Cornwall Council
Workforce Development Strategy
2010-2014

Improving organisational effectiveness through our people

Unlocking our potential
Introduction

This is an overview of plans for our workforce over the next four years. We will be developing these plans in detail with our employees, trade unions, Members and partners. We will consult and engage widely so that our stakeholders are informed and involved.

The document covers our People Strategy and Corporate Workforce Development Plan which are summarised below.

**Our People Strategy**

- Our vision, aims and challenges
- Our journey 2009/10
- Priority themes and actions 2010/14

**Corporate Workforce Development Plan**

- Integrated people development programme
- Costs and funding opportunities
- Directorate workforce priorities
- Workforce profiles

The Council’s traditional personnel function is being transformed to a more strategic Human Resources and Organisational Development (HR & OD) Service. This means that we will be more proactive with plans for our people and be better able to help to improve Cornwall Council and unlock our potential.

Our People Strategy

Vision, aims and challenges

This Workforce Development Strategy identifies how we meet current and future people needs. We have innovative plans to ensure we have highly skilled people to deliver high quality services.

**People (Workforce) Planning aims to:**

- understand the medium/long term skills gaps of employees and identify solutions;
- develop a productive and skilled workforce;
- engage and support employees in organisational change;
- have policies that support diversity and good people management.

**How we aim to achieve this through our people**

The aims of our People Strategy are to:

- enhance the value of the contribution made by every employee;
- focus employee contribution on organisational priorities;
• deliver improved organisational performance;
• become an employer of choice;
• improve employee engagement.

Cornwall Council has approximately 21,000 employees working from over 75 different locations across Cornwall and delivering a varied, complex range of services.

Half our employees work full-time, half are part-time, and we have a range of flexible working options. As we develop the organisation, delivering the best services to the people of Cornwall in new ways, including through partners, we need to develop our people and use systems and processes with efficiency, rigour, dynamism and innovation. The shape, structure and demands on our workforce will by necessity change significantly over the next 3 – 5 years. The economic climate will put pressure on public sector budgets and there will be a renewed focus on effective resource management. The public sector delivery model will continue to evolve, with an increased focus on new approaches to service commissioning and delivery, new more flexible relationships across the public sector and more partnership working.

What are our people challenges?

In April 2009 the unitary council was created, merging seven organisations into one. We have complex challenges to address:

• revitalising the culture;
• improving employee engagement, morale and job satisfaction;
• developing leadership and Member capability;
• Workforce Planning and Development to meet the needs of the Target Operating Model (TOM) – a commissioning model with new ways of delivering services;
• recruiting, retaining and developing our own talent - addressing current and future employee shortages and skills gaps, for example social workers, female fire-fighters, finance, commissioning and procurement;
• providing consistent opportunities for job related training and career development;
• identifying creative re-skilling, retraining and redeployment opportunities to minimise the need for redundancies;
• delivering focused succession planning and skills growth;
• Worklessness and the Welfare to Work Agenda (apprenticeships, Job Pledge, Skills Pledge) with support from the Learning & Skills Council (LSC);
• actively managing and improving attendance;
• reviewing and refining job roles to meet future demands;
• managing the challenges of ageing employee profiles in particular areas;
• developing Equality and Diversity – Equalities Framework for Local Government, Single Status (Equal Pay);
• controlling the use and costs of agency workers, consultants and interims.

Remodelling
We anticipate that the core number of employees may need to reduce by about 500-600 jobs over the next 4 years; at the same time, we expect our employee turnover rate to remain constant at 6%. This means that each year approximately 1300 of Council employees will leave voluntarily. We therefore have an opportunity for proactive workforce planning so that we can retrain and redeploy employees rather than generate unnecessary redundancies. Although the shape and structure of Cornwall Council will change, opportunities within Cornwall Council and to work with partners and other Arms Length Management Organisations will be realised to offer fresh, new, exciting and valuable work.

Our journey in 2009/10

In 2009 the focus was on merging 7 Councils into one unitary authority for Cornwall, which meant:

- over 13,000 employees moving into new roles and organisational structures;
- centralisation of core operational, strategic and specialist functions;
- managing the associated employment implications created by the coming together of 7 councils;
- the People Moves Transition Framework and Assimilation Programme resulted in significant revenue savings from the establishment of 5 new Directorates and 33 Services.

