each of the five geographical clusters shape services to meet their needs.

Maximisation of the Oldham Pound – through the Local Wealth Building programme and other initiatives harnessing the potential of local spend across all anchor institutions and using all our assets and capability to benefit Oldham. The make-up of the borough also provides immense potential to develop a workforce that represents the very best of our communities.

Leading by example in terms of being a Green Borough – ensuring that we put measures in place to reduce our carbon footprint and promote working practices that support our **Green New Deal** ambitions.

Redesign what we do and how we deliver using the **Transformation Programme** to focus on major change initiatives. This will be alongside a continuing focus on securing efficiencies and savings – including reconfiguration of assets and accommodation, and our digital offer to both residents and colleagues.

Oldham is one of 10 localities across Greater Manchester who have adopted a strategic framework to guide our collaborative effort. As part of this we have also adopted a Good Employer Charter (July 2019) and the principles which are set out within that underpin everything that this set out in this strategy.

We are also committed to adoption of the Living Wage across the borough. Our goal through a “Team Oldham” approach is to deliver what is best for the people of Oldham, its residents, local communities and businesses, with our workforce the critical enabler to achieving this. The strategy is the first of its kind so will be carefully monitored and reviewed annually to ensure success.

2. Purpose of this Strategy

“To successfully create a One Team workforce – Team Oldham and embed our co-operative values in all we do”

Key principles underpinning the Strategy are:

- **Building the right culture** for everyone to thrive and take personal responsibility.
- **Maximising devolution** – maximising the opportunities presented by cross-GM working by applying and adopting whatever is best for Oldham using the efforts and energy of our public, private and VCS organisations.
- **Scaling up our ambition** – through investment in place and skills; individual-level personal development and fostering a can-do culture among our staff and the whole Oldham community.
- **To provide clear, consistent and accountable leadership** in all roles. Decisions will be made at the right level and people will feel empowered.
- **To embed collaborative behaviours** at every level of the workforce will mean people think Oldham first and organisation second.
- **Looking outward and be future proof** – learning from what we do and from best practice will help us make the most effective use of resources and ensure we are creating the best working conditions for the whole workforce.
- **To be evidence-based** – we will use data and intelligence (both hard and soft) to improve services for Oldham; building on evolving pockets of good practice around measurement of impact and formal monitoring of targeted programmes.

This strategy sets the framework for the workforce delivery plan, which will set out, in detail, the activities, programmes, and timeframes which will deliver our strategic ambitions. The plan will also enable us to target resources proportionately. It will balance whole team requirements alongside those that are more specific to particular services or common groups of staff.

The strategy and delivery plan will directly incorporate the needs of Elected Members and other non-Executives, all our employees and volunteers across Oldham Council, Oldham Cares including the CCG and MioCare and Unity Partnership. We will also seek to align our activity with other key workforce strategies where we can influence and support other organisations and systems for mutual benefit.

