Pay and Workforce Development Strategy

2005-2008

Action for a better Herefordshire

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HEREFORDSHIRE
COUNCIL

Pay and Workforce Development Strategy

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Foreword

As Cabinet Member for Human Resources, I pay tribute to the hard work and achievements of the past years. It has been a challenging time. The next three years are set to be no different.

This Pay and Workforce Development Strategy aims to ensure that the priorities for human resources across the Council combine together to support and deliver the Corporate Plan. This means that it is vital that the Council has employees with the right skills, knowledge and abilities. It makes the link between investing in people and improved services to the community. As the County's largest employer, it exemplifies the value and wisdom of this investment.

I believe that the improvements delivered as a result of having this Strategy in place will make a real, positive, and lasting difference. I am confident that each and every one of us will play a part in making this happen.

COUNCILLOR Mrs J. P. FRENCH
CABINET MEMBER (CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES)
May 2005

1. Introduction

1.1 The Council has set out a Corporate Plan that says what the Council will do over the next three years to play its full part in continuing to turn the Herefordshire Plan into a reality.

1.2 This Pay and Workforce Development Strategy is designed to support delivery of the Council's Corporate Plan commitments and organisational priorities, including the Council's diversity agenda, and Statement of Style, Direction and Values. It is the basis for testing the Council's performance in relation to the effective strategic management of human resources.

1.3 This Pay and Workforce Development Strategy sets out what the Council will do with its resource development in order to tackle priorities that have arisen as a result of implementing national agreements, and responding to wider environmental and legislative changes e.g. equal pay, employment legislation, central government requirements of local government.

1.4 The Strategy itself is set out in two parts. Part One shows the broad intentions over a three-year time frame. Part Two provides a detailed plan of action for the first year of the lifetime of the Strategy. Any emerging changes will be reflected in a revised annual operating plan to be published at the start of the 2006-7 financial year.

2. Setting the Scene

2.1 The Council is the largest local employer in a rural county with a geographically dispersed population of some 176,900 citizens.

2.2 The trend on direct employees is downward. There were 5,356 employees in 2004 against 6,263 in 2001. There has been growth in schools (teachers and support workers) with 822 more employees. Planning, Highways and Transportation have also seen an increase. The Council has outsourced some direct services through SHAW Homes, Herefordshire Jarvis Services, HALO (Leisure Trust), and Herefordshire Housing (Housing Company).

2.3 Economically active people in the local population aged 18-24 is around 10.8%, against a Council workforce figure of 5.23%. This figure has remained broadly static for several years. Around 85% of school leavers stay in full time education. The remaining age groups broadly reflect the local population. The local population is set to grow, but with an outward migration of younger people, and an inward migration of those with families, and older people. This will inevitably impact on Council services - such as those for older people.

2.4 Employed females in the top 5% of employees have risen from 22.7% to 42.4% since 2001. The Council's workforce profile is currently under-represented
- numbers employed declaring a disability as defined in the DDA;
- numbers employed from black/ minority ethnic groups.

2.5 The rate of employees leaving is reducing, and is below average for the sector at 9% in 2004, against 16% in 2001. Just over three quarters (76%) of leavers, leave voluntarily. The remainder leave for retirement or other reasons. There are 'hotspots' of hard to fill vacancies in Planning, Development Control, Trading Standards, Environmental Health, Youth Service, Social Care. A recent audit of recruitment processes has shown that improvements leading to significant efficiency gains can be made both in terms of processes and direct and indirect expenditure.

2.6 Sickness absence rates are among the lowest throughout local government and reduced to 7.99 days per full time employee per year in 2004, against 9.32 days in 2001.

2.7 The Council invests on average, around 2% of payroll or £250 per employee per year (gross training expenditure) in formal training and development; the median investment per year for local government ranges between £162 and £328 per employee *(People Skills Scoreboard 2004, Employers Organisation for Local Government www.lg-employers.gov.uk*).

2.8 Staff Opinion Survey response rates are above average for the sector between 38% and 48% annually. Views from the Survey together with Exit Survey information have been used to inform the Strategy.