The People and Organisational Development team have developed:

- tools and techniques to develop the vision, values and culture change;
- a talent and performance management framework;
- leadership and management development programmes;
- corporate learning and development programmes;
- a new employee suggestion scheme ‘Dragon’s Dare’.

Employee Engagement

For the first time, the 2009 survey included an employee engagement measure. This indicator combines staff’s likelihood to recommend the Council as a good employer, how proud and happy they are to work for the Council and their intention to still be working for the Council in 12 months’ time.

Employee engagement is important to measure as it goes far beyond just simple job satisfaction. Engaged employees help to drive organisational performance and tend to be much more content in their job. The overall employee engagement score for Cornwall Council is 59%, and the engagement scores by Directorate are shown in the bar chart above. This
measure will be used to compare different parts of the organisation and to track our progress over time.

Priority themes and actions 2010-14

A People Strategy Framework was agreed by the Corporate Leadership Team in December 2009 and the full document will be subject to wider stakeholder consultation from April 2010. Developing the culture based around the Council’s Vision and Values sits at the heart of the framework. The outcomes of the People Strategy and plans are to be:

- a high performing organisation;
- a healthy organisation;
- a learning organisation;
- an employer of choice.

We aim to achieve this through the activities in the outer ring of the framework.

Culture, vision and values

The Council’s Vision

- To be a high performing Council delivering services with pride, passion, pace and professionalism.
- To improve services for the people of Cornwall year on year, delivering value for money and helping Cornwall thrive.
- To create a robust and sustainable commissioning council that delivers good services in new ways.
Our values

<table>
<thead>
<tr>
<th>Pride: Taking pride in the value we add and the services we deliver to the people of Cornwall.</th>
<th>Passion: Caring about our work and the people we serve.</th>
</tr>
</thead>
</table>
| • Take responsibility for solving problems  
• Always do our best  
• Celebrate success and give praise for a job well done  
• Be open and honest about our mistakes | • Listen to customers and understand their needs  
• Provide excellent customer service  
• Be committed to the place and people we serve  
• Work hard to achieve targets and deadlines |

<table>
<thead>
<tr>
<th>Pace: Getting on with the job as quickly as possible and providing value for money.</th>
<th>Professionalism: Constantly working to raise standards and supporting a culture of learning.</th>
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</thead>
</table>
| • Balance urgency with quality delivering services  
• Take initiative and work with others to achieve results  
• Make the best use of people and resources within the council and with our partners | • Try new ideas and learn from others to improve how we work  
• Treat everyone with respect and respect & value differences  
• Do what we say we will do  
• Apply knowledge and skills  
• Encourage and support others to perform at their best |

How do we develop the organisational culture for Cornwall Council?
Many of the activities included in this document will influence the development of a consistent culture. However there also needs to be an overarching programme to drive culture change. A proposal for this will be developed in 2010, involving and engaging colleagues. It will address:

- behaviour and competencies to reflect the visions and values above;
- leaders role modelling good practice;
- changes to working practices;
- process improvement and business process re-engineering;
- programme management of all change programmes.

High performing organisation

Cornwall Council’s creation of a HR & OD Strategic Centre (OD, Business Partners and corporate Learning & Development), HR Operations Centre and HR centre of expertise (Specialist Centre) reflects current thinking and best practice in HR delivery. This model is well established in the private sector and has emerged in many local authorities. The creation of a centralised and integrated HR & OD function which focuses on strategic issues and is properly resourced will help the council achieve efficiency savings through a variety of means such as:

- helping managers to develop people management skills to increase performance, skills and productivity;
- improve retention of key skills;
- reduce stress and absence and related sickness and turnover costs;
- reduce recruitment advertising costs;
- reduce the costs of restructuring;
• reduce legal costs through effective employee relations that resolve grievances and disputes as soon as possible.

An Integrated People Development Programme has been developed to support the continuing people and organisational development in Cornwall Council:

The Performance management and development system (PMDS) components include:

• the organisation;
• the individual;
• a standard competency framework;
• an executive competency framework;
• Performance Development Reviews;
• Performance Rating Scale.

People development programmes are being developed and will be introduced through 2010 including:

• workshops for managers from all directorates to help them review their roles and responsibilities in relation to people management and to develop their potential;
• the Cornwall Manager programme;
• Top Talent programme;
• Emerging Leaders programme
• Graduate Programme.