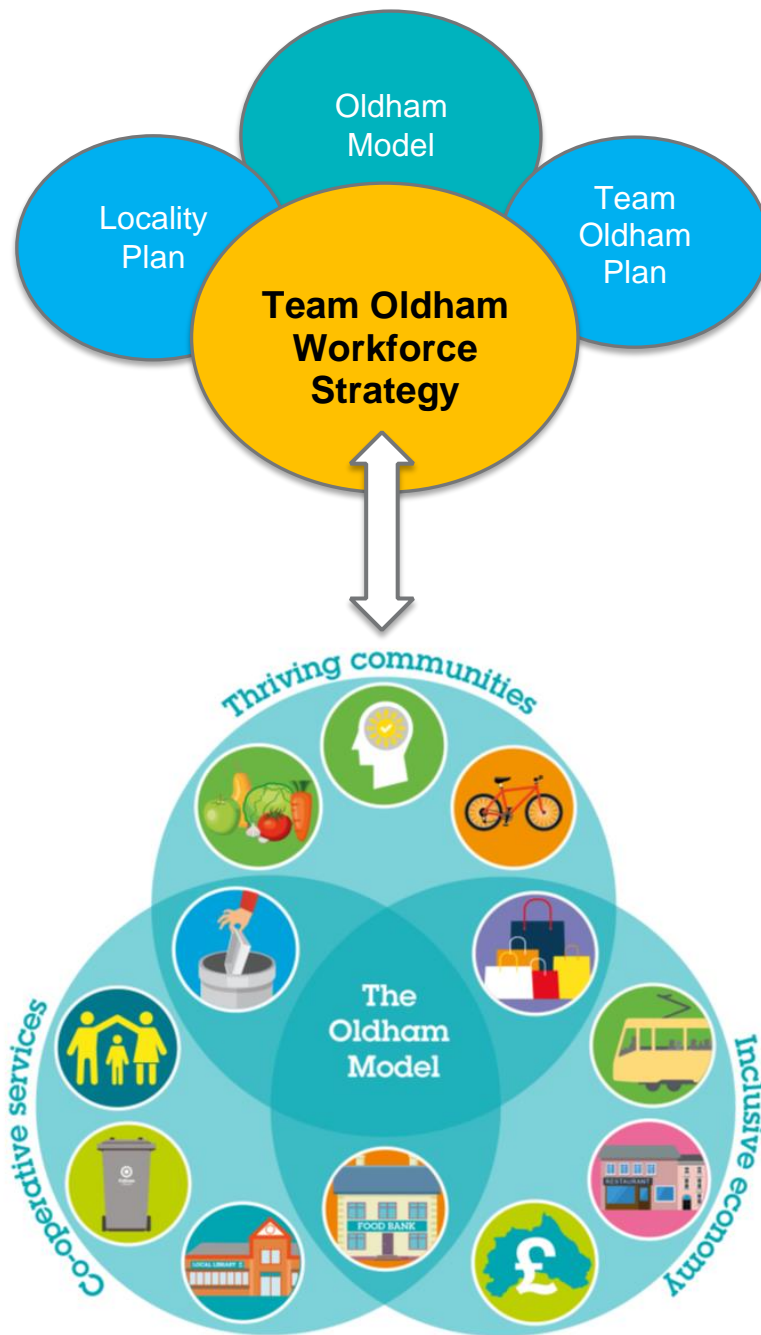
The strategy will compliment and align with other key strategies within Oldham Council. This includes the Team Oldham Plan and Transformation Programme as well as broader strategies and plans of organisations with a larger footprint than Oldham Council e.g. Northern Care Alliance, Greater Manchester Police etc.

The three main themes – Supporting our Staff, Leadership and Culture and Planning for the Future will form the structure of a Delivery Plan with 12 key pillars to build from, including these three areas. This plan will state what will be done, who is accountable for the activity(ies) and when results will be seen. This will be monitored so plans can be refined, and priorities remain clear.

Please note:

The principles of the strategy are intended to apply to the broader Oldham family (e.g. education establishments, health organisations with a larger footprint etc.) so we can align effort. This will be achieved through influence and partnership in order to align and pool effort. The approach and initiatives which flow will apply to staff across Oldham Council, CCG, Unity Partnership, MioCare and the broader Oldham Cares family.

3. One Oldham



4. Context

Oldham has many strengths and a number of critical challenges as evidenced by latest data on the workforce:

Workforce Metrics

- **Maximising the wisdom and experience of the workforce** – 46.3% of council staff (Q2 19/20) are over 50 – up 9.8% in the last five years. The picture is similar for workforce at MioCare and Oldham Cares. At the CCG, the majority of employees are 40+. 11% of GPs and 30% of practice nurses are over 55. Unity data suggests 41% of staff are over 50.
- **Increasing employees under 24** – with 1.94% of Oldham Council workforce aged 16-24, and 3% of CCG employees aged 20-24 there is an opportunity to develop and shape exciting career paths for new starters right across the system.
- **Representing a diverse population** – with 68% of the council workforce being Oldham residents, 86.6% in MioCare and 80.63% in Oldham Cares we also have an opportunity to ensure the workforce truly reflects the assets and diversity of our population all the way through the system. This also creates fantastic opportunities to build cross system career paths.
- **Lack of capacity** – as with other local areas there are continuing challenges recruiting to a number of key posts at various levels with some hotspots such as Social Workers, Planners, OD specialists etc. There is also high turnover in some parts which puts some pressure on our work to reduce use of agency staff. MioCare had a 14.08% turnover in September 19 and the CCG turnover taken from September 19 was above the GM average, although this reflects the high number of fixed term contracts required to support short term projects. In many of these areas, we are competing with other providers in health and social care and so are working to create the right tools and approaches to grow and retain our existing workforce and recruit new talent. An inclusive approach to talent management will be key to build our career pathways and develop skills across the workforce.
- **Levels of sickness absence** – Council figures for September 2019 were at their highest level at the same point for the last six years. Adult Social Care, Environmental Management and Children's Social Care were most affected. There are similar issues across GM, but we have a project underway which will build a programme of work to address this.
- **Digital maturity** – A developing Digital Strategy offers many opportunities to improve services and support staff by creating the right tools which will support performance and engagement and ensure we are a truly forward thinking and modern public service.

Financial Context

- We have responded positively to substantial financial challenges while building and delivering a significant programme of change across the system with a predicted gap of £80m over the medium term if nothing changes by 2020/21.
- Parts of the borough have high levels of poverty and unemployment (19th in deprivation ranking of local authorities) and demand is growing for public services, particularly health and social care. These sort of challenges present opportunities to build our workforce in a way that addresses these challenges both directly and indirectly through the creation of new jobs and skills.
- At the same time, lower pay scales compared to other GM authorities (may) have impacted recruitment and have necessitated ad hoc decisions to fill some critical posts with interims and fixed term roles which are more costly so we will look at our approach to pay and reward to ensure it fit our values and delivery model.
- The integrated model of care will require us to look at how we can align ways of working to build on the One Team ethos and will be critical in our ability to strengthen partnership across the broader community of interest.
- The workforce plan which underpins this strategy will be both financially sustainable and boost the local economy through maximisation of local talent.

Cultural Opportunities

- While the commitment to delivering the best possible services and opportunities for our workforce, there is a need to build more capacity and capability with work on-going to build new multi-disciplinary teams focussed on impact and outcomes.
- Our ambitious plans to integrate our workforce requires considerable investment of effort to help people understand and work within a complex but exciting new arrangement where there will be more opportunities to develop skills and experience where organisational boundaries are insignificant. We recognise we need to rationalise different working practices and perhaps a limited number of terms and conditions as new blended ways of working bring different people and organisations together.
- Our approach to ownership of performance is variable both in terms of performance of service activities as well as staff. The latest appraisal ratings from the council show 80% of staff rated good or high performing with only 1.04% supported performers. There are also areas where the data suggests appraisals were not completed including in key areas such as children's safeguarding and partnerships (80% not completed) and commercial services (88% not completed) and so we need to understand how to address this. A review of the whole Appraisal process will be undertaken.

5. Our Vision



6. Our approach – 12 pillars to build from

We will prioritise activities to ensure we are creating the right conditions and target effort where it is most needed. This means we will build the delivery programme using the categorisation set out below. This will inform the HR/ OD service plan to ensure consistency of approach and help target support where needed.

The Transformation Programme has, and will continue to, inform any programme activity e.g. Office/accommodation changes, digital etc and it is key that the interdependencies are understood and managed continuously so we can target and align effort as needs be.



- 1. Urgent priorities** – There are a variety of opportunities and challenges which need focused attention. Some of these are system wide and some are more concentrated around particular services or functions. Wherever these ‘hotspots’ are identified these will be a key priority over the next six months e.g. Development of the Community Health and Adult Social Care model, development of the Integrated Commissioning Function, Improvement plan for Children’s Social Care and delivering our Accommodation Strategy.
- 2. Opportunities to go further** – Areas where we will build on and scale up activity already taking place. This will ensure different initiatives are joined up where necessary e.g. organisational design work, development of the digital offer, aligning leadership development programmes. This will happen over the next 12 months to ensure our efforts are well targeted but support an inclusive approach to talent management and development.
- 3. Long-term goals** - Areas which will require a more systemic change to culture and behaviours and therefore will take place over a longer timescale of 12 – 18 months e.g. building blended teams and aligning efforts which are truly integrated and embedded.