3. The Challenges

The strategic human resource implications for the Council centre on a number of key themes (in tandem with modernising the Human Resource service) to better support effective and improved service delivery:

- o Supporting **organisational development** to take account of the *Children's Act*, and *Every Child Matters*, new ways of working (including e-working, flexible working), working across boundaries, and the associated skills to achieve greater flexibility and efficiency within a context of decreasing resources;
- o Continuing to develop **effective leadership** and management skills (including people and project management);
- o Maintaining and enhancing levels of motivation, developing appropriate **pay, reward and recognition** structures in the challenging transition through equal pay and single status;
- o Ensuring the Council is **effectively resourced** to meet its service delivery challenges, with focussed and well managed activity to tackle under-representation, and to tackle recruitment and retention 'hot spots' in Education, Social Care and Environment;
- o Comprehensive **training and skills development** linked to improved performance and delivery of the Council's objectives.

4. Risks and mitigation

The main risks inherent in delivering the Pay and Workforce Development Strategy, and mitigation are summarised as follows:

RISK	MITIGATION		RISK OWNER
level of resources available to deliver	i)	forward planning and prioritisation	Head of HR Cabinet

the Strategy	ii) designated Cabinet Member lead for Human Resources (HR) and Support Services	Member for Human Resources
effective and efficient use of resources	i) forecasting necessary resources ii) seeking external funding wherever possible iii) working with partners to maximise output	Head of HR
employee motivation (hence performance) falls	Career, Reward and Recognition processes in place	Head of HR
reputation – as the County's largest local employer	i) make best use of web and advertising and publicity opportunities press/media	Head of HR

5. Key Partners

In delivering this Strategy, the Council will seek to work with and engage its partners at both local, regional and national levels, and wherever possible to work collaboratively with partners for greater efficiency. The Council recognises that working with partners can add value, bring greater efficiency and increase capacity to deliver. The Council already delivers some key services through strategic partnerships.

The Council will actively encourage and seek to develop partnerships to bring better value to service users. It will also work with partners (i.e. Learning and Skills Council, education and training providers) to stimulate the local labour market to ensure there are potential employees with the appropriate skills to work in local government. An example of the Council's commitment in this area is the Skills Development Partnership Agreement recently agreed with the local Learning and Skills Council, the Herefordshire Council, and the seven local authorities across Worcestershire.

6. Resourcing the Strategy

The main resources to be deployed are collective skills, knowledge and resources of the Human Resources function, together with its supplies and services budget; the Corporate Training budget; government funding for mandatory training (e.g. social care), and external funding for specific projects. In addition, capacity will be built, and value added using training placements where appropriate, and working with key partners. The Year One action plan is ambitious. It will require effective management and rigorous prioritisation if it is to be delivered successfully.

7. Equality Impact Assessment

Various elements of the Pay and Workforce Development Strategy are designed to make a direct contribution to the Council's efforts to not unfairly discriminate against individuals or groups. The Strategy seeks to promote good practice and ensure the Council's workforce is representative of the community it serves. Elements such as Resourcing, and Organisational Development make a direct and positive contribution to this agenda. An Equality Impact Assessment has been completed for this Strategy.

8. Monitoring and Review

There will be a consistent approach to the provision and reporting of human resource information to Directorates, Elected Members and Committees. Progress will be monitored via regular reports (in particular against performance indicators), to Chief Executive's Management Team, Cabinet, and Strategic Monitoring Committee.

Numbers Employed 2001 - 2004

Appendix1

EMPLOYEES	2001	%	2004	%
Full time female	1,676	27%	1555	29%
Part time female	3,013	48%	2615	49%
Full time male	1,277	20%	958	18%
Part time male	297	5%	228	4%
	6,263	100%	5,356	100%

Age Profile of Workforce at 31/12/2004

Directorate	Total	16-24	25-34	35-44	45-54	55-59	60-64	65+
Chief Executive	24	3	7	4	8	2	0	0
County Secretary & Solicitor	72	2	10	22	21	8	8	1
County Treasurer	152	8	46	55	34	7	2	0
Education	3590	175	531	1071	1142	443	165	63
Environment	440	27	97	108	123	51	27	7
Policy & Community	460	37	87	134	134	45	21	2
Social Care & Strategic Housing	693	32	81	175	220	123	58	4
Total	5431	284	859	1569	1682	679	281	77
		5.23%	15.82%	28.89%	30.97%	12.50%	5.17%	1.42%

