General
Medical
Council

To consider

Human Resources Report 2014 and People Strategy

Issue

1   The annual report on Human Resources issues and a proposed People Strategy.

Recommendations

2   Council is asked to consider:

a   The annual report on Human Resources issues relating to the GMC as an employer.

b   The diversity report for 2014.

c   The proposed People Strategy.

Human Resources Report 2014 and People Strategy

Issue

Human Resources Report 2014

3   Our Human Resources (HR) policies, procedures and infrastructure exist to ensure that we recruit, retain and develop a diverse, talented and committed workforce while meeting our statutory obligations as an employer.

4   We report annually to Council on Human Resources issues covering a range of workforce data. The 2014 Report is at Annex A along with a detailed commentary.

5   Integral to this work is our monitoring and analysis of our data on equality and diversity (E&D), which is set out in Annex B.

People Strategy

6   We have developed a proposed People Strategy to support the *Corporate Strategy 2014-17,* at Annex C.

7   The People Strategy sets out our aspirations and priorities and describes the main programmes of work we expect to deliver.

Supporting information

How this issue relates to the corporate strategy and business plan

9   Strategic aim five: to work better together to improve our overall effectiveness, our responsiveness and the delivery of our regulatory functions.

How the action will be evaluated

10   We have a range of mechanisms for evaluating our work on HR issues. As well as reporting annually to Council, we report regularly to the Performance and Resources Board and this includes a half yearly review of our main employment trends. Monthly reports for each Directorate are produced covering the main HR performance measures.

What engagement approach has been used to inform the work (and what further communication and engagement is needed)

11   We have an established Staff Forum to consult with staff and our staff survey provides detailed feedback on all aspects of our employment arrangements.

12   In developing the People Strategy, we have engaged with employees in dedicated consultation sessions, met with the Staff Forum and engaged with senior managers across the GMC. We have also built on the feedback from the last staff survey and the sessions that were part of the Corporate Strategy Development process.

What equality and diversity considerations relate to this issue

13   Equality and diversity considerations are central to all aspects of HR. We have extensive monitoring procedures and ensure that all our main policies and procedures are covered by equality assessments.

14   Our 2015 staff survey will also provide an enhanced level of reporting by protected characteristic and enable us to assess the effectiveness of our work on E&D issues.

15   In 2015 we will further develop our benchmarking on E&D issues. This will include participation in the Stonewall benchmarking process in the Autumn of 2015.

If you have any questions about this paper please contact Andrew Bratt, Assistant Director - Human Resources, abratt@gmc-uk.org, 0161 923 6215.

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Human Resources Monitoring - Overview

Recruitment and retention

1   Recruitment activity increased in 2014, resulting in 257 appointments being made. The diversity monitoring aspects of the process are set out in Annex B.

2   We use a range of media for advertising, including social networks and specialist websites and use open evenings to market opportunities for some roles. Our own website plays an increasingly important role and candidates can register for vacancy updates.

3   Our recruitment process is based around a competency based application form, anonymised shortlisting, and then a range of assessment options tailored to suit individual job groups. These include competency based interviews, group exercises and ability testing. For senior roles we retain the services of agencies, appointments up to and including Assistant Director level, are typically managed in-house.

4   Our recruitment processes are all on-line and helps us to run a process that averages six weeks from when an advert goes live, through the selection process to the offer stage.

5   All employees are covered by an induction process and complete a probationary period. The number of staff who have this period extended or their employment remains very low. Only two employees have failed their probation in the last 4 years.

6   Our overall retention levels remain in line with appropriate external benchmarks; however we have started to see an increase in turnover in line with external trends. A third of turnover occurs in the first year of appointment, this is not unusual but is an area that is kept under review as it drives further recruitment costs.

7   Our average tenure has fallen marginally to 4.29 years, reflecting the high number of new joiners in recent years.

Recruitment

7.1 Diversity Strand

Diversity	Applications		1st Interview		2nd Interview		Offer	
BME	1718	27.3%	252	16.4%	48	14.0%	43	13.7%
Non BME	4506	71.6%	1268	82.7%	294	86.0%	268	85.4%
Female	3484	55.4%	879	57.3%	200	58.5%	201	64.0%
Male	2784	44.2%	652	42.5%	142	41.5%	111	35.4%
Disabled	369	5.9%	107	7.0%	21	6.1%	22	7.0%

### 7.2 Internal Recruitment

	2013	2014
Temporary Transfers*	48	99
Promotions	57	65

The numbers reported above for Temporary Transfers and Promotions are based on when the staff member started the post (not when they were appointed).

* Temporary Transfers includes temporary transfers at the same grade, and temporary promotions.
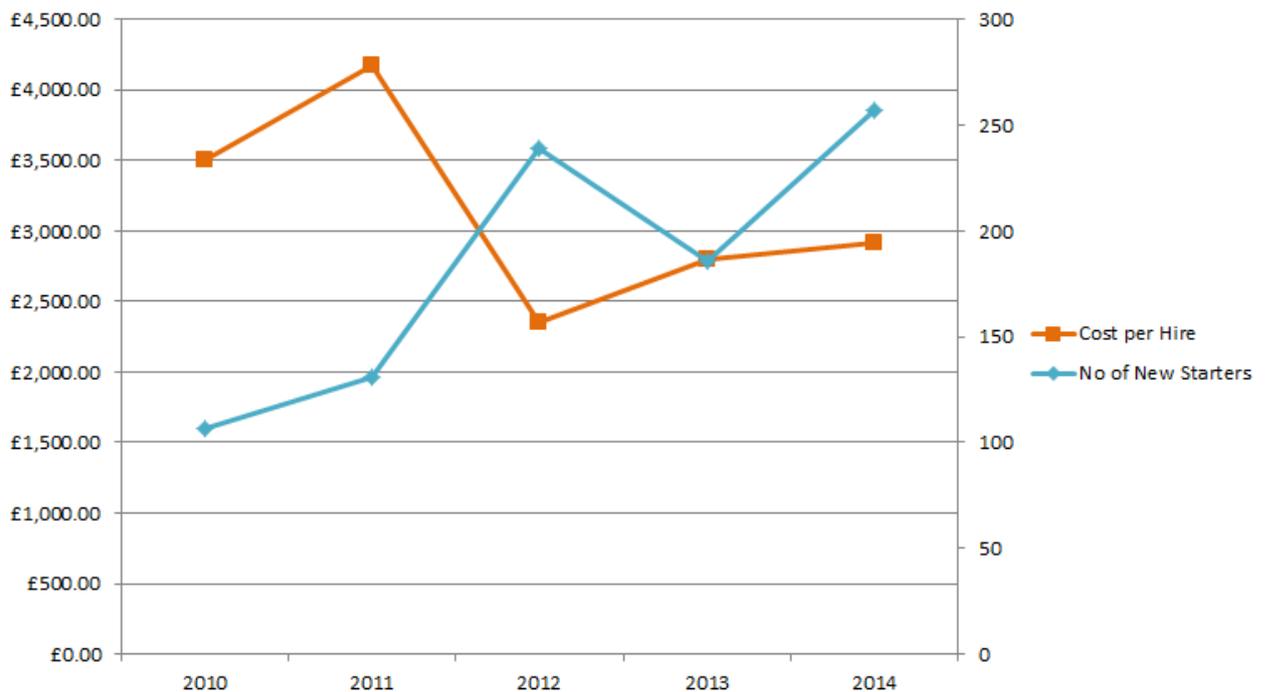
7.3 Recruitment timescale
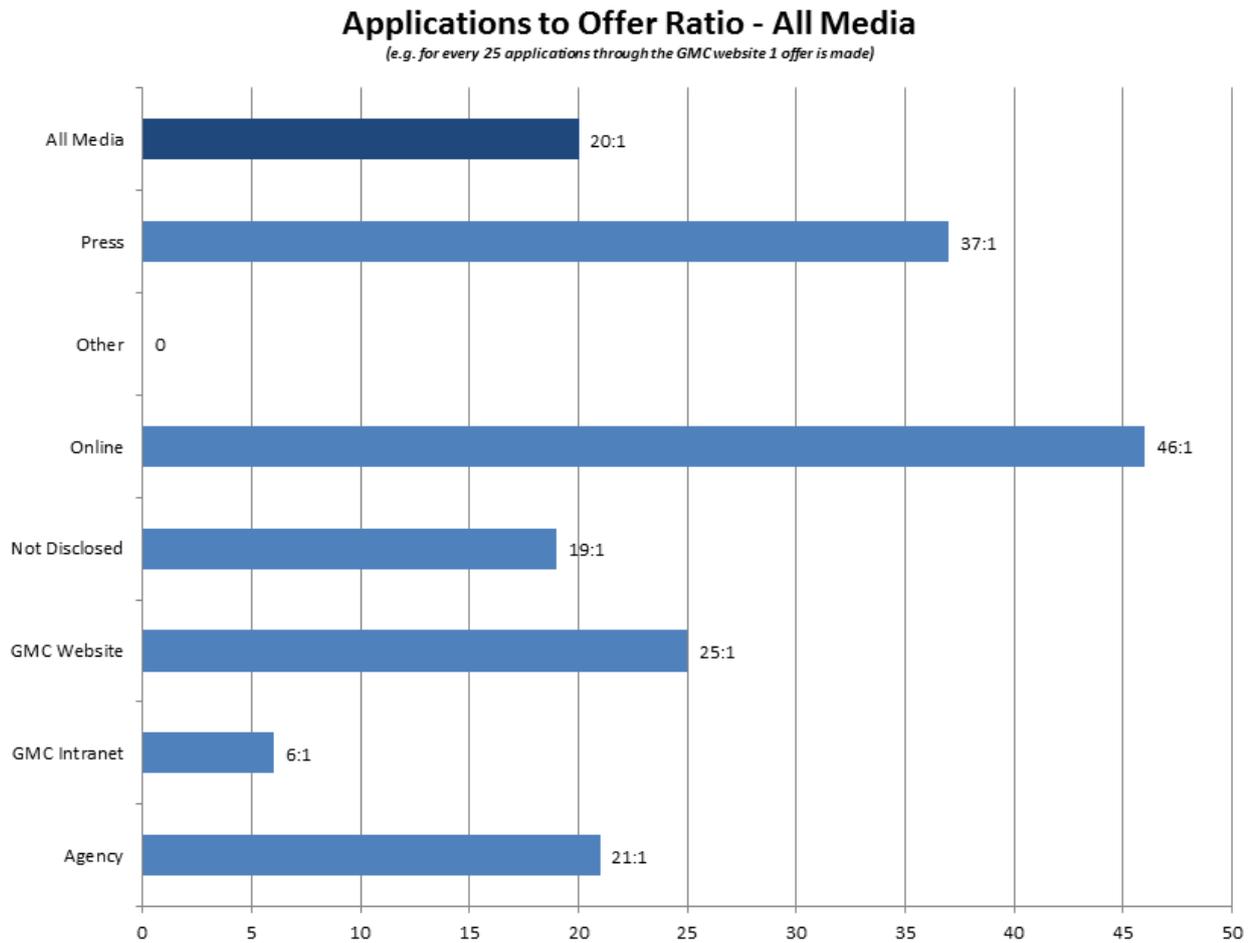
2013-2014 Recruitment Timescales
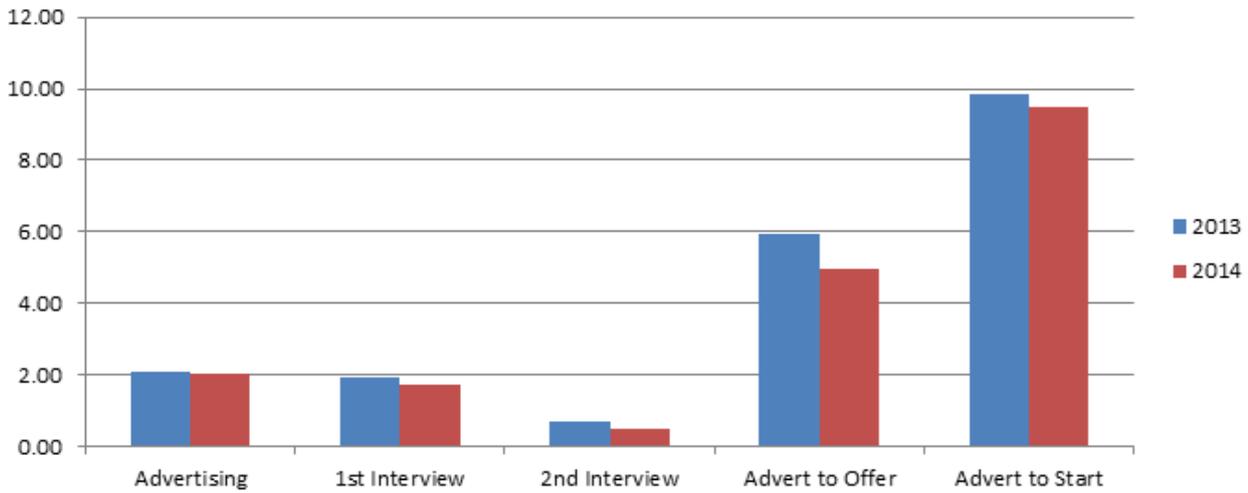
- During 2013 the average advert to offer time was 6 weeks and to the commencement of employment was 10 weeks.