A learning organisation

There will be a range of new development opportunities available from April 2010 including:

• commitment to the Skills Pledge and development for all;
• more apprenticeships across the business;
• more career progression opportunities
• a range of programmes for all employees covering a range of topics for example, Equality and Diversity, Safeguarding, Attendance Management, Engaging People through change, Personal Safety and Corporate Induction;
• intranet based toolkits to support self development;
• ongoing professional skills training and development.

We will also be developing other opportunities to provide access for example e learning, action learning sets, project work, and secondments. This will help to better meet the needs of our people; we have high levels of part-time people, geographically spread and a huge range of skills.

Investment in our People

Our people are at the heart of the services that we are here to deliver. Our success will be as a direct result of their commitment, dedication, skills,
capabilities and professionalism. We are committed to continuing to develop and invest in all of our people.

Cornwall Council currently has regaining recognition status in the **Investors in People (IiP) standard**. We will be actively seeking recognition as soon as possible.

We will invest in our people to develop their skills and capabilities and to re-skill, re-train and re-deploy wherever possible; a redeployment and retraining annual budget has been allocated by the Council. Close partnerships with the Trade Unions will assist us to secure Convergence funding and establish learning agreements. We are exploring the potential for a **Cornwall Academy** concept for creating a talent pool for future professional areas for example social workers, and opportunities for strategic partnership arrangements with partner universities/colleges are being explored.

### A healthy organisation

A safe and healthy working environment is essential if we are to have a motivated, engaged and productive workforce. As the largest employer in Cornwall, promoting the health of our people also has the potential to benefit the health of their families and the wider community and help achieve the improvements in community health and wellbeing that we aspire to in the Local Area Agreement.

From April 2010 we plan to introduce a range of health, safety and wellbeing programmes and initiatives aimed at:

- reducing ill health in employees caused by or made worse by work;
- helping employees who have been ill, whether or not this is work-related, to return to work;
- promoting positive mental health;
- using the work environment to help employees maintain or improve their health;
- encouraging a positive health, safety and wellbeing culture;
- promoting healthy lifestyles.

These initiatives sit within a broader strategic framework which recognises that a healthy organisation is one which has clarity of purpose, focus, effective leadership and management and respectful relationships; where inappropriate behaviour is not tolerated, and which acknowledges, values, rewards and celebrates individual contribution. Achieving the aspiration to be a healthy organisation depends as much on success in other areas of this workforce development strategy as in the those readily identifiable as related directly to health, safety and wellbeing.

### An employer of choice

To retain key skills and attract new talent in areas of high demand and relative scarcity the Council needs to establish its reputation as an employer of choice.
Much of what we plan to improve across all aspects of the working environment will assist us to achieve this because if we can improve how our existing employees feel about the Council we are less likely to lose them and they are likely to be good ambassadors encouraging others to think about working for the Council. As well as addressing skills shortages we also need to increase the diversity of the workforce and to remove potential barriers to employment that our policies, procedures and practices may present to groups currently under-represented in the workforce.

From April 2010 we will implement a range of programmes and initiatives to develop the Council’s reputation as an employer of choice including:

- developing a resourcing strategy underpinned by the people strategy and workforce planning process;
- reviewing the online jobs portal experience and employer brand to enhance the candidate experience in applying for Council jobs;
- sourcing an interim candidate management workflow tool and searchable database that can be easily integrated into the proposed Enterprise Resource Planning implementation;
- developing a consistent and effective recruitment process across the council that enhances the candidate experience;
- a Total Reward approach to our People Strategy. This was endorsed by the Corporate Leadership Team in September 2009, together with endorsement of a work plan for 2010 for the harmonisation of pay and terms and conditions, a revised Severance Policy and the development of a set of enabling employment policies;
- implementing a review of voluntary benefits to increase the value of the employer offer by the Council;
- implementing a supported employment project to improve access to employment for people with learning disabilities and eliminate the barriers to employment presented by existing practices and procedures. Use the learning from this project to improve access to employment for all currently under-represented groups.