7. Supporting our Staff

This theme is about attracting and retaining people by creating a great place to work with a healthy and inclusive environment, where everyone is treated fairly and recognised for their capability, attitude and behaviour. This theme focuses on making sure the conditions are right so that the whole workforce understands how they can contribute and what support, information and guidance is provided to help everyone deliver to the best of their ability. Our mechanism, services and policies which ensure we take every measure possible to protect and enhance both the physical and mental health and wellbeing of all our staff are absolutely critical to delivery of this strategy and our commitment to staff at all times.

Urgent priority:

- To support staff through the current Coronavirus pandemic, ensuring that we have the right measures in place to help staff continue to work in a safe environment and taking appropriate steps to support those affected either directly or indirectly.
- To refresh and build the 'Fit for Oldham' programme to ensure it is inclusive and provides opportunities for all and reflects short and long term needs.
- To test and assess current practice in respect of 1-2-1s and team meetings so that there is confidence in the level of consistency being provided by managers.
- An updated set of policies and procedures which support employee health and wellbeing. These include a new Occupational Health Offer, a Whistleblowing Policy and increased support for colleagues affected by harassment created by social media.
- Ensure the principles of the 'Good Employer Charter' are built into all HR initiatives and policies.

Opportunities to go further:

- To review our benefits packages so that wherever possible there is equity and fairness in respect of benefits such as gym membership, buy back of annual leave etc.
- To research and compare best practice in respect of tools to appraise performance and invest in personal development.
- A new policy and procedure to deal with disciplinary investigations will provide greater clarity around roles and responsibilities and improve disruption to service delivery. It will also ensure lessons are learnt from patterns of behaviour.
- A review of the different working practices and arrangements across Team Oldham will show where there are opportunities to align working practices and possibly some terms and conditions.

Long-term Goals:

- A suite of policies, procedures and interventions which are well understood and used to support colleagues maximise their potential.

Anticipated outcomes

- A well understood and used 'Fit for Oldham' offer which is inclusive and supports all employees and elected members' health and wellbeing.
- A consistent approach to the role of a manager so it is clear what core standards all employees should expect and what the respective roles and responsibilities are irrespective of position.
- A clear framework which helps all employees understand what arrangements and activities are in place to help them do their job to the best of their ability.

Recruitment and Retention

Our ambition is for an engaged and engaging workforce who connect and contribute to building thriving communities and an inclusive economy. We need to take immediate action to improve our recruitment process – to broaden the diversity of who we attract and build supply of the skills we need. We also need to improve the process both in terms of quality and time.

Urgent priorities:

- **Get the basics right** – ensure every employee understands the requirements of their role including mandatory training (e.g. IT skills) and on-going professional training (e.g. for planners, social workers) so we are confident we are consistent where necessary.
- Commit to a **values and competency based approach** to recruitment, and growing our workforce through clearer attraction strategies, pay and reward and career pathways.
- **Pilot new approaches to advertising roles** including through community outreach and different platforms (e.g. social media).to ensure we are providing the right mechanisms for local people to understand the opportunities that are available.
- **Simplify the onboarding process**, working to reduce the time from appointment to starting in post [currently on average nine weeks]. Have induction plans in place which are appropriate to the role.
- Build our use of **apprenticeships** and similar entry-level programmes for different levels of skill/education to support our Community Wealth building programme.
- **Develop and implement a plan** to build the capacity, capability and stability in Children's Services.