7.4 Cost per hire and new starters

Cost per hire & New starters

7.5 Application source analysis

Applications to Offer Ratio - All Media
(e.g. for every 25 applications through the GMC website 1 offer is made)

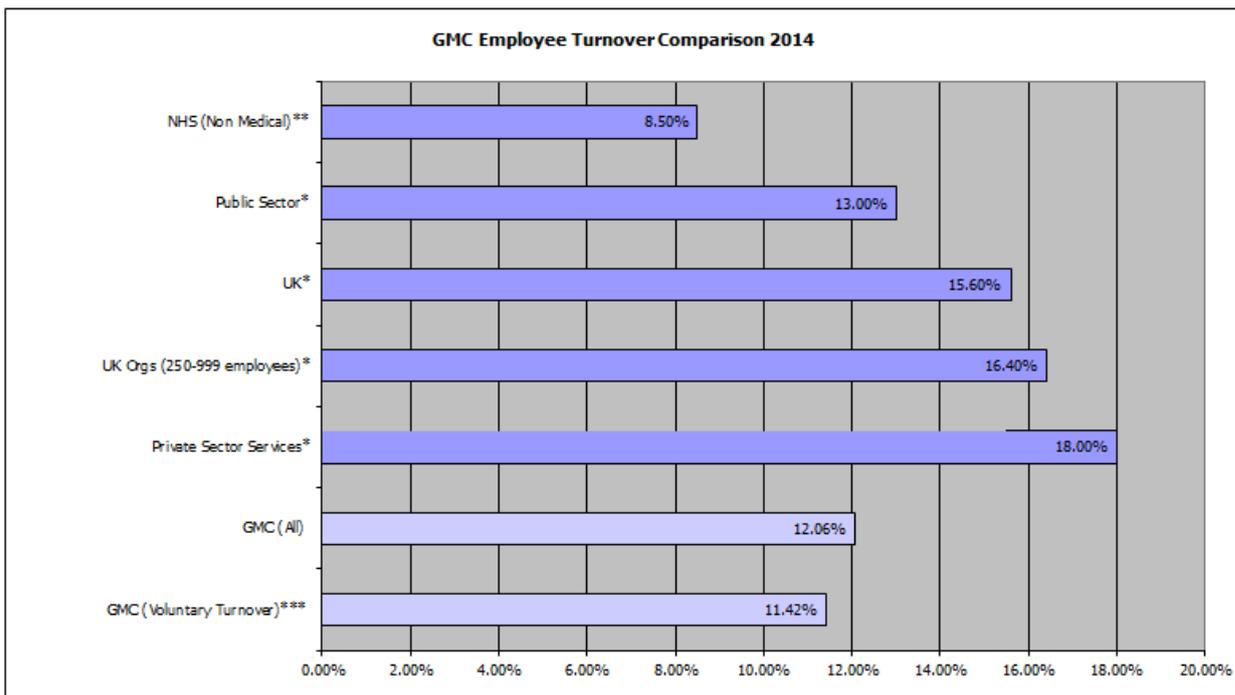| Source	Ratio
All Media	20:1
Press	37:1
Other	0
Online	46:1
Not Disclosed	19:1
GMC Website	25:1
GMC Intranet	6:1
Agency	21:1

7.6 Probation analysis

The number of probation periods extended or not confirmed across the organisation during the period 2011 – 2014 is very low.

	2011	2012	2013	2014
Number of probationary periods extended	5	6	5	11
Number of probationary periods not confirmed	1	1	0	0

7.7 Turnover comparison with other sectors

GMC Employee Turnover Comparison 2014

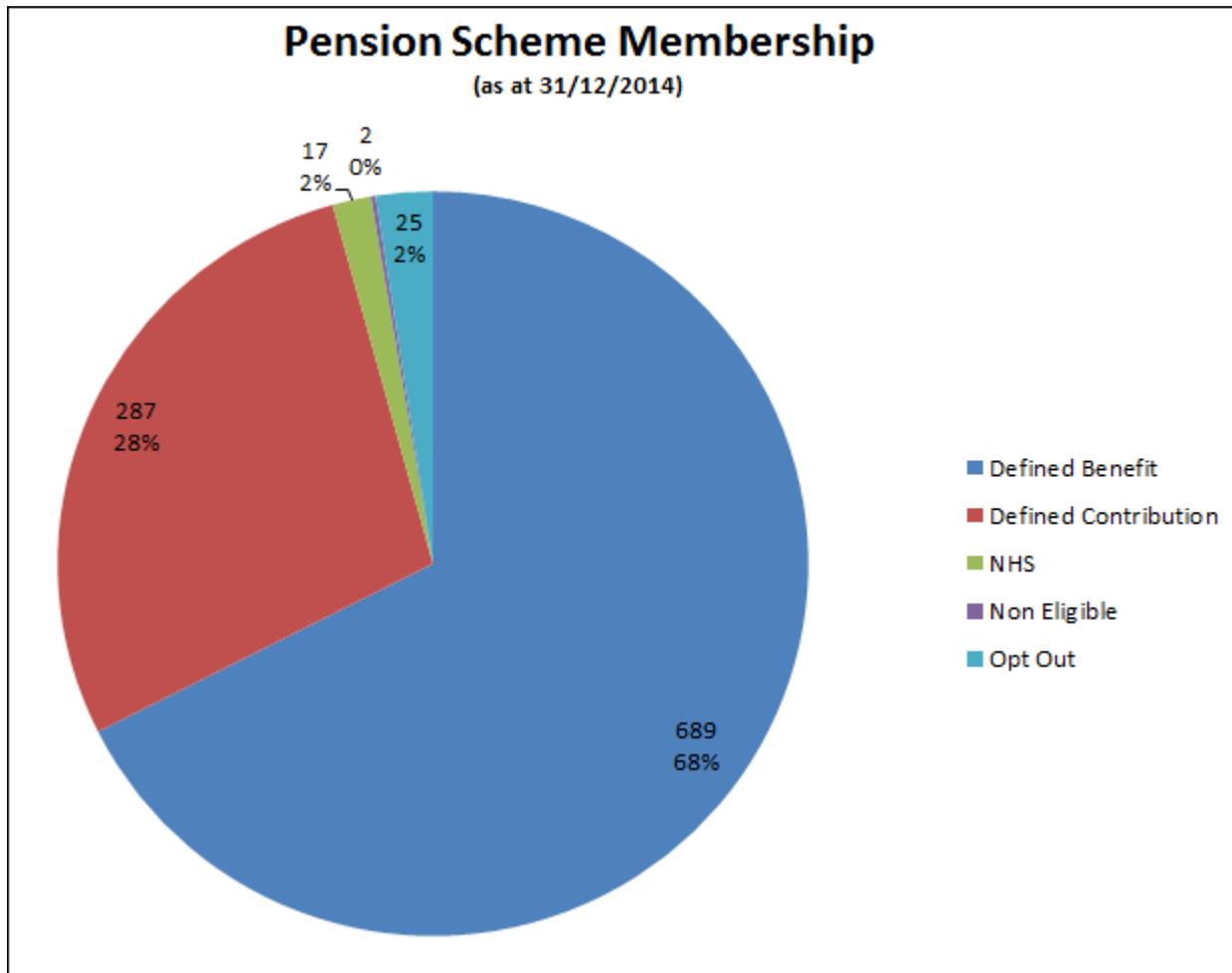| Category	Turnover
NHS (Non Medical)**	8.50%
Public Sector*	13.00%
UK*	15.60%
UK Orgs (250-999 employees)*	16.40%
Private Sector Services*	18.00%
GMC (All)	12.06%
GMC (Voluntary Turnover)***	11.42%

* IRS Employment Review 2012

** NHS Workforce Data 2012

*** Voluntary turnover includes Resignation, Voluntary Redundancy, and Normal Retirement. Total Turnover includes Compulsory Redundancy, Fixed Term Contracts and Dismissal.

Pay, Pensions and Benefits

8   Our performance management system was reviewed in 2013 and all elements are now on-line. The system has operated well with completion rates for all of the relevant stages close to 100%.

9   Our 2014 pay award was implemented in April. Our system does not have incremental progression and individual pay awards have core and performance related elements. In 2014 employees saw pay increases range from 0 to 4.5%. Employees in the middle section of their pay band who were assessed as 'successful' received a 2.5% pay award. Additional measures to support lower paid staff were also implemented, with employees earning under £25,000 per year receiving an additional £300 consolidated payment and the base of our pay bands rising by a minimum of £500.

10 Our pay system is currently based on 6 pay bands below director level. This has provided a simple, transparent pay system and has helped us ensure that equal pay issues are managed. We do expect to make some changes in the year ahead and consider the effectiveness of our current links between performance and pay.

11 We will also need to consider our position with regard to the wider employment market. Our annual external advice suggests that we are towards the lower quartile in terms of our salary band mid-points. This is potentially significant as our starting salaries are almost always well below this point.