Corporate Workforce Development Plan

The full version of the Corporate Workforce Development Plan (WDP) will explain how our people priorities will be delivered and how current and future skill requirements will be addressed. It will be developed by a detailed workforce planning process in 2010 and by a skills audit. The actions outlined in the full WDP will address:

- gaps which have been identified in the organisation through the business planning process;
- people implications of a new target operating model (TOM);
- directorate improvement plans;
- the employee survey;
- further developments needed to existing policies and procedures to ensure the council continues to deliver high quality services and works towards its goal of becoming an excellent authority by 2015.
Examples of priority future workforce gaps
Some corporate priorities identified from an early workforce development exercise are:

- social workers – children’s and adults
- finance – commercial and project specialists
- commissioning and procurement - specialists
- female fire-fighters

Skills gaps identified: management training needs have been identified in people, project, finance, change, performance and risk management. There are several major transformational change programmes underway identified across the Council and future workforce issues form a key part of these programmes e.g. Modern Working, Shared Service.

Outlined below are the people development actions that are being planned for a 2010 launch.

<table>
<thead>
<tr>
<th>Key Priority People &amp; Performance Frameworks</th>
<th>Components</th>
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<tbody>
<tr>
<td>Health Safety and Wellbeing Strategy</td>
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<tr>
<td>People Management Tool Kit</td>
<td></td>
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<tr>
<td>Harmonisation Strategy and Implementation Plan</td>
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<td>Award and recognition scheme</td>
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<tr>
<td>Organisation Development through our People Strategy</td>
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<tr>
<td>People Programme</td>
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<tr>
<td>HR &amp; OD Infrastructure</td>
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- New Competency Framework – embed the Council’s values
- New PDR scheme (Performance Management & Development System)
- Contribution related pay scheme for Directors and Heads of Service
- Attendance Management Strategy and Implementation Plan
- Healthy Lifestyles initiatives
- Stress Action Plan
- Accessible employment policies and procedures
- Cornwall Manager Leadership Development Programme
- Executive Coaching
- Corporate Induction & Manager Induction
- Job Evaluation Project (Harmonisation of pay & grading)
- Review of Terms and Conditions of Employment
- Policy Review and Development Programme with priority on enabling Policies
- Improve Voluntary Benefit Scheme
- Re-establishment of Employee Award Scheme
- Employee Wellbeing initiatives
- Employee Survey & Engagement Action Plan
- Employee Suggestion Scheme
- Develop & deliver the People Strategy
- Develop & deliver Directorate Workforce Plans aligned to Business plans
- Develop and deliver an OD and Learning and Development Strategy
- Develop & Implement a Succession Planning strategy
- Member Development Strategy
- Organisation Design Challenge to improve organisational effectiveness & release efficiencies
- Governance of corporate change programmes & redundancies
- Provision of Workforce data
- HR & OD Service Assimilation & Transformation
- Capability Development - Business partnering, OD, Consultancy skills
- Engagement with our Customers & stakeholders
## Components, indicative costs and associated timescales

### Integrated People Development: Summary Costs

<table>
<thead>
<tr>
<th>Core Component</th>
<th>Summary Cost (Yr 1)</th>
<th>Delivery Timescale</th>
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<tbody>
<tr>
<td><strong>Performance Management &amp; Development System (PMDS)</strong></td>
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<tr>
<td>a) Launch of the new PMDS and standard competency framework (for all staff up to tier 4) across the Council</td>
<td>None</td>
<td>Just in time (JIT) interventions from March 2010 to March 2011</td>
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<tr>
<td>b) Objective setting workshops</td>
<td></td>
<td></td>
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<tr>
<td>c) Appraisal skills workshops</td>
<td></td>
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<tr>
<td>d) Assessing performance training</td>
<td></td>
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<tr>
<td><strong>Cornwall Manager Programmes</strong></td>
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<tr>
<td>e) Effective Front Line Manager</td>
<td>£135,000</td>
<td>Pilot April 2010 – live from May</td>
</tr>
<tr>
<td>f) Leading from the Front (K-O)</td>
<td>£60,000</td>
<td>Pilot May 2010 – live from June</td>
</tr>
<tr>
<td>g) The New Manager</td>
<td>£30,000</td>
<td>Pilot June, July – live from Sept</td>
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<tr>
<td>h) From Managing to Leading</td>
<td>£30,000</td>
<td>Pilot June, July – live from Sept</td>
</tr>
<tr>
<td>i) Managing for Success</td>
<td>£56,250</td>
<td>Pilot June, July – live from Sept</td>
</tr>
<tr>
<td>j) Leading Organisations</td>
<td>£15,000</td>
<td>Pilot June, July – live from Sept</td>
</tr>
<tr>
<td>k) Leading from the Front</td>
<td>£120,000</td>
<td>Roll-out from July</td>
</tr>
<tr>
<td>l) Executive Coaching</td>
<td>£200,000</td>
<td>Ongoing throughout from April</td>
</tr>
<tr>
<td><strong>Talent Development Programmes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emerging Leaders</td>
<td>£310,000</td>
<td>ELP programmes start September</td>
</tr>
<tr>
<td>Graduate Development</td>
<td>£150,000</td>
<td>Graduates start work September</td>
</tr>
<tr>
<td><strong>Your Future Programme</strong></td>
<td>100,000</td>
<td>Rolling programme from March 2010</td>
</tr>
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</table>

