Workforce Strategy 2026 to 2029

Building a resilient, skilled and future ready workforce

Backdrop

- Local government is facing unprecedented challenges and opportunities. This includes:

    - Demographic changes

    - Technological advancements

    - Financial pressures

    - Local Government Reorganisation (LGR).

- These changes require us to be agile, innovative, and forward-thinking.

- This strategy sets out how we will respond to these challenges by building a resilient, skilled, and future-ready workforce that can adapt and succeed.

Key strategic themes

Castle Point Borough Council's Workforce Strategy is built around five key strategic themes that reflect the Council's commitment to develop a resilient, skilled, and future-ready workforce. These themes are designed to address current challenges, anticipate future needs, and foster a culture of innovation, inclusion, and continuous improvement.

Workforce Development

Recruitment and Retention

Leadership and Succession

Inclusion, Wellbeing and Engagement

Change Readiness

Workforce Development

Future Leadership Development – equip the workforce with skills to lead teams, manage projects and drive organisational change.

Digital Skills Enhancement – ensure the workforce are confident and capable in using digital tools and technologies relevant to their role.

**Wellbeing** – build workforce capacity to support their own and others' wellbeing in the workplace.

Training and apprenticeships – ensure all upskilling is planned, consistent and leads to recognised outcomes.

Recruitment & Retention

Address ageing and junior workforce shortages with targeted hiring and internal mobility programmes.

- **Implement mentorship initiatives** to bridge the knowledge gap between experienced and less experienced employees.

- **Invest in continuous training** for skill development at all career stages.

- **Create an inclusive and flexible work environment** to retain experienced employees and attract new talent.

- **Promote internal development** by encouraging employees to apply for new roles and providing clear career pathways.

- **Develop succession planning** to ensure roles are filled as employees retire.

- **Partnering with educational institutions** to build a pipeline of junior talent through work experience, internships and apprenticeships.
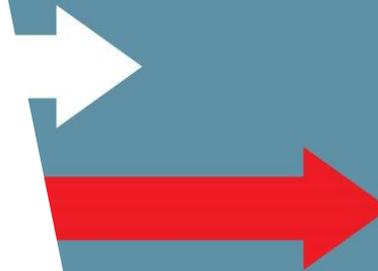
Future Leadership and Succession

- ▶ Build leadership pipelines by offering mentoring schemes to provide guidance, support and real-world insights.

- ▶ Provide opportunities for stretch assignments, project leadership and cross service collaboration.

- ▶ Succession plan by identifying key roles and high performing employees.

- ▶ Create clear pathways for career progression and leadership readiness.

- ▶ Encourage diverse leadership, celebrate leadership achievements and promote success stories.

Inclusion, Wellbeing & Engagement

▶ Implement inclusive and accessible practices that foster a culture where diversity is celebrated, and everyone feels respected, included and able to participate fully.

▶ Develop employee forums and working groups that enable a confident workforce voice whilst building trust, ensuring that those platforms are accessible to all.

▶ Implement wellbeing initiatives to support the mental and physical wellbeing of the workforce.

Change Readiness

Foster adaptability and resilience to prepare for change by building change readiness including:

▶ Support the workforce on change management and coping strategies.

▶ Provide the workforce access to ongoing professional development and upskilling.

▶ Involve the workforce in change by engaging workforce champions and gathering regular feedback.

▶ Celebrate success and learn from setbacks together.

Annual Monitoring & Evaluation

Theme	Action	Metric
EDI	• Diversity data self declaration • Can be self at work • Actively promotes EDI	• 75% • Survey (positive feedback) • Survey (positive feedback)
Wellbeing	• Sickness absence (days lost per employee) • Number of