12 The most significant change to our remuneration arrangements relates to pension provision with our new defined contribution arrangements covering 30% of our workforce.
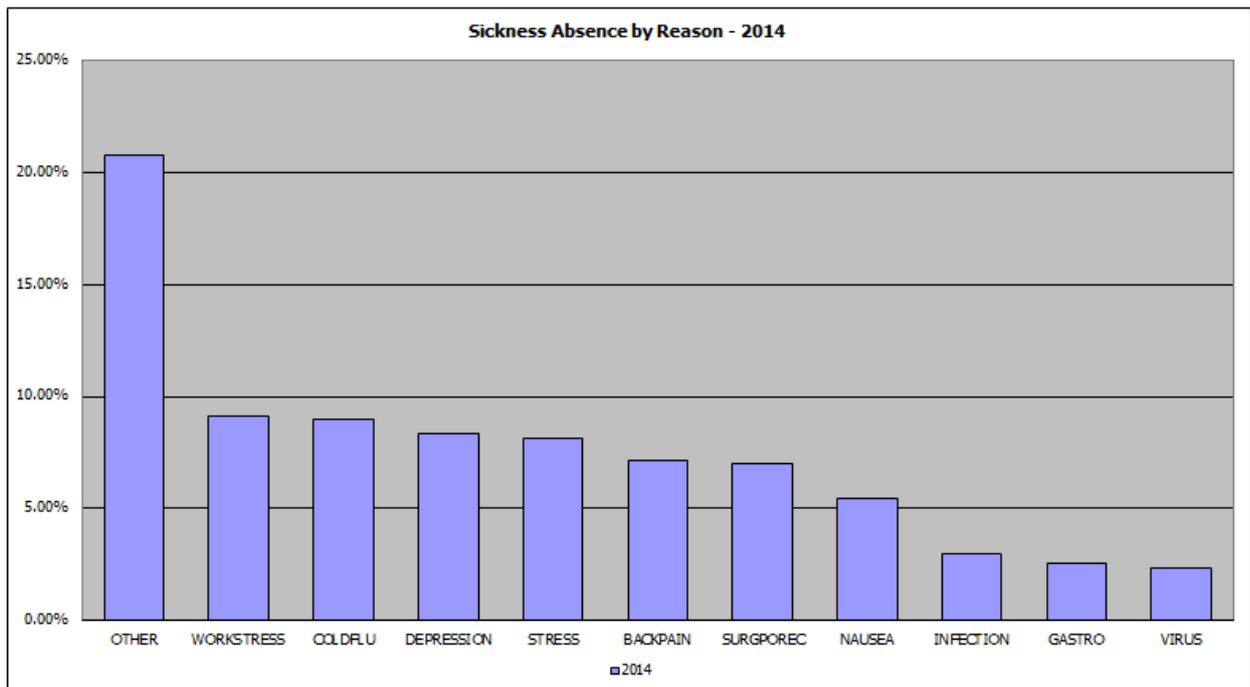
Pension Scheme Membership
(as at 31/12/2014)

- Defined Benefit
- Defined Contribution
- NHS
- Non Eligible
- Opt Out

689 68%
287 28%
17 2%
2 0%
25 2%

Employment arrangements

13 We keep all our main policies under review to ensure they follow best practice and meet all our legal obligations.

14 An area where we continue to compare favourably with other sectors and organisations. Our absence levels remain below both private and public sector averages. We have a well-established absence management process and have good support mechanisms in place, including an employee assistance programme, health checks and an occupational health service.

15 In common with many other employers mental health issues combined (depression, stress and work-related stress) are the main stated reasons for absences. This has been a focus of significant activity in 2014. We have supported a dedicated Wellbeing work-stream following on from the last staff survey and provided a range of additional training support, run a wellbeing week and provided support for staff facing stressful work situations.
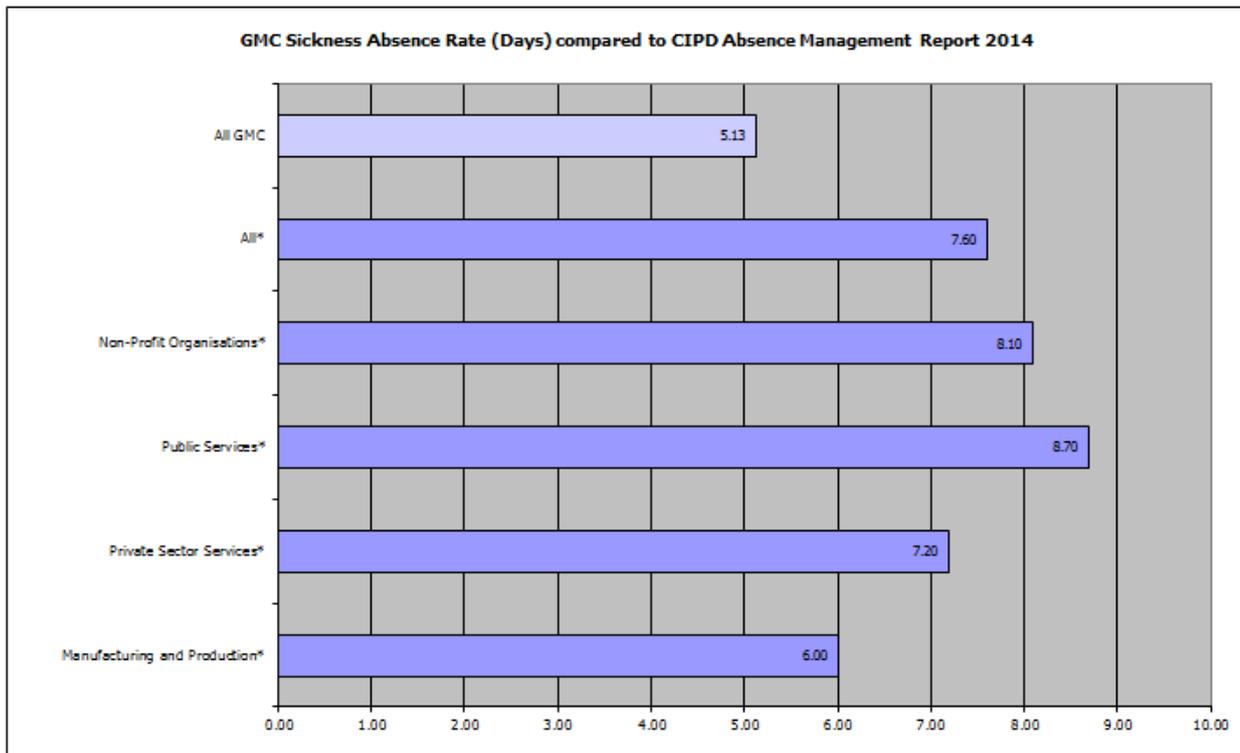
16 In 2013 we introduced basic criminal record checks for all new staff and existing staff on a rolling 3 year programme. We completed this cycle of activity in 2014 and we will commence the process for updating checks in June 2015. This process has operated successfully and we have had a very small number of issues that we have needed to review in line with our procedures.

Employee Absence

17 Sickness by Reason

Sickness Absence by Reason - 2014

17.1 Sickness absence comparison with other sectors

GMC Sickness Absence Rate (Days) compared to CIPD Absence Management Report 2014

Category	Days
All GMC	5.13
All*	7.60
Non-Profit Organisations*	8.10
Public Services*	8.70
Private Sector Services*	7.20
Manufacturing and Production*	6.00

Learning and Development

18 We have a dedicated L&D team which coordinates our training activity across the GMC. We have developed our on-line capacity, enhanced the support for the personal development planning process and increased the range of pro0grames we offer.

19 Our central team coordinated the delivery of 3.4 days training per employee which is in addition to job specific based training delivered locally.

20 We undertook extensive training needs analysis work in 2014 and in response we sourced and delivered 208 training events.

21 Our management and leadership training has expanded with 19 Assistant Directors completed the Senior Leadership programme and 98 colleagues accessing formal management development training. In addition 45 section heads have commenced on a programme that runs through to May 2015.

22 As part of our response to the staff survey we have also expanded the range of resources available to support career development. In addition to career development week, a career development guide, networking sessions and online resources, staff and line manager toolkits were developed and made available during 2014. A good example of our progress in this area has been support for 37 shadowing and mentoring relationships across the GMC.

23 All our training events are subject to participant feedback and 91% of this rates our events as good or excellent.

Health, Safety and Welfare

24 Our Facilities team are responsible for our Health and Safety management systems and work closely with HR on training and employee welfare. We record and review all incidents and accidents, including those relating to visitors. We also have clear processes and support mechanisms for dealing with potentially distressing situations (such as verbal threats).

25 In 2014 there were 11 accidents occurring on GMC premises. All of these were minor and did not require reporting under RIDDOR. In addition we recorded 7 medical incidents where members of staff, visitors and doctors attending hearings became unwell and had to receive medical attention. There was also one road traffic accident involving an employee on GMC business.

26 In addition to these accidents we also recorded 37 other incidents where there was threatening or abusive behaviour either in person or indirectly. We have well developed procedures to manage potentially difficult situations and provide support for colleagues who might be affected.

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Equality and Diversity

1   Our aim as an employer, set out in our Equality and Diversity (E&D) Strategy is to achieve a diverse workforce at all levels. Our strategy sets out three commitments as a fair employer:

- We will treat everyone who works for us fairly and with dignity and respect. We will ensure that our employment arrangements support our aspirations.

- We will work towards being a more diverse workforce at all levels of our organisation. We will consider what this means for developing our staff and their progression, and for how we promote ourselves as an employer in the locations in which we operate.

- We will continue to collect equality and diversity data on our recruitment processes and on our workforce to inform our work and ensure transparency.

A more diverse workforce

2   Our recruitment and promotion practices are central to achieving a more diverse and balanced workforce. This annex sets out detailed information on our 2014 recruitment and promotion patterns. Overall the GMC has seen very little change to its overall workforce profile, but there are some important trends. Female applicants increase their representation as our recruitment process proceeds and we have also seen an increase in the number of women in senior (Assistant Director level and above) posts. While the gender balance at the end of 2014 for this group does not reflect our total workforce (which is 63% female) the percentage of women in senior roles has increased from 18% in 2011 to 36% in 2014.

3   Our support for career development, an expansion of staff numbers and increasing numbers of successful internal candidates has supported progress towards a more balanced senior management profile in terms of gender.

4   On ethnicity we have seen a small decrease in the percentage of our applicants who come from a BME background to 27% (28% in 2013). However the overall percentage of offers is 14%, same as in 2013. While we have seen a small increase in

the percentage of BME staff since 2011, our overall workforce profile in terms of ethnicity remains broadly unchanged, as does the pattern by pay band. This means that further developments on external recruitment are likely to be central to any changes to our workforce profile in terms of ethnicity.

5   We also have scope to target the marketing for certain campaigns on currently under-represented groups.


Treating everyone fairly

6   As an employer we want to see balanced trends on pay, promotions and training within our workforce and ensuring that no group is over-represented in any category of employment disputes or issues.

7   In addition to recruitment and promotions we monitor the main aspects of our employment arrangements by diversity strand. In some areas, such as grievances, the numbers of staff are small and it is difficult to draw detailed conclusions.

8   Our monitoring of promotions, pay trends over time, valued awards and access to training shows patterns that are balanced and reflect our overall workforce. Equal pay is a particularly important are to keep under review, a while patterns do change year on year pay levels do not vary significantly by gender or ethnicity for staff within the same pay band.


Monitoring and transparency

9   Our data monitoring and analysis has expanded significantly in recent years and covers all diversity strands. In 2015 we will further expand our external benchmarking on both our workforce profile and the policies and procedures we have in place.