Appendix 2

Pay and Workforce Development Strategy 2005-8 (Part One) See Part Two - Action Plan for 2005-6

Cabinet Lead: Cabinet Member Corporate and Customer Services and Human Resources CXMT Lead: Head of Human Resources

Theme and Definition	Indicator(s)	To 2008			
		Target	**Action**	**Risk**	**Resources**
Pay, rewards and recognition	Value for money indicator (VFM) to be established	Authority is able to motivate and recruit staff within the constraints of affordability	Remove structural barriers to school workforce remodelling	Morale and motivation suffer	Human Resources Team
Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery	% employees satisfied with Pay, Terms and Conditions	Pay framework supports and facilitates workforce flexibility	Support for those still adversely affected post 4 year protection	Turnover may be affected adversely Time Resources	Human Resources Team
			Review of Pay and Grading Structures	Fail to innovate, recruitment and retention worsen	Human Resources Team Head of Economic Development
		Increasing partnership working	Promote lessons from outcomes of pilot projects in partnership and on barriers between occupations	Fail to make efficiency gains through joint working	Human Resources Team Head of Performance Management Corporate Policy Team

Theme and Definition	Indicator(s)	To 2008			
		Target	Action	Risk	Resources
Resourcing Local Government	% of younger people (under 25) employed in Council	Reduce anticipated skill shortages and provide career opportunities for lower paid employees	Provide guidance and support on setting up career pathways in areas of current or predicted skill shortages	Fail to balance workforce profile	Human Resources Team Head of Economic Development
Ensure the Council recruits and retains the employees it needs		Reduced Skills shortages & more positive image of Local Government careers	Review effectiveness of recruitment activities ensuring they are relevant and effective	Recruitment and retention issues worsen	Human Resources Team
		Effective Partnership with local providers of training and jobs		Fail to capitalise on efficiency gains through working with partners	Human Resources Team
		Increased numbers of younger people employed in Council		Fail to balance workforce profile	Human Resources Team
		Increased diversity across workforce	Positive action as appropriate to increase workforce diversity and target groups that are under represented	Workforce not representative of community	Human Resources Team

Theme and	Indicator(s)	To 2008			
Definition		Target	Action	Risk	Resources
Developing Leadership Capacity	Improvement in leadership skills via management competency assessment	Improved leadership skills among key managers	Succession planning scheme and a system to identify high fliers in place	Lack of continuity	Managers and HR team HR budget to develop, service budgets
Develop the skills, knowledge and ability of leaders within the Council to inspire, motivate others to achieve Council objectives	Staff Opinion Survey results – key leadership and management questions	Improved approach to management and leadership recruitment in place (to be set after baseline established)		As above Fail to recruit sufficient calibre managers	Managers and HR team HR budget to develop, service budgets
		Certificate in Leadership and Management established as part of leadership development provision for first line and new supervisors/ managers		As above	Managers and HR team HR budget to develop, service budgets

Theme and Definition	Indicator(s)	To 2008			
		Target	Action	Risk	Resources
Developing the Skills and Capacity of the Workforce	No. days training and development investment per FTE	Wider access to relevant training and development	Introduce Investors in People Council-wide	Cost of a skills audit Fail to invest wisely in development	Human Resources Team External resource/software bought in to do skills audit
Ensure employees are effectively trained and developed to meet Council objectives	£ investment in training and development per head	Key skills needed to improve performance are addressed		As above	Human Resources Team
	% of employees who agree training and development needs identified via Staff Review and Development are met	ICT skills needs addressed Tackle residual basic skills needs		Individual performance not linked to objectives	Human Resources Team
	% Staff Review and Development carried out in previous 12 months	100% of SRDs completed annually		As above	Human Resources Team Managers
		All employees are actively engaged in developing their skills to ensure that they are as up to date and effective as possible.		As above	Human Resources Team Managers