The summary costs for year 2 are anticipated to be broadly similar and within +/-10%. **Circa £1m has been secured through external funding streams for leadership and management development over the same period.** The costs for the programmes indicated are anticipated to be predominantly met by the external funding route identified. **This is from the European Social Fund (ESF) convergence fund and also from Unlocking Cornish Potential (UCP) for graduate development programmes.** A SW REIP bid is also being prepared to draw down additional funding for management and leadership development.

In addition the **Corporate Leadership Team has approved circa. £800k investment in 2010/11 for workforce development** in order to augment the external funding provision options.
Directorate Workforce Priorities

Environment, Planning & Economy

Challenges

- Affordable Housing agenda
- Airport – profitability; important for the economy of Cornwall
- Renewable energy includes solar farm, wave hub, geo-thermal
- Implementing the Convergence programme with partners
- Local Transport Plan
- Waste Management

Targeted areas for retraining

- Leadership Development, including the skill set required to successfully manage change, communication, consultation and risk
- People Management skills, including performance management and employee engagement
- Project Management skills
- Operational employees - retraining for them is to multi-skill so they can work in flexible teams or flexibly across teams when needed thus improving efficiency and delivery of local services, and linking in with Localism.
- Health & Safety – Implement in Commercial Services OHSAS 18001 & ISO 14001 systems of control i.e. Operations manuals, Risk Assessments, Safe Working procedures for the integrated former District staff to ensure consistent approach. Accident/incident reduction - programme of risk assessment and accident prevention training in Highways
- Notter Bridge Training Centre – to continue to deliver relevant training programmes based on the requirements of Highways Services
- Managers and supervisors re appraisal, attendance management and the general leadership package
- Apprenticeship, Technician and Graduate Schemes in Highways to continue in 2010/11 building on the success of the programmes to date
- Training related to the introduction of the IDOX IT system
- Safeguarding
- Continuous Professional Development

Resourcing Pressure Points

- Develop own staff to fulfil national shortfall in engineering skills, including the development of Engineering Technician Training Scheme (as mentioned above)
- Need to develop some specialist skills to replace agency workers e.g. Highway Design

Targeted action

- PFI-1 interim arrangements (Cleaning and Grounds) ends 31/03/2010.
• PFI-1 interim arrangements (Catering) ends 2/04/2010
• PFI-2 (Catering only) contract is assumed to terminate on 23rd July 2010
• Review of Tourism function under CDC and potential for TUPE to CDC/Town Councils
• Integration of operational workforce into 8 worker profiles as part of IOTP

Children’s Schools & Families

Challenges

• External scrutiny of improvement agenda for Children’s Social Care – targeted interventions to improve both specialist workforce skills (with CEA) and capability and general leadership and management capability (through corporately-developed programme)
• Embedding of new structures within CSF directorate (2010) and capacity and skills to engage effectively with staff and successfully manage future change
• Preparing CSF employees to work within multi-agency settings
• Safeguarding agenda - including the introduction of the Independent Safeguarding Agency in 2010 phased through to 2015
• Requirement to develop an integrated children’s workforce linked to a clear preventative strategy
• Full core offer on extended services within geographical areas
• Developing regulatory framework including inspection of Children’s Centres from 2010 and revised Ofsted inspection framework for schools
• Changing national context for skills development in children’s workforce
• Cluster based CPD - Sharing of CPD amongst schools and skill sharing across school-based workforce