10   Our employment data can help to identify areas where our policies and practices appear to be fair – or require further review. Alongside this work we also need to gather qualitative feedback from our colleagues and 2015 will be an important part of this process.
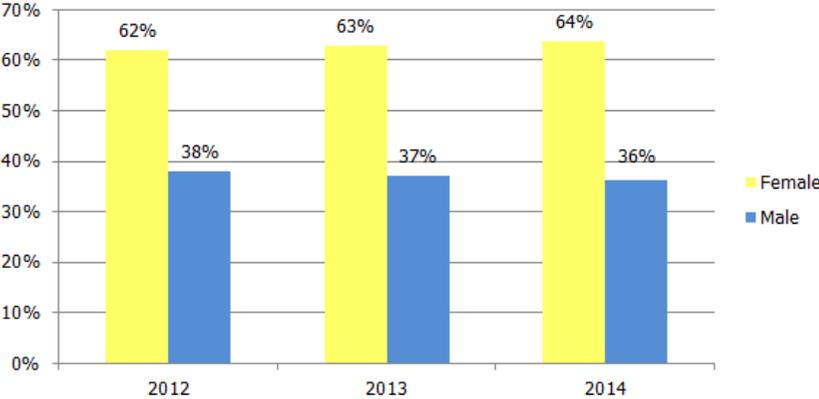
Workforce profile comparison - 2012 to 2014
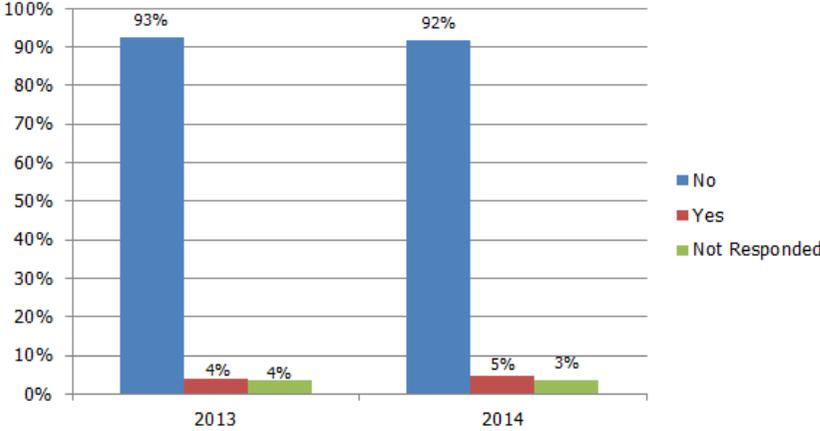

GMC Workforce profile - Ethnicity 2012-2014
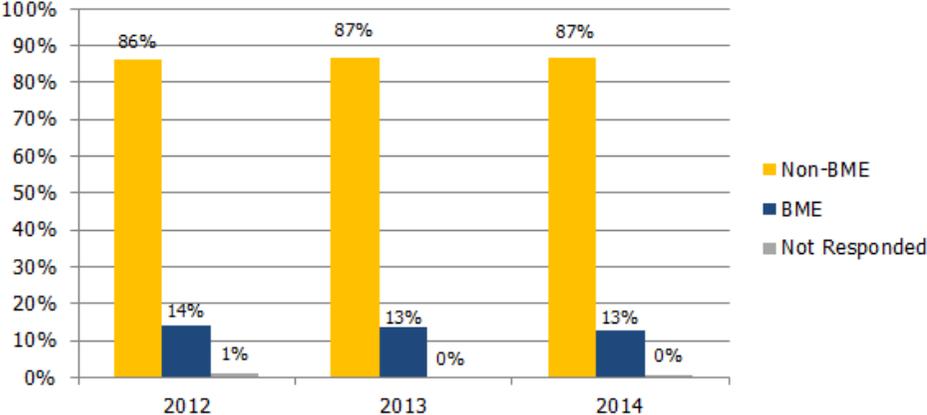
GMC workforce profile - Age
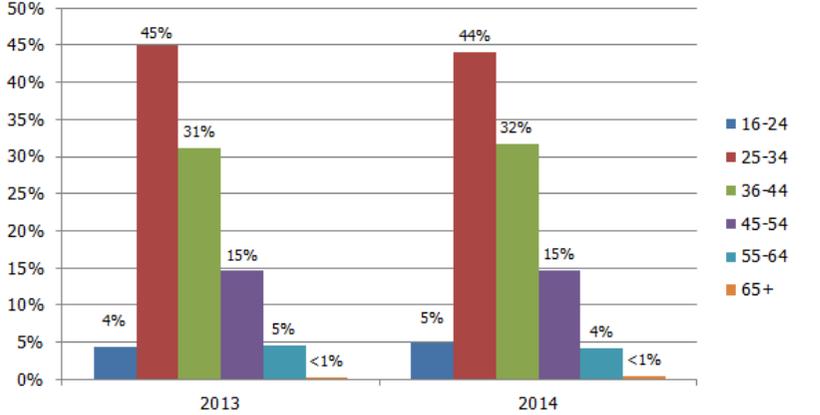
GMC Workforce profile - Gender 2012-2014
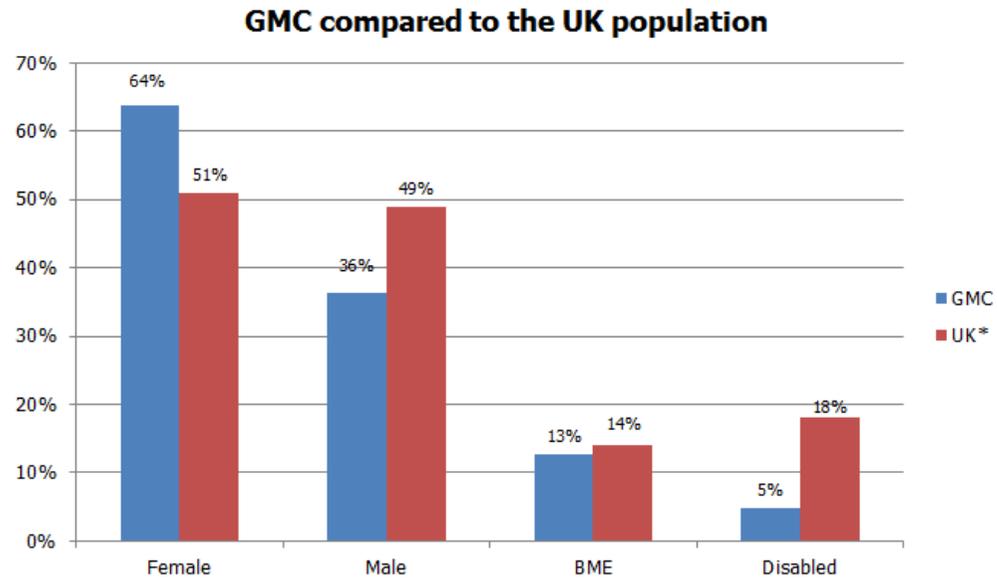

GMC Workforce Profile - Disability

Workforce profile by location and comparison with UK

	GMC London	London Population*	GMC Manchester	Manchester Population*	North West Population*	All GMC
Asian	9.96%	18.49%	4.99%	17.09%	6.20%	6.37%
Black	6.41%	13.32%	1.57%	8.64%	1.39%	2.84%
Mixed	6.05%	4.96%	2.14%	4.60%	1.57%	3.24%
Not responded/Other	1.07%	3.44%	0.86%	3.06%	0.63%	0.98%
White	76.51%	59.79%	90.44%	66.61%	90.21%	86.57%
Sources:						
* 2011 Census (ONS)						

GMC compared to the UK population

	Female	Male	BME	Disabled
GMC	64%	36%	13%	5%
UK*	51%	49%	14%	18%

Promotion, Progression & Pay

Diversity in management roles at 31 December 2014

Legend: Level 1 (7), Level 1AD (21), Level 2 & 2A (86), Level 3 (181)

Categories: Male, Female, BME, Disability
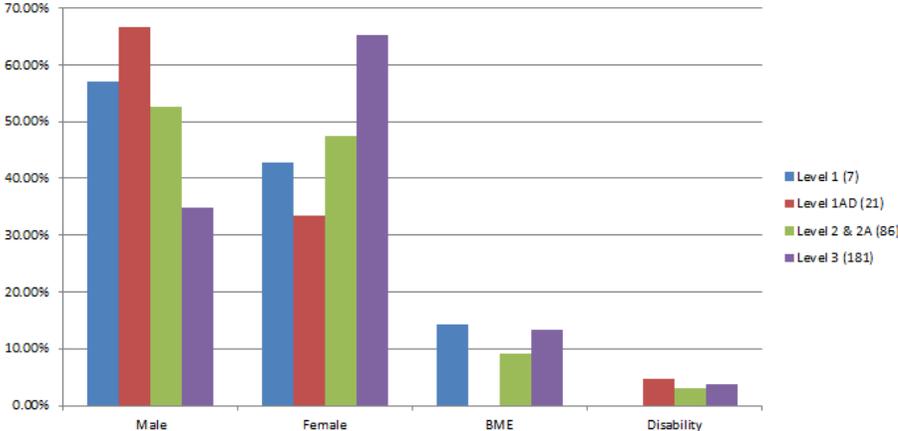
Promotions by diversity strand
(Number of promotions compared to GMC population)

2012: Male 7.87%, Female 10.76%, BME 7.34%, Disabled 6.06%
2013: Male 11.25%, Female 12.07%, BME 10.08%, Disabled 0.00%
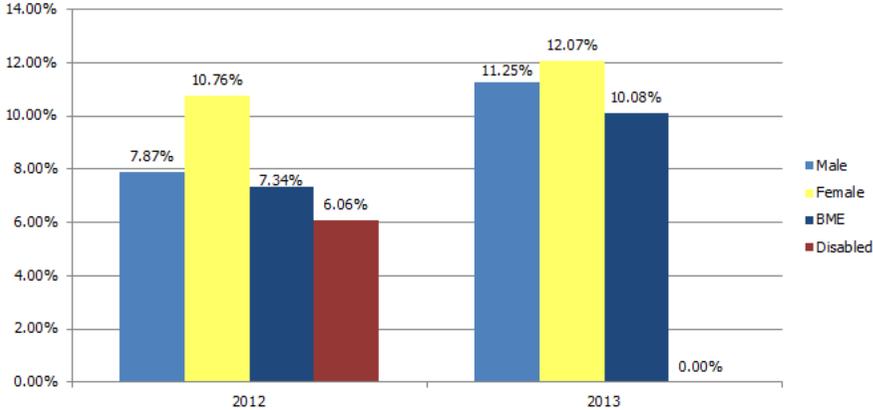
Grievances by Diversity Strand

2013: Male 3, Female 2, BME 0, Disabled 2
2014: Male 2, Female 7, BME 2, Disabled 2

Disciplinaries by Diversity Strand

2013: Male 4, Female 11, BME 1, Disabled 0
2014: Male 11, Female 11, BME 7, Disabled 3
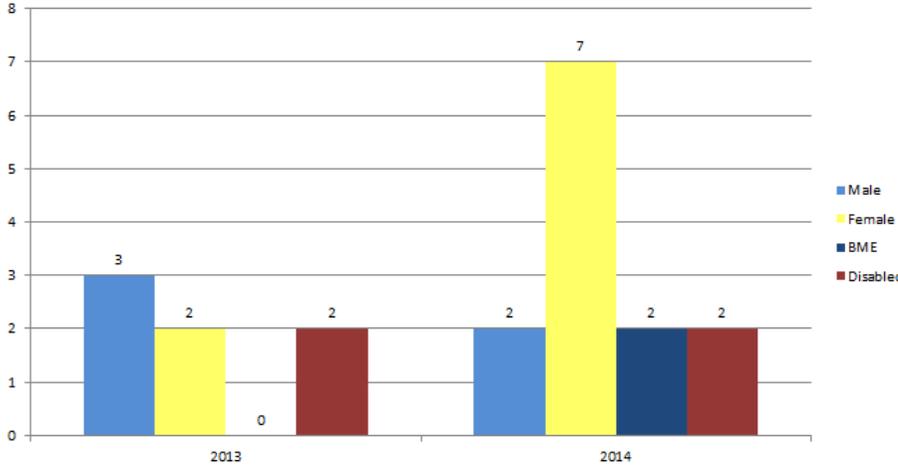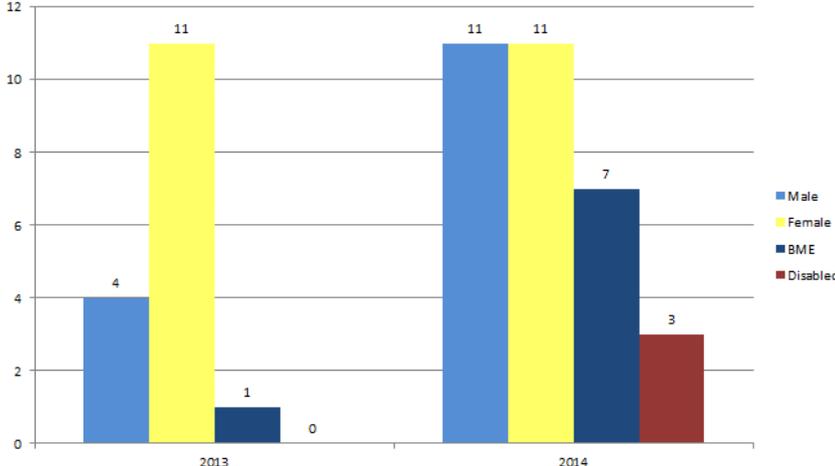
Workforce Profile