Theme and Definition	Indicator(s)	To 2008			
		Target	**Action**	**Risk**	**Resources**
Organisational Development	% days lost to Sickness Absence per FTE	A flexible, healthy, and well-motivated workforce with fewer days lost to sickness absence	Project in place to take Flexible Working forward, realise benefits to the Council and individual	Technology Employee well-being Accommodation	Head of Human Resources Head of Property Services Head of ICT
Develop appropriate systems and structures to deliver services to customers effectively via employees, partnerships and external agencies	% of vacant posts (percentage vacant against all posts)	Skills and capabilities of senior HR leaders are improved.	See 'Resourcing'		Human Resources Team
	Equality and Disability Best Value Performance Indicators – e.g. % of women in top 5% of wage earners, % of employees from ethnic minority backgrounds, % of employees declaring a disability compared with proportion in the local community	Change is managed effectively, negative impact of change reduced BME employed 1.2% by 2006/7 Disability in employment 1.35% by 2006/7	See 'Resourcing'		Human Resources Team Managers

Theme and Definition	Indicator(s)	To 2008			
		Target	**Action**	**Risk**	**Resources**
Organisational Development (cont.)	% Labour Turnover	Lower Labour turnover	See 'Resourcing'		Human Resources Team
	Council' s Performance against the Customer Service Charter (NB impacts on quality of service to Council clients/ customers)	Effective project management in place	Develop an improved rolling programme of effective service planning (and impact assessments – see Equality Policy)	Fail to achieve/ deliver customer service standards	Head of Performance Management Human Resources Team
		Effective Performance Management Processes in place (Service Planning, Risk, Impact Assessments)	*See above*		Head of Performance Management Human Resources Team Performance Leads
		Complaints and comments are systematically learned from to generate improvement	*See above*		Communications Network Group, Public Relations Unit

Pay and Workforce Development Strategy 2005-8 (Part Two) Action Plan 2005-6

Cabinet Lead: Cabinet Member Corporate and Customer Services and Human Resources CXMT Lead: Head of Human Resources

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Pay, rewards and recognition		Effective Reward and recognition processes in place	Work to a more efficient deployment of resources through action to deal with job evaluation and single status implementation post 1.4.05	Lower morale	Human Resources Team	
Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery		Improved responses to staff opinion survey question regarding reward and recognition	Research and devise appropriate Reward and Recognition processes	As above	Human Resources Team Head of Performance Management	
		Pay, Reward and Recognition that supports organisational goals	Review managing people performance processes	As above	Human Resources Team Head of Performance Management	
		An improved Facilities Agreement is in place	Publicise revised/agreed Facilities Agreement (inc. Manager Guidance)	Employee relations worsen	Human Resources Team	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	Risk	Resources	Performance
Pay, rewards and recognition (continued)		A workable VFM indicator has been agreed	Research Value For Money indicator in partnership with Employers Organisation nationally and regionally	Unclear re cost and value of HR	Human Resources Team	
		An effective Pay Policy is in place	Pay policy drafted and agreed with senior team and Trade Unions with wide awareness among employees	Lack of clarity re Pay, increased grievances	Human Resources Team	
		Key policies improved and modernised	Revise and modernise key employment policies and procedures	Legal non-compliance	Human Resources Team	
		Improved Contractual employment documentation	Review contractual employment documentation	As above	Human Resources Team	
		An effective pay framework has been devised	Devise an effective pay framework that enables transition between grades to be understood and used for career movement both upward and between occupational groups (i.e. core skills/competencies)	Morale, motivation and retention will suffer	HR Team External consultancy	
			Create generic job structures and transparent career pathways for progression routes in all jobs	As above		