Opportunities to go further:

- **Develop a plan to increase recruitment and improve representation from our communities.** This will ensure we improve our recruitment of local people to reflect the diversity of the population. It will also need to focus on ways to attract younger people and, in light of the current challenge, consider how best to help people back into work through a 'united' public service/ private sector team effort.
- **Work with GM** to create a shared resource pool, co-ordinate filling of critical roles, and cross-sector workforce planning. We will continue to support work to avoid creating competition between localities but need to find solutions to this to avoid it being derailed by market pressures.
- **Build an inclusive approach to talent management** so everyone feels supported in terms of their development and which supports achievement of our priorities. It is important that the approach is seen to be fair and transparent.

Long-term goals:

- Create a **development pathway** from entry level to support career progression.
- Develop solutions for roles identified as **hard to fill**.
- Put strategies in place to **attract young people and support people back into work**.
- Identify **new skills** (such as the green economy) where we can build centres of expertise.
- Build an approach which **maximises the assets** across Oldham.

Anticipated outcomes

- A diverse workforce representing the community it serves.
- Young people feel they can build their careers working for Oldham.
- Inclusive approach to maximising talent.
- Improved supply of talent and capability.
- Improved morale and productivity. Our workforce would recommend us to family and friends as a great place to work.
- More fluid career pathways across Team Oldham.

Wellbeing and Engagement

We will maintain a strong and positive engagement culture, so employees feel well informed, involved and with access to a variety of ways to feed in views. Staff wellbeing is an integral part of our culture and we are committed to creating a healthy working environment and improving the quality of life for our staff, with a focus on promoting wellness rather than reducing sickness. We recognise that there will be a mix of service specific activities as well as whole system to address particular needs and scale of change that may be undertaken at different times. We also recognise it is critical to have specific and accessible measures in place to address short term crises and service pressures.

Urgent priorities:

- **Launch a new internal communications and engagement programme** – sharing news in an open and timely way and finding new ways to listen to feedback and increase engagement.
- Develop an **Employee Attendance Improvement Programme** - learning from best practice in the public and private sector to reduce the rate and duration of sickness absence and understand how to address long term conditions or pressures (e.g. caring responsibilities).
- Undertake a **comprehensive staff survey** so that we have a benchmark to build from.

Opportunities to go further:

- **Fit for Oldham** – adopting a more positive and holistic approach to wellbeing and delivering a programme of preventative activities, training and campaigns to encourage staff to care for themselves and others. This will be informed by understanding of best practice in different sectors.
- Using the Staff Survey and other data ensure we understand and create conditions for everyone to have an interesting role and opportunities to develop.

Long-term goals:

- **Undertake regular staff surveys**, with a commitment to publish results and use these to inform future workforce plans and training opportunities. Pulse surveys will also be undertaken to test progress. These results will inform future plans and ensure resources are targeted at priorities.

Anticipated outcomes

- Staff act as ambassadors across the borough and beyond.
- A healthy workforce, with a reduction in the number of days lost through illness High staff morale and productivity with a rolling programme to address areas for improvement.
- A culture where everyone feels supportive and part of a team.

Pay and Reward

We need to address the underlying challenges in our approach to pay and reward and adopt a system that is consistent but recognises different approaches in place. We also have some excellent rewards to promote extensively both for existing staff as well as potential new employees.

Urgent priorities:

- **Rationalise working practices** as different teams and organisations come together to maximise team work and learn from best working practices.
- **Capture all employee benefits** and rewards outside pay schemes and publicise these for new and existing colleagues.
- Embed the **new payroll/HR system** as a key tool to monitor and evaluate our performance on pay and reward, but recognising this will only cover Oldham Council, MioCare, Unity and schools, also establishing processes to align our ability to gather metrics where systems are different.

Long-term goals:

- **Establish a fair and consistent pay and reward strategy**, benchmarked against other GM authorities, to support our intention to increase diversity, recruit sustainably to difficult to fill roles and create opportunities for colleagues to move across the system to build skills and experience.
- **Work with the workforce** to ensure consistency and understand where there are issues to be addressed to ensure fairness.
- Explore the idea of an **Employee Value Proposition** for both attraction and retention purposes.

Anticipated outcomes

- **A fair, consistent and financially sustainable** approach to pay and reward.
- **Ability to compete for good candidates** through a clear offer in relation to the whole rewards package.
- An agreed approach on how to manage the challenge of bringing together different organisations with different terms and conditions so it **embeds the One Team** ethos.

8. Leadership and Culture

We want to maintain and build a fantastic working environment where everyone is clear about their role and understands how they contribute to achieving our ambition. Collaborating, learning and sharing best practice will underpin our approach to how we think, act and behave to effect the changes needed. This will involve everyone understanding how the single team approach will work so that they think Oldham first rather than their service or organisation. All our leaders have a critical role to play in this and everyone will need to feel confident about the way challenge is provided to keep raising the bar on our aspirations.

Urgent Priority:

- Following the Peer Review in January 2020 we will ensure that all the strengths identified are captured so that we are confident that there is **consistency** as we build our Leadership capacity across the system.
- Assessment and analysis of the current Leadership development offer to see what potential there is to **rationalise existing initiatives** whilst creating a system wide offer (involving GM as needs be). This offer needs to be appropriate for all parts of the system especially recognizing the democratic mandate of our elected leaders.

Opportunities to go further:

- To **review existing values and behaviour frameworks** to ensure there is consistency across Team Oldham which will underpin all activity relating to development of the culture.
- To **review arrangements for Elected Members** to ensure they are well sighted and supported as Leaders of the whole system as well as the council.
- To ensure the right and proportionate arrangements are in place to **develop leadership capacity at all levels**.

Long-term Goals:

- **Clear articulation of the Team Oldham culture** and ways of working which will feed into personal objectives and development plans.
- A **suite of programmes and initiatives** which support existing and future leadership requirements.

Anticipated outcomes

- A **fantastic healthy working environment** and One Team culture.
- **Clear expectations of leaders** against which they will be held to account.

Ownership of Performance

We will do further work to ensure everyone understands their role in owning managing and monitoring performance. This will cover performance at a system, service and individual level so that everyone is clear about their responsibility in improving performance and how they need to align or realign effort to meet priorities.

Urgent Priority:

- **Clarify roles** in managing performance and the support they should expect from colleagues in HR/OD and Performance Improvement. The role and responsibilities of these teams will also be clarified.
- **Assess the causes** of low completion rates for appraisals in some services and work with colleagues in those areas to address these. **Review and refresh the approach to appraisals** to ensure the approach is proportionate and consistent and balances work and personal objectives. Roll out a mandatory training programme for managers to improve understanding of best practice and accountability.
- **Phase in our approach to agile working** so we focus on the contribution of colleagues rather than presenteeism.
- **Support the development of business and service plans** to ensure work is clearly prioritised against corporate/whole system need.
- Create a system wide training programme so there is **confidence in managers' ability to address underperformance**.

Opportunities to go further:

- **Co-design** with services **core principles for Oldham Performance Standards** and how to address non-compliance.

Long-term goals:

- **Conduct a skills audit**, using performance management data, to inform the Talent Management proposition and workforce planning.

Anticipated outcomes

- A **clear understanding by employees of the expectations of their roles** and responsibilities providing direction and alignment with strategic goals.
- **Increased team and individual productivity and performance, improved morale and motivation.**
- **Improved reputation as a great employer** and thereby improve recruitment and retention and provide enhanced career pathways.

Skills and Capability

To enable the transformation of how we work, we will support the development of the skills needed to deliver leadership of place, governance and decision-making. Everyone is a Leader in some shape, and we will support them as:

System Leaders – who are able to see the big picture and make outcome-focused decisions using resources across complex systems and removing traditional organisational boundaries.

Project managers – bringing rigour, accountability and financial acumen to the effective and delivery of work.

Champions of **continuous improvement** encouraging employees to do the same.

Enablers of **co-design and co-production to maximise the assets across the workforce and the community.**

Urgent priorities:

- Understand and analyse what skills are needed and where there is a gap.
- To research best practice to ensure we are **planning for the future** and understand what new skills will be required.
- To **build our skills as leaders** irrespective of position.

Opportunities to go further:

- **Set clear role expectations** – mandatory training requirements (e.g. undertaking investigations; equality and diversity), and broader skills such as communicating and engaging staff; working with politicians etc.
- Scale up, integrate or rationalise existing **development opportunities for current leaders** to cover both technical skills (e.g. project management) and generic development (place-based knowledge building).
- Build programmes to reflect roles as Leaders of Place, / system /service, team/programme.
- Support the development of **GM-wide leadership development opportunities** to secure efficiencies and opportunities for learning on a broader scale whilst ensuring all activities fit the Oldham approach.
- Establish **effective accountability mechanisms** for programmes including reporting and the escalation of risks and issues. These programmes will be system-wide and more 'local' in nature.

Long-term goals:

- Recruit to leadership roles based on a core (system-wide) set of **leadership competencies and behaviours.**

Anticipated outcomes

- Whole system and place leadership skills demonstrated and performance improved.
- Learning and development proposition aligned to Team Oldham priorities and leadership requirements.
- More alignment across teams and preparedness to give things up for the greater good.
- One Team approach to Organisational Design.
- Coherent Programme of Organisational Development across the workforce including Elected Members and non-executive.

Culture and Behaviours

Building the right environment and culture across Oldham Council, CCG, MioCare, Unity and Oldham Cares is key to delivering our ambitions. We want to be an exemplar employer and need to create a One Team culture that is:

- Collaborative and supportive.
- Purposeful, embraces change and the opportunities it presents.
- Outward looking and innovative.

We will work to embed this culture in every part of Team Oldham supporting our managers to lead by example and drive forward this culture change in their teams.

Urgent priorities:

- Work with GM to agree principles of **what makes a great leader** – and be ready to take action when these are not met.
- Expect leaders to **actively support health and wellbeing** and role model behaviours to encourage wellbeing

Opportunities to go further:

- Encourage behaviours which give people **permission, space and freedom to work differently**.
- Monitor progress through the **refreshed workforce metrics** and associated action plans.

Long-term goals:

- **Agree a co-designed set of values** we can unite behind, while respecting organisational differences.
- Ensure the **values are embedded**.

Anticipated outcomes

- A **culture that** supports our priorities and **enables our workforce to thrive**.
- Increased collaboration and partnership working – **shared goals and ambitions**.

9. Planning for the Future

We want to ensure that everyone has the wisdom, skills and capability to thrive in their current role as well as understand and commit to their personal development. We need to attract and retain a new generation of public service staff who will bring a new set of skills and experiences which are going to fundamentally shape the way that we work and the career paths we follow. Advances in technology and changes to working patterns are examples of the major changes ahead that we need to embrace and manage proactively.

Urgent Priorities:

- To understand the mix of skills we have and identify the gaps we need to fill.
- To understand how we can attract and retain a new generation of staff. This links to the work on Community Wealth building.
- To ensure we maintain and enhance our responsibilities to keep our standards of practice safe for both staff and residents.

Opportunities to go further:

- To agree an approach to organisation design and development which looks at the needs of the whole team and creates solutions based on our workforce metrics and the skills we need in the future.
- To assess the skills and expertise we need to build which will ensure we are proactive in addressing rapid change in technology/ digital capability.

Long-term goals:

- A Workforce Strategy and Delivery Plan which is regularly refreshed to ensure we are adapting to create the right capacity and capability and downsizing or reducing in areas which are no longer needed to the same extent.

Anticipated outcomes

- A One Team approach to Organisation Design which will maximise capacity and be future proof.

Skills of the Future

We will future-proof the skills and capabilities of our workforce to support our focus on understanding and responding to the local context and ensure our approach to recruitment, retention and development is informed by this future need. We will embed reflection and learning so we can adapt and refocus effort appropriately.

Urgent priorities:

- **Build a clear understanding of our future skill needs.** This will need to be a key strand of work in the locality plan and transformation programme (including the property and digital strategies).
- Develop plans to use the **apprenticeship levy** to create new roles, skills and a pipeline of staff. The Oldham Cares Alliance (provider organisations) have committed to work in partnership to make best use of this.
- Identify any **urgent skills gaps** so they can be addressed.

Opportunities to go further:

- Develop a **Talent Management Framework** to ensure we have an inclusive approach to workforce development.
- **Address identified skills gaps** linked to priorities and informed by best practice in the public and private sector that may be required.

Long-term goals:

- Ensure we **plan** to understand the shape and nature of jobs and working patterns of the workforce so we can put the right tools in place (e.g. IT, AI etc.)
- Create a **pipeline** of people with the right skills both from existing talent as well as find ways to attract new talent. (This is likely to include working with **the wider education and skills system** to create the skills and workforce required in the future, as already happens with Universities/Health and Social care training.)

Anticipated outcomes

- Strengthened capability around future-facing key skills such as contract and project management to support successful programme delivery.
- Employees feel they have opportunities to develop and are being invested in to build their careers, skills and experiences.

Talent Management

We will take a more proactive and inclusive approach to talent management and succession planning to ensure we are building high performing teams who are able to drive our agenda forward. Our focus will be:

Building a composite **workforce metrics dashboard** – so we have a clear picture of our workforce strengths and areas for development. Oldham Cares have already committed to do this as part of the Locality Plan.

Identifying and nurturing future leaders in our current workforce. This should include strategies to **increase the proportion of leaders from the Oldham Community** and improve retention.

Alignment with **GM-wide talent initiatives** as well as other key organisations in Oldham.

Build an understanding of the **jobs we will need in the future** to benefit the system rather than a single service or organisation.

Urgent priorities:

- The **acceleration and widening of integration across the council and CCG** needs to be supported by the right people and right structures.
- **Develop approaches to organisational design** that cross the system rather than work within services or portfolios.
- **Define the career pathway, capability and skills** required, especially new **commissioning roles** as this is a skills gap and roles need clarity within in the commissioning process.

Opportunities to go further:

- Develop **new blended roles** and career pathways across the system to maximise resources and improve outcomes.
- Devise an **inclusive approach to talent management** to demonstrate fairness of opportunity.

Anticipated outcomes

- **Improved performance** service delivery.
- **Positive impact on recruitment and retention** by creating exciting new roles and working patterns.

New Ways of Working

We will embrace digital technology to enable smarter, more efficient ways of working and review our accommodation to best support our priorities. We will embed a data-led approach across all our activity. Workforce planning must be a key part of the strategies currently being developed to support this work. We will look at new ways of working to ensure the Plan looks to the future e.g. use of AI, agile working etc.

Urgent priorities:

- **Understanding and overcoming the barriers** to the organisational adoption of digital.
- Creating a **Workforce Planning Strategy** to address the age profile and build a more diverse workforce to reflect the population. This will address hotspots.
- **Building IT capability** through training and support for staff, particularly understanding what is possible.
- **Geographically align multi-agency teams** into 5 clusters to encourage collaboration and facilitate a place-based approach. Learning from areas where this has already started to take place e.g. Social Care.
- **Setting out the 'Green' ask of staff** to ensure we promote the right behaviours and working arrangements to show we are leading by example in creating a Green Borough.

Opportunities to go further:

- **Adopting digital solutions** to primary care to improve access and reduce bureaucracy e.g. through online and video consultations.
- **Developing a talent pipeline** to recruit people with the skills we are missing and need over the medium to long term. This will look at challenges both within Oldham as well as across GM.
- **Centre of excellence in application of initiatives such as Apprenticeships, sustainable working arrangements.**
- Encouraging the **portability of staff** to move across teams and offices and build our use of agile/ flexible working.

Long term goals:

- Ensure we create an **understanding of the skills we will need for the future**, so we have the right approaches in place from recruitment through to career pathways and targeted development which ensure we are creating the best workforce possible both in terms of shape and scale.

Anticipated outcomes

- **Great collaboration** and an improved service for Oldham residents.
- A **Future focused and modern organisation.**
- **Best in class skilled workforce** across public service embracing new technology and sustainable ways of working.
- **Positive impact on employee performance and satisfaction levels.**
- **Employer of Choice.**