GMC workforce profile - Gender by Level

Level	Female	Male
All GMC	63.73%	36.27%
Apprentice	71.43%	28.57%
Level 6	63.56%	36.44%
Level 5	64.94%	35.06%
Level 4	68.43%	31.57%
Level 3	65.14%	34.86%
Level 2A	57.14%	42.86%
Level 2	46.74%	53.26%
Level 1AD	33.33%	66.67%
Level 1	42.86%	57.14%
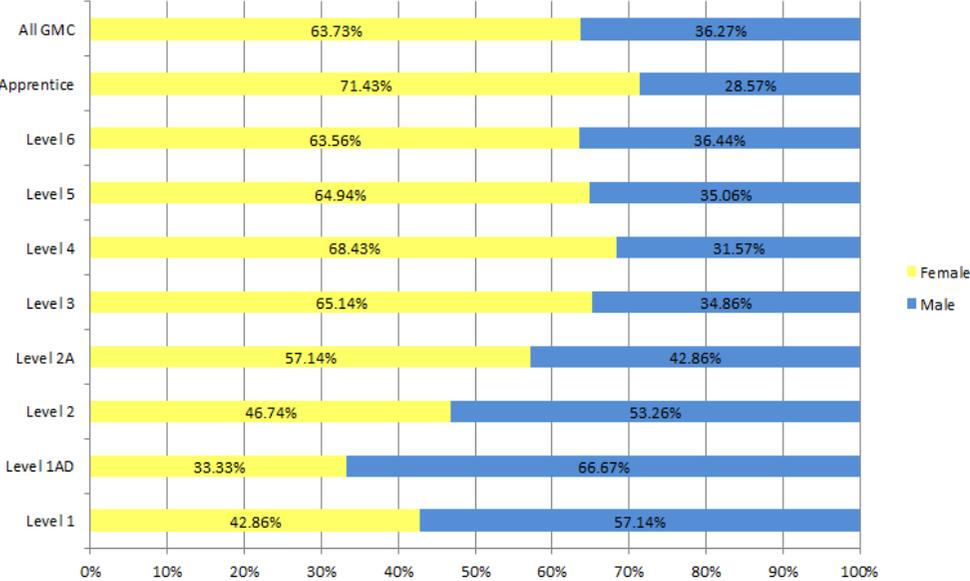
GMC workforce profile - Ethnicity by Level

| Level	BME	Non-BME	Not Disclosed
All GMC	12.75%	86.57%	0.69%
Apprentice	28.57%	57.14%	14.29%
Level 6	14.41%	84.75%	0.85%
Level 5	16.23%	82.47%	1.30%
Level 4	11.87%	87.88%	0.25%
Level 3	13.30%	86.24%	0.46%
Level 2A	28.57%	71.43%	
Level 2	7.61%	92.39%	
Level 1AD		100.00%	
Level 1	14.29%	71.43%	14.29%

B4
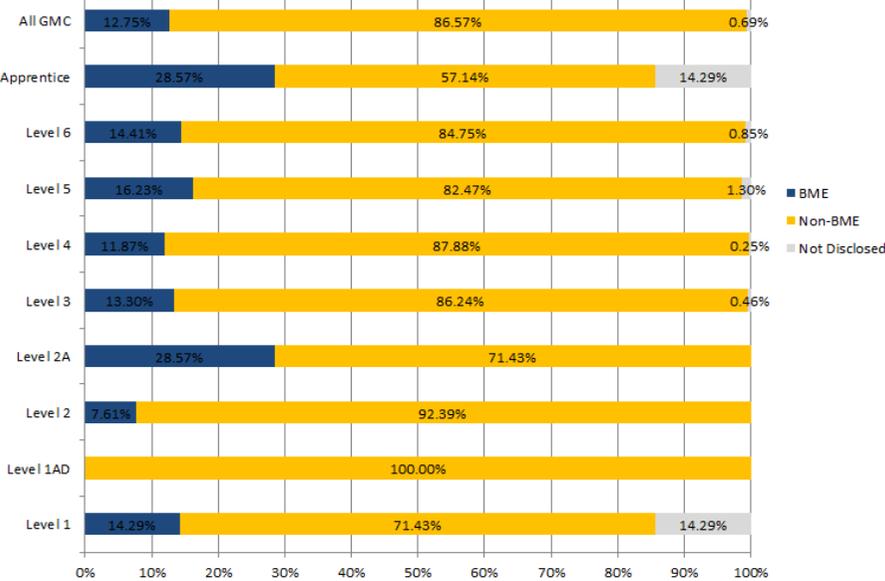
Management Roles 2010-2014

Number of female staff at Management Grades 2010-2014
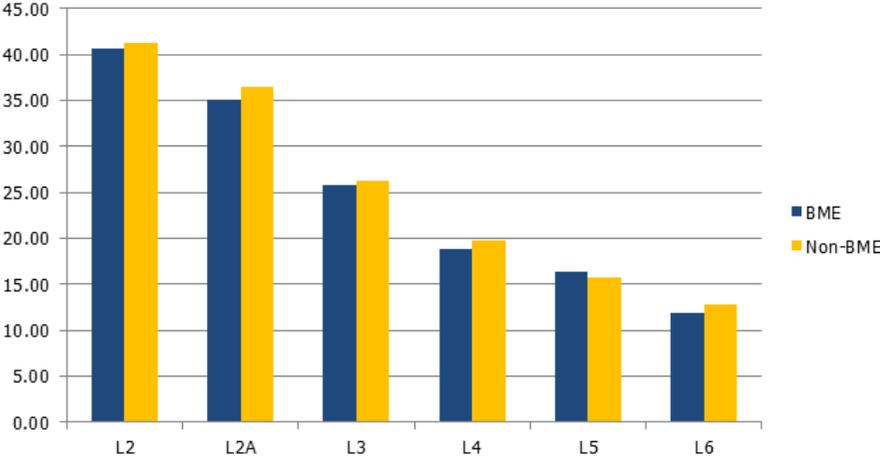(GMC female population at December 2014 is 63.73%)
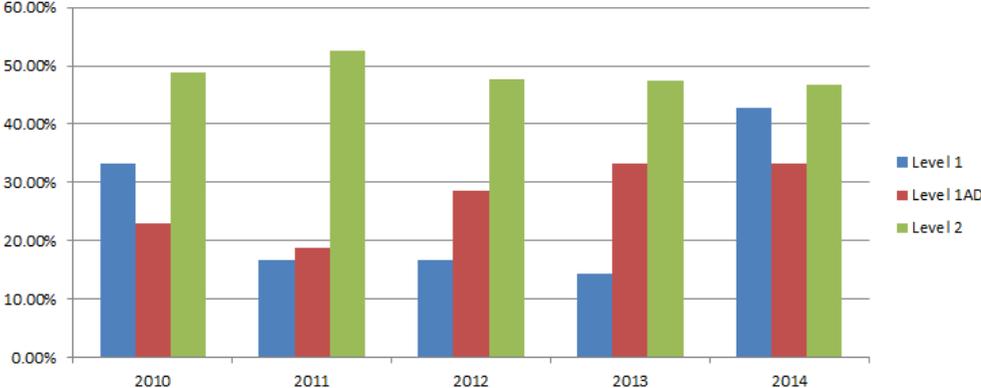
Number of BME staff at Management Grades 2010-2014
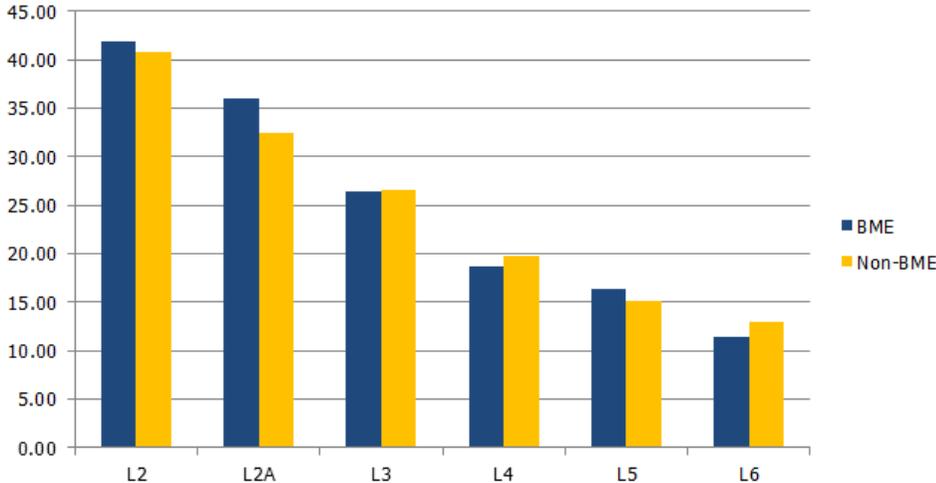(GMC BME population at December 2014 is 12.75%)
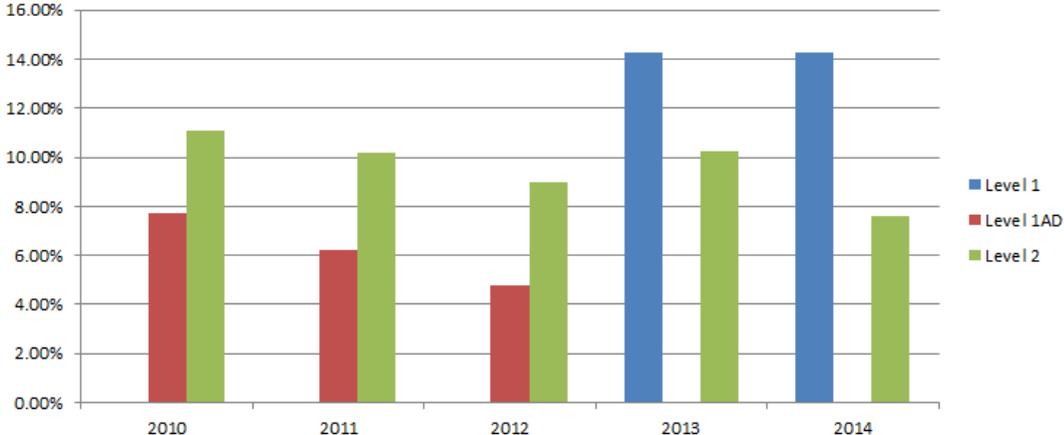
Promotion, Pay & Progression – Ethnicity London

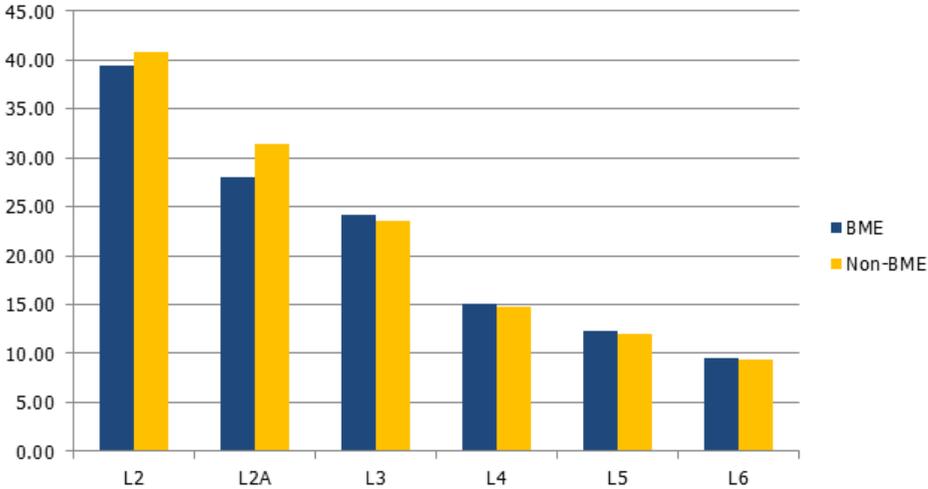Equal Pay - London Average Hourly Rate (£) by ethnicity by grade 2013

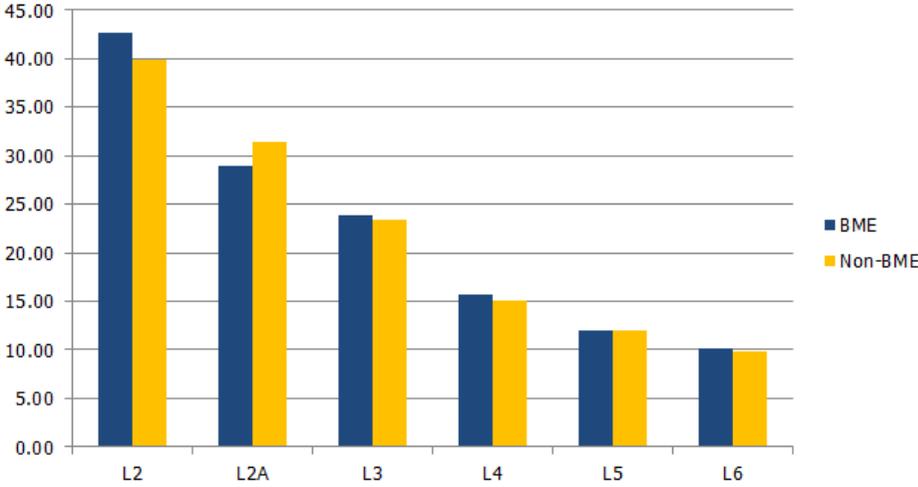Equal Pay - London Average Hourly Rate (£) by ethnicity by grade 2014

Promotion, Pay & Progression – Ethnicity Manchester

Equal Pay - Manchester Average Hourly Rate (£) by ethnicity by grade 2013
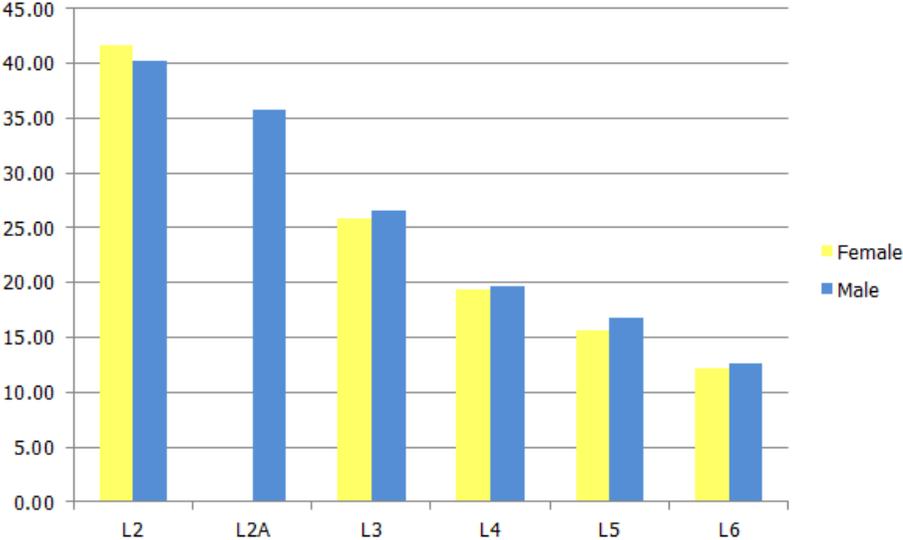

Equal Pay - Manchester Average Hourly Rate (£) by ethnicity by grade 2014
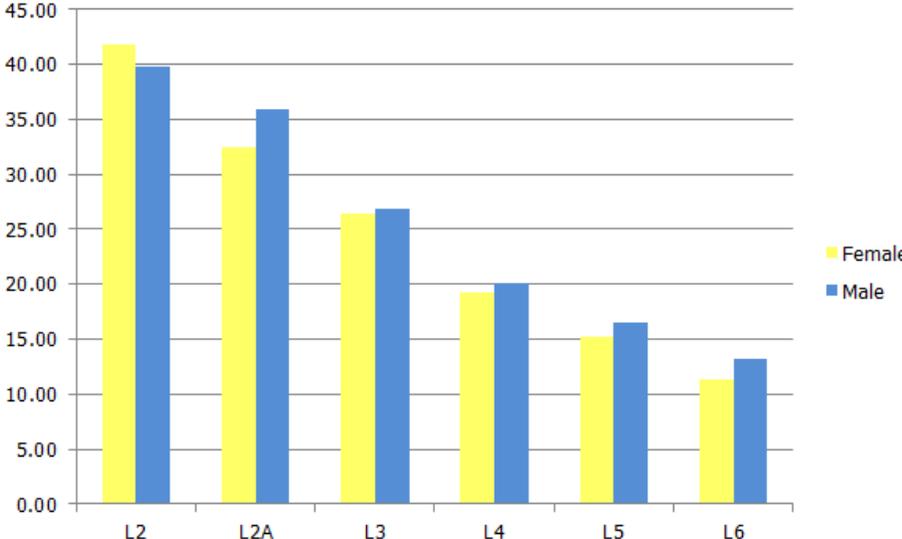
Promotion, Pay & Progression – Gender London

Equal Pay - London Average Hourly Rate (£) by gender by grade 2013
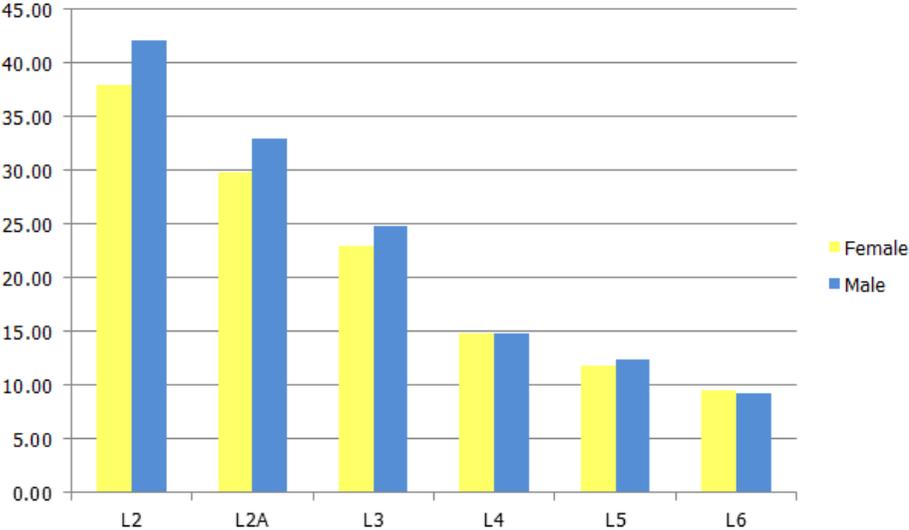

Equal Pay - London Average Hourly Rate (£) by gender by grade 2014

Promotion, Pay & Progression – Gender Manchester

Equal Pay - Manchester Average Hourly Rate (£) by gender by grade 2013

Equal Pay - Manchester Average Hourly Rate (£) by gender by grade 2014
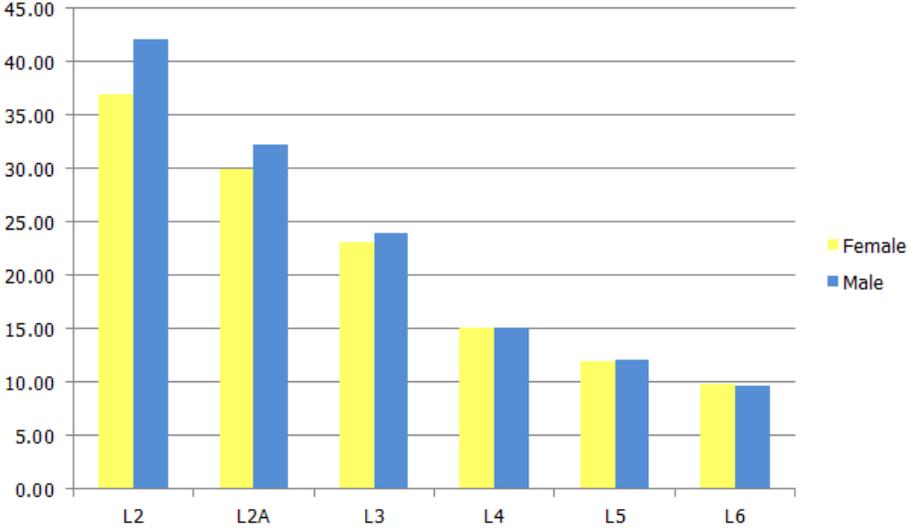
Flexible working

Flexible working requests recieved by gender, ethnicity and disability

Flexible working requests recieved by age range

Of the 46 flexible working requests received in 2014, 31 were approved, 3 were partially approved, and a further 3 alternative work patterns were offered and agreed.

Flexible working requests by reason stated

Attraction, Recruitment and Retention

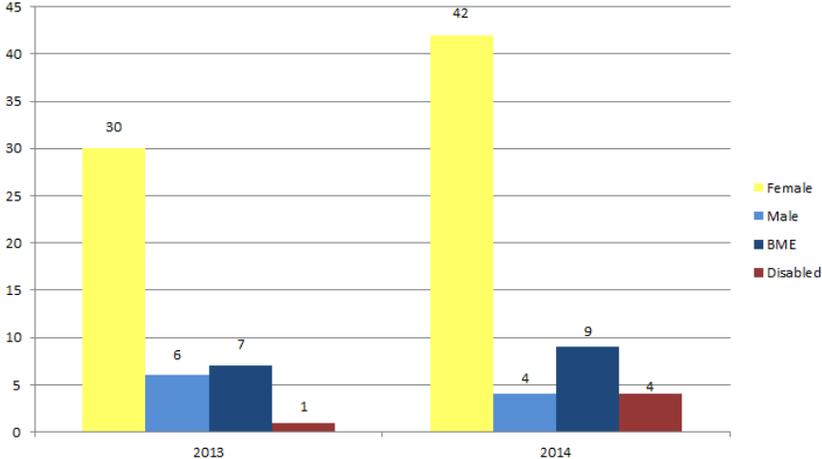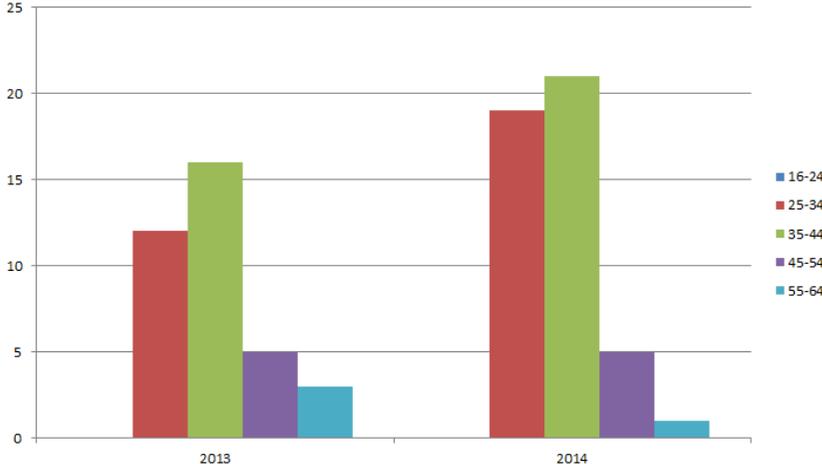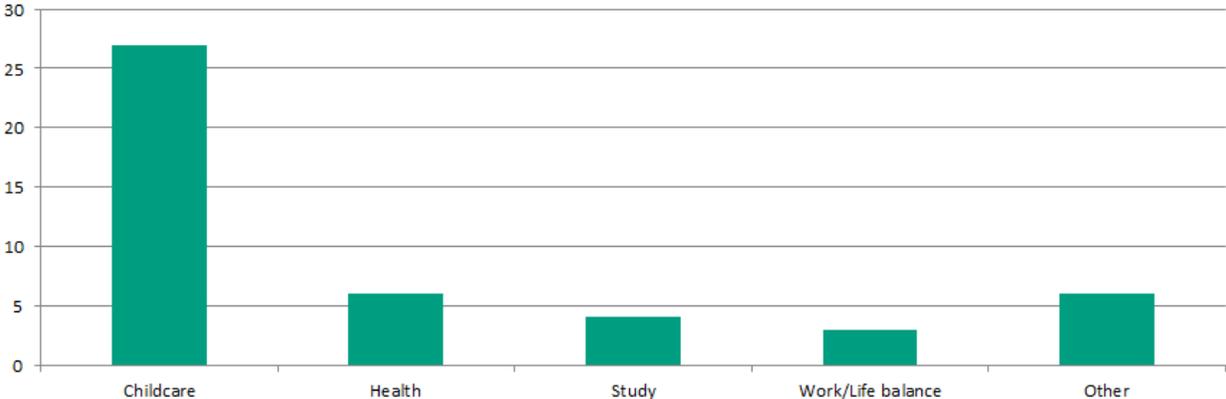|	Applications (6293)	Offers (314)
Female	55.36%	64.01%
BME	27.30%	13.69%
Disabled	5.86%	7.01%
16-24	15.26%	15.92%
25-34	44.89%	57.96%
35-44	21.64%	19.75%
45-54	13.62%	5.10%
55-64	4.05%	0.32%
65+	0.03%	0.00%
Not Stated	0.51%	0.96%

	Joiners (257)
Female	66.54%
BME	13.23%
Disabled	6.23%
16-24	13.23%
25-34	53.70%
35-44	23.35%
45-54	9.34%
55-64	0.00%
65+	0.39%
Not Stated	0.00%

	Leavers (116)
Female	61.21%
BME	16.38%
Disabled	2.59%
16-24	5.17%
25-34	54.31%
35-44	27.59%
45-54	7.76%
55-64	5.17%
65+	0.00%
Not Stated	0.00%

- Offers include internal transfers/promotions where a full recruitment campaign was run.
- The joiners' figures report any staff member who joined the GMC between January and December 2014. Some of these staff may have been recruited during Q4 2013.
- 'Joiners' only contains employees new to the organisation and does not include internal transfers/promotions.

Training & Development

Training courses taken by Ethnicity

	BME	Non-BME	Not disclosed
Classroom	11.7%	83.1%	5.2%
E-Learning	9.4%	71.9%	18.7%
Grand Total	10.6%	77.8%	11.6%
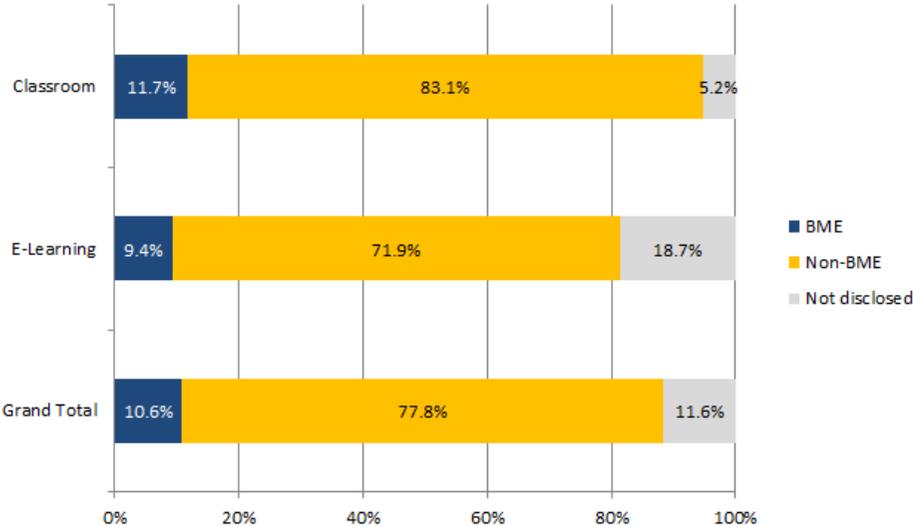
The ethnicity profile for training courses taken is in line with the workforce population.

The increase in "Not Disclosed" is caused by the inclusion of temp staff, we do not hold their ethnicity information in our systems. However, they are required to complete their mandatory training online via the portal.

The gender profile for training courses taken is broadly in line with the workforce population.

The increase in "Not Disclosed" is caused by the inclusion of temp staff, we do not hold their gender information in our systems. However, they are required to complete their mandatory training online via the portal.

Training courses taken by Gender

	Female	Male	Not disclosed
Classroom	66.6%	28.7%	4.8%
E-Learning	53.7%	28.7%	17.6%
Grand Total	60.5%	28.7%	10.9%
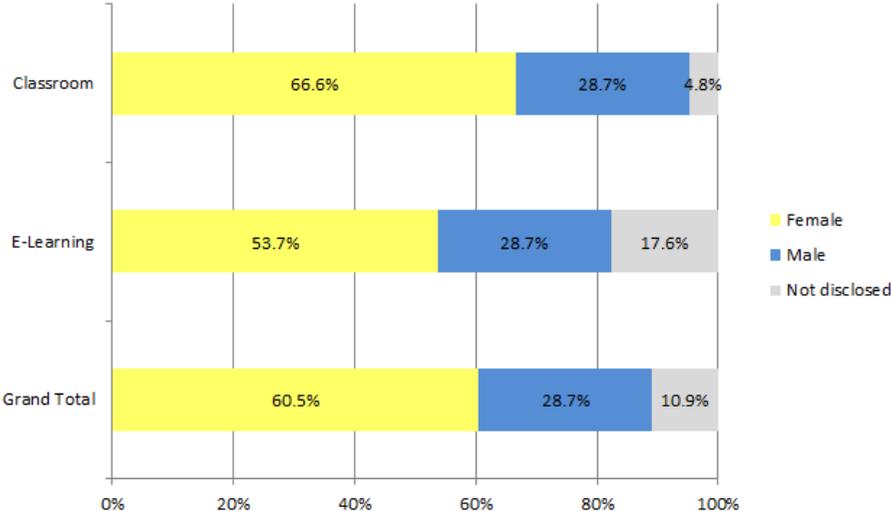
Comparison to other organisations – Ethnicity

GMC Ethnicity compared to other organisations

Organisation	Non-BME	BME	Not Known
All GMC	86.57%	12.75%	
GMC Manchester	90.44%	8.99%	
GMC London	76.51%	22.78%	
Information Comission	94.90%	5.10%	
Manchester Council	81.98%	18.02%	
FCA	76.00%	21.00%	
Metropolitian Police	81.76%	16.68%	
Greater Manchester Police	95.25%	4.75%	
UK Civil Service	71.14%	8.00%	
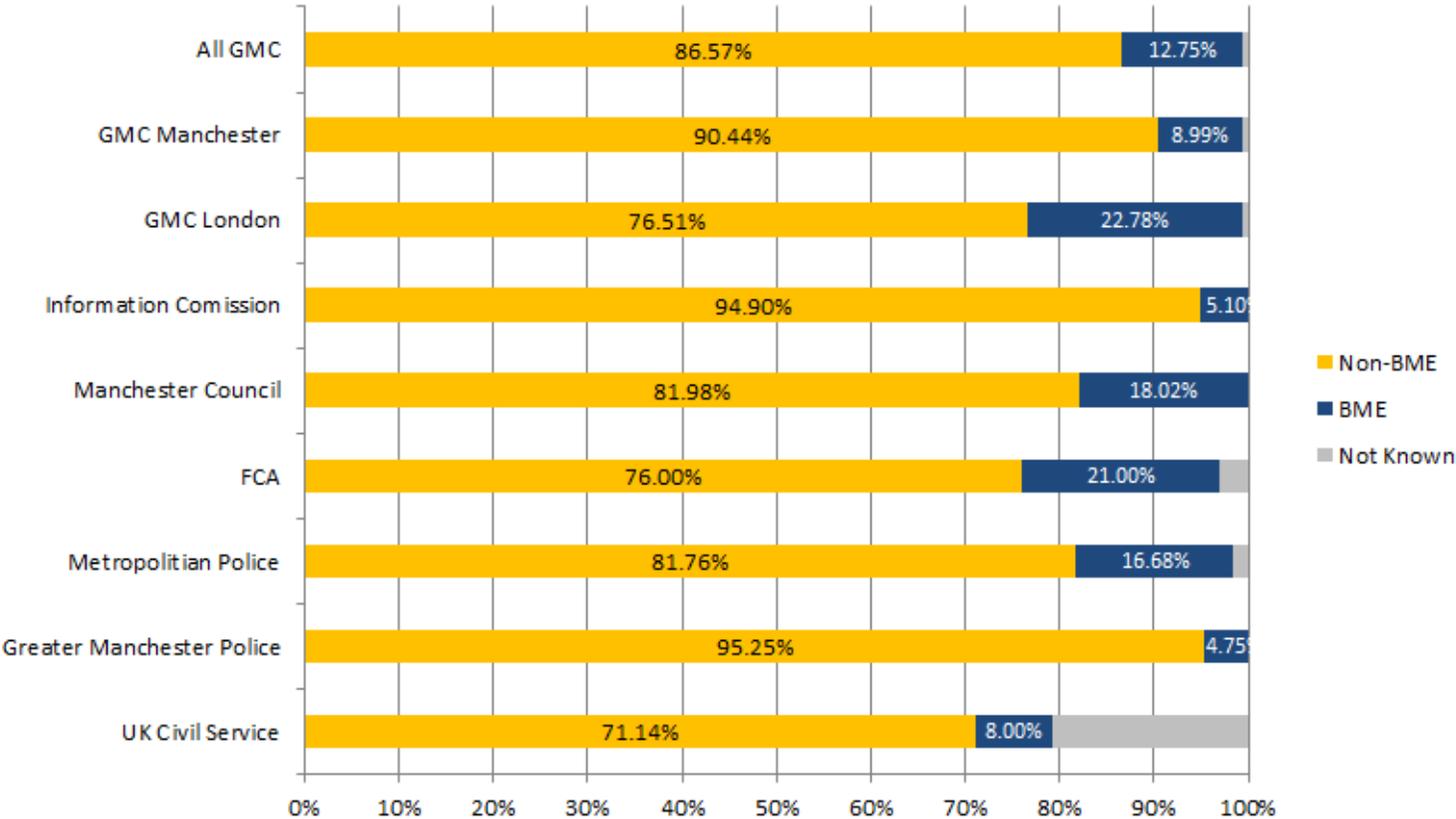
* Benchmark 2013/14 data taken from organisations websites.

Comparison to other organisations – Gender

GMC Gender compared to other organisations

Organisation	Female	Male
All GMC	63.73%	36.27%
GMC Manchester	64.34%	35.66%
GMC London	64.06%	35.94%
Information Comission	57.70%	42.30%
Manchester Council	63.71%	36.19%
FCA	50.90%	49.10%
Metropolitian Police	55.70%	44.30%
Greater Manchester Police	27.96%	72.04%
UK Civil Service	53.00%	47.00%

* Benchmark 2013/14 data taken from organisations websites.

General
Medical
Council
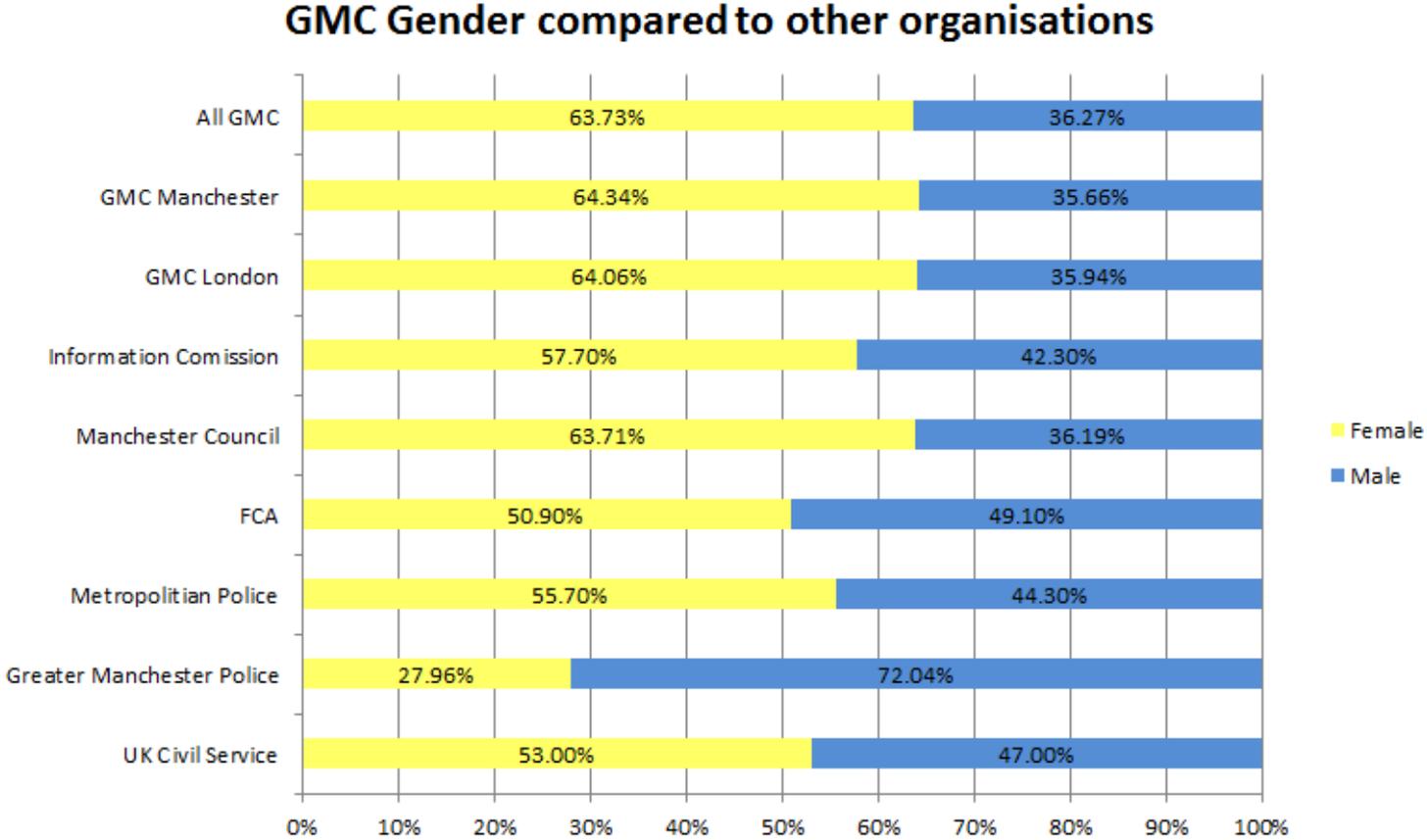
People Strategy

1   Our people are our most valuable resource and they are vital to the delivery of our core purpose, strategic aims, corporate strategy and values. Our strategic aims focus on attracting, developing and retaining a high calibre, motivated workforce.

2   All our activities are underpinned by four core values. They are at the heart of everything we do:

- **Excellence** – we are committed to excellence in everything that we do.

- **Fairness** – we treat everyone fairly.

- **Transparency** – we are honest and strive to be open and transparent.

- **Collaboration** – we are a listening and learning organisation.

3   Our programmes of work aim to support the GMC's strategic priorities for the next three years, these are to:

- Make the best use of intelligence about doctors and the healthcare environment to ensure good standards and identify risks to patients.

- Help raise standards in medical education and practice.

- Improve the level of engagement and efficiency in the handling of complaints and concerns about patient safety.

- Work more closely with doctors, medical students and patients on the frontline of care.

- Work better together to improve our overall effectiveness, our responsiveness and the delivery of our regulatory functions.

4   We aim to be a fair and inclusive employer, with a culture that fosters openness and transparency in all aspects of our work. Our Equality and Diversity Strategy 2014–17 sets out our aspiration to be an employer of choice. Our approach as an employer

aims to ensure that our commitments on fairness are embedded in the way we work, and in how we treat our staff and everyone we work for and with.

5   Our strategic aims and the related programmes of work fall under a number of interrelated themes:

- Recruitment and retention.

- Reward and recognition.

- Learning and development.

- Wellbeing and engagement.

- Diversity and inclusiveness.

6   Underpinning our work in these areas is a commitment to ensure we have the right Human Resources (HR) infrastructure and systems in place to support robust and legally secure processes and procedures, efficient systems and high standards of service delivery.

Recruitment and retention

7   Strategic aims:

    i   To attract and retain the talent to deliver our ambitious programme of work.

    ii   To ensure we continue to have fair, robust and objective selection and screening processes.

    iii To demonstrate the effective and efficient use of resources in recruiting and retaining staff.

8   Our key programmes of work will be:

    a   Reviewing opportunities for internal career paths and our internal recruitment procedures to support our future staffing requirements. (2015)

    b   Undertaking a comprehensive annual review of our key staff risks and long term skills requirements. (On-going)

    c   Reviewing our organisational need for a graduate management scheme. (2015 for implementation in 2016)

    d   Reviewing our recruitment testing guidance and methods. (2016)

e Review our approach to attracting staff through new technology and social media. (2016)

f Introduce exit interviews to gather comprehensive intelligence to inform our retention initiatives. (2015)

Reward and Recognition

9 Strategic aims:

   i To have a reward and recognition strategy that supports our recruitment and retention requirements.

   ii To ensure our pay and reward systems are fair and demonstrate good practice.

   iii To motivate staff and support good employee relations.

   iv To ensure our pay and appraisal systems drive high standards of personal performance.

   v To reduce employer pension costs to below 20% of payroll and maintain this position.

10 Our key programmes of work will be:

   a Establishing a long term position on where we should be placed in the employment market in order to attract and retain the right staff. (2015)

   b Assessing the role of performance related pay within our reward strategy. (2015 for implementation in 2016)

   c Reviewing our grading structure, pay bands and spans of control to ensure our pay framework continues to meet our needs and ensures consistency across directorates. (2015 for implementation in 2016)

   d Consolidating our work on benefits and pensions and promoting these effectively. (2015 - 2017)

   e Continue to ensure we have robust processes in place around reviewing performance and that all staff participate in this and receive appropriate feedback on their performance. (2015 - 2017)

   f Develop revised procedures for authorising recruitment, managing headcount and salary progression. (2015)

g Undertake biannual equal pay audits and report annually on pay and performance by protected characteristic. (ongoing)

Learning and Development:

11 Strategic aims:

    i To ensure our staff have the appropriate training and support to help the organisation achieve its overall purpose and key aims, including future skills requirements.

    ii To develop an integrated, technologically advanced approach to learning and development that supports excellent service delivery, personal development and our legal obligations as an employer and service provider.

    iii To achieve Investors in People recognition by 2016.

12 Our key programmes of work will be:

    a Developing our online learning and development provision and ensure it is linked to the services we provide and our quality assurance and continuous improvement work. (2016)

    b Ensuring that our mandatory training is up to date and relevant and that all staff participate. (2015 - 2017)

    c Ensure all staff have personal development plans. (2015 - 2017)

    d Ensure all managers receive 360 feedback at least every other year. (2015 and 2017)

    e Introduce a mandatory training programme for all managers with supervisory responsibilities. (2015)

    f Review the provision of training across the organisation (including operational and on-the-job training) and agreeing a three year position on funding and investment. (2016)

Wellbeing and engagement

13 Strategic aims:

    i To provide our staff with the support and working environment to enable them to perform effectively.

    ii To achieve increasing levels of staff engagement and overall job satisfaction. To continue to benefit from low absence levels.

iii To maintain high levels of morale and foster continued good employee relations.

14 Our key programmes of work will be:

a Developing a clear long term plan on working arrangements, including how we effectively support flexible and scheduled home-working. (2016)

b Developing and launching a wellbeing programme. (2015)

c Enhancing and promoting our support to staff, including the range of staff benefits, training and policies that support health and wellbeing. (2015 - 2017)

d Providing emotional resilience training together with enhanced training for managers in identifying stress and supporting staff appropriately. (2015 - 2016)

e On-going engagement with staff through two-yearly staff surveys and the related work streams. (2015 and 2017)

f Continue to develop the role of our Staff Forum. (2015)

g Developing a new model for resolving concerns, grievances or disputes in the workplace. (2015 and 2016)

h Introducing new absence management procedures and reviewing our occupational health support for staff (2015)

Diversity and inclusiveness

15 Strategic aims:

i To deliver the employer elements of our equality and diversity strategy – by being an employer of choice and ensuring staff are treated with dignity and respect.

ii Make progress towards a more diverse work-force.

iii To ensure compliance with all aspects of our equality and diversity policies.

16 Our key programmes of work will be:

a To attract a diverse pool of applicants in all our recruitment activity to support an increasingly diverse workforce, especially at senior levels. (2015-2017)

b Ensure all staff participate in relevant and up to date training on equality and diversity.

c   Continue to produce high quality and regular monitoring statistics and benchmark our performance against other organisations to enable us to measure our progress.

d   Develop and enhancing our equality and diversity training including areas like subconscious bias.

e   Undertake further out-reach activity such as trainee-ships and expanding our apprenticeship scheme. (2016)

f   Ensure equality assessments are up to date on all aspects of our work as an employer.

HR Systems and Infrastructure

17   In order to deliver these ambitious programmes of work we will need to ensure we have robust and appropriate systems and infrastructure in place and that our policies are up to date and reflect employment legislation.

18   We want to make greater and more effective use of on-line systems and self-service. This will mean reviewing our current on-line systems and ensuring we get the most effective use from them.

19   This will help us to ensure we regularly report on our work to the Performance and Resources Board and to Council.

20   We will need to regularly review these programmes of work to ensure they continue to meet the needs of the organisation and support the delivery of our priorities and work.