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Resourcing Local Government	% labour turnover	9% A system for workforce planning and development has been developed	Develop a system for analysing skills/workforce shortage areas to include local and national trends to inform workforce planning	Recruitment problems, retention worsens	Human Resources Team - Youth Services, Job Centre Plus, and others as required	
Ensure the Council recruits and retains the employees it needs		Integration of recruitment activity underway to lead to improved recruitment	Scope integration of recruitment activity within the Council to include recommendations for improved use of ICT and feasibility of a recruitment 'Centre' and use of 'pool' recruitment	Fail to make efficiency gains re cost and time to recruit	As above	
			Review recruitment processes and make relevant adjustments for those for whom English is a second language	Fail to be legally compliant	As above	
			Promote careers through Learning at Work Day (May) and National Careers Day (October)		As above	
		Improved supply and retention of talented recruits in areas with acute shortages	Begin implementation of recommendations from project to look at how to recruit and retain young people in local government	Imbalance in workforce profile re employees aged 18-24	Human Resources Team, Youth Services	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Resourcing Local Government (continued)		Improved links with schools, colleges and community groups, Job Centre Plus and Connexions	Strengthen links with schools and colleges e.g. Royal National College through talks, work experience opportunities, modern apprentice opportunities explore support arrangements that may be needed	Imbalance in workforce profile re numbers younger employees	Human Resources Team	
			Explore how better to publicise jobs and careers, what the Council does	As above		
			Embed New Deal Programmes	As above	Human Resources Team	
			Consider a Traineeship scheme for 16-24 year olds	As above	As above	
			Consider a 'Back to work taster' scheme for the under 30s	As above	As above	
		A review of structure and roles has been held	Review structure and roles of social care support staff, with recommendations for improvement		As above	
	% of black and ethnic minority employees, *and* % declaring a Disability	0.75% BME 1% Disability	Remove known barriers to employment via a concerted action plan	Imbalance in workforce profile as regards local community	As above	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	Risk	Resources	Performance
Developing Leadership Capacity	% Key Managers assessed against management competency	50% of Key Managers assessed against management competency rising to 75%, and 100%.	Establish baseline for improvement in 360 degree competency assessment, with staged process in place to cover other managers; clarify and communicate what is meant by 'Key Manager'	Management skills and capability worsens	Managers, Chief Executive's Management Team, Human Resources Team	
Develop the skills, knowledge and ability of leaders within the Council to inspire, motivate others to achieve Council objectives		Improved management and leadership	Leadership and Management development approach set out as an easy to understand 'package' with clear links to SRD and development activity, definition of what we mean by Leadership at all levels	As above	As above	
		Improved manager induction	Scope with managers an approach to induction for new/newly appointed managers/ supervisors including guidance on competency assessment	Ineffective investment in manager recruitment	As above	
	% responses to HSE change questions in Staff Opinion Survey	60% agree to the HSE questions	Actions to enable current leaders/managers to effectively manage changing circumstances (also see Organisation Development)	Increased absence levels	As above	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	Risk	Resources	Performance
Developing Leadership Capacity (continued)		Improved manager recruitment	Develop standard approach to recruitment (inc package) for managers – to include time to recruit, where advertise, assessment methods etc.	Ineffective investment in manager recruitment	Managers, Cabinet, Chief Executive's Management Team, Human Resources Team	
		Value of collaborative working assessed	Assess value of LSC funded pilot Leadership development programme	Ineffective leadership	As above, plus Learning and Skills Council	
			Investigate collaborative working with other organisations	Duplication, lack of efficiency gains	As above, plus Strategic Authorities Group	
		Proposal for an 'aspiring manager' programme considered	Consider programme for aspiring managers, and those identified as having potential for management.	Lack of management and leadership continuity	As above	
		Leadership development needs reviewed	Review Leadership development needs for Senior Team arising from diagnostic	As above	As above, plus County Sec. and Solicitor	
		Value of Action Learning set approach assessed	Assess value of implementing action learning	Fail to realise value of cross-organisation learning	As above	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	Risk	Resources	Performance
Developing the Skills and Capacity of the Workforce	% Staff Review and Development carried out	85% Skills Audit completed with recommendations	Conduct a skills audit, identify need for NVQs, make recommendations for addressing gaps	Skills gaps not addressed	Human Resources Team	