Targeted areas for retraining

• Development of frontline managerial capacity and capability within children’s social care
• Leadership and management skills within wider CSF directorate, including leadership development for middle and senior management in schools
• Multi –agency workforce skills including matrix management, joint protocols and new ways of working
• Safeguarding and safer recruitment training for CSF directorate ,the wider workforce and commissioned services to complement training being delivered in schools
• School Support Staff - development of targeted training learning and development activities
• School Business Managers – development programme to reflect strategic leadership and management
• Training programmes for parent support advisers
• Targeted development activities for non operational staff including administrators and policy staff
• Postgraduate professional development and NQT Induction for teachers
• MTL – Master in Learning for teachers

Resourcing pressure points
Cornwall Council Workforce Development Strategy V9
Development of “grow your own” initiatives for Children’s Social workers, Children’s Social Care staff and other professional disciplines experiencing recruitment difficulties

Capacity to conduct effective induction post assimilation, conduct skills audit of CSF staff undertaking new roles and develop appropriate development plans to link to corporate agenda and directorate priorities

Analysis of external funding streams to support wider CSF directorate learning and development and ability to draw down funding

**Adult Care and Support**

The 4 year Plan for Adult Care and Support (ACS) services in Cornwall includes the vision:

> “People will have easy access to services, real choice in the help they receive and maximum control over the way they live their lives. They will be treated with dignity and respect”

The Care Quality Commission indicated that ACS performance is adequate, with promising prospects to improve. We will improve our performance assessment over the coming years:

<table>
<thead>
<tr>
<th></th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
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</thead>
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<tr>
<td></td>
<td>Adequate</td>
<td>Good</td>
<td>Good</td>
<td>Good</td>
</tr>
</tbody>
</table>

**Challenges**

- Creation of service providers
- An ageing population means that there are more people with complex conditions such as dementia and chronic illness and staff need the skills and abilities to respond to these challenges. 169 employees in 60+ age profile, 543 employees 50-59yrs (admin, home carers, day and care workers)
- Recruitment of social workers possible Cornwall Teaching Academy for Social Workers

**Resourcing pressure points**

- Social workers - reliance on agency staff
- Youth workers
- Domiciliary/ care workers.

**Corporate Support & Chief Executive’s**

**Challenges**

- Drive and influence a positive culture change
- Financial pressures
• Shared Services & ERP system due in 2012
• Telephony
• Performance & risk management systems strengthened and developed
• Centralising services – Localism & Partnerships
• Improving internal communications with stronger links to employee engagement
• Localism agenda
• Consistent approach to performance management across the council
• HR & OD Development programme
• Modern Working Programme
• Streamlining systems and processes will change the way people work
• Procurement and commissioning.

Resourcing pressure points

• Project finance (investment plans, business plans, commercial experience)
• Democratic support officers and solicitors
• Procurement and commissioning specialists
• Organisational development experts
• HR project managers
• Business process mapping
• JE/ Job analysts
• Change management expertise

Communities

People Challenges

• Harmonisation of pay and terms and conditions across previous District services (affecting Public Health and Protection (PHP), Cultural Services and Housing in particular) and potentially Leisure Services
• Review of regulatory services
• Fire Improvement
• Creation of shared services
• Housing improvement plan
• Customer Access Programme, (including out of hours services) and merging of Revenues and Benefits and Customer Services staff – upskilling staff to cover wider role
• Options appraisals for future delivery of Leisure and Library Services could result in significant organisational change
• Potential review of regulatory services impacting on Public Health and Protection
• Adult Education – impact of significant reduction of funding. Need to restructure and review delivery of service.

Targeted Areas for Retraining

• Upskilling of employees to broaden skills base particularly within Customer Services, Shared services, Revenues and Benefits.
• Management development to support performance management throughout the directorate but with priority within improvement areas to ensure direction of travel.
• Training to develop competencies to support move towards a commissioning organisation. Develop contract management skills.
• Project and change management skills

Resourcing Pressure Points

• Capacity to support significant change programmes
• Capacity to support future inspections

Workforce Profiles

Cornwall Council Workforce Profiles and Absence Reports are produced quarterly and annually and are published on the intranet.

The latest workforce profiles are distributed with this document.