Ensure employees are effectively trained and developed to meet Council objectives	% attendance at central induction	85% Improved training, career development and retention of employees	Develop a skills pathway for the Council using core skills for local government linked to new pay and grading (See also the Pay section re *generic job structures and transparent career pathways for progression routes in all jobs*)	Less flexibility in workforce	Human Resources Team External consultancy	
	£ investment per employee/FTE	Target to be set once baseline established	Establish baseline for minimum training and development investment - days per employee/£ per FTE	Fail to understand value of investment	Human Resources Team	
		Careers and career paths, qualification routes more visible	Run annual Your Career, Your Life, Your Future events.	Morale and motivation suffer	As above	
		Improved awareness and supply of support available for Essential Skills (literacy, numeracy, ICT)	Increase capacity to drive ICT literacy and support drive to achieve e-government (IEG), including promotion of the European Computer Driving License adopted as the Council's standard in 2004.	Unable to deliver modern services due to lack of appropriate skills	As above	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	Risk	Resources	Performance
Developing the Skills and Capacity of the Workforce (continued)		Improved support in place for essential skills development	Publicise, promote and monitor Essential Skills support, including at least one Return to Learn (RTL) Programme	Employees lack basic skills for modern service delivery	Human Resources Team	
		Improved people management practice	Scope development for managers in people management practices	Unnecessary turnover increases	As above	
			Identify trainee placements in key skills shortage areas (Env. Health and TS, Social Care, Youth Service)	Lack of potential supply of skilled recruits	As above	
*Sector average data provided by Opinion Research Company, from 2004 Surveys.	% response rate to Staff Opinion Survey	48%* Improved awareness and understanding of Diversity issues	Commence roll-out of targeted approach to diversity and equality training for members, managers and employees (to include embedding in key processes such as induction, SRD, service planning)	Failure to meet statutory obligations	As above	
		Action on a way forward agreed	Consider and make recommendations on the need to develop procurement skills	Fail to make efficiency gains needed	As above	
		Improved targeting of development activity	Develop and agree a Learning and Development Policy – includes consideration of a process to capture all qualification based training, and how the Council 'celebrates success'	Development activity not focused on service priorities	As above	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Developing the Skills and Capacity of the Workforce (continued)		Improved use of capacity for learning	Run a pilot for e-learning (Learning Pool) and make recommendations for further expansion of use	Failure to make efficiency gains	Human Resources Team ICT Service	
		Improved customer service processes/skills	Consider and make recommendations for Customer Service skills development, and delivery of relevant NVQs	Customer Service Standards not achieved	Human Resources Team	
		Improved performance management	Clarify further who should get an SRD when, reference to new starters	Individuals not focused on priorities	As above	
		Service plans carry development needs	Service plans audited re including development needs	Lack of focus to investment in development	As above Head of Performance Management	
		Issues identified and addressed, with improved results	Address Social Care non-completion of SRD issues	As above	Human Resources Team	
		Implications of TOPSS Strategy assessed	Assess implications for the Council of the TOPSS Strategy for Social Care sector and set in place local response measures	Retention & Recruitment worsens	Human Resources Team	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Organisational Development	% responses to Staff Opinion Survey	Improved responses to Staff Opinion Survey questions	Actions in place to address bullying and harassment of employees (whether by other employees or by service customers)	Increased absence and turnover levels. Litigation, public image	Human Resources Team	
Develop appropriate systems and structures to deliver services to customers effectively via employees, partnerships and external agencies.	days lost to sickness absence per FTE % labour turnover Staff Opinion Survey 'culture' questions	Sustained improvement of Council as an employer, through: 1) 7 days lost to sickness absence per annum per FTE 2) Reduction in bullying and harassment 3) 9% labour turnover	Personnel Officers to pull together information to address with Directorate Management Teams, recommend interventions and monitor improvement	Increase absence levels Litigation Public relations and image may suffer	Human Resources Team	
		Improved cross organisational learning	Review lessons learned from projects for cross-organisational learning	Fail to capitalise on organisation learning	As above, and Information Policy Group	

Theme and Definition	Indicator(s)	Target	2005-6			
			Action	**Risk**	**Resources**	**Performance**
Organisational Development (continued)		Improved employee satisfaction and retention	Re-run Staff Opinion Survey, and How Are We Doing – managers and focus groups front line employees	Fail to track improvement	As above	
			Establish, agree and embed an approach re use of employee language skills, provide employees involved in translating with relevant diversity training	Fail to capitalise on internal talent	As above	
			Review Employers Organisation guidance. Set in place improved internal communications and involvement mechanisms linked to information and consultation regulations	Employee relations worsen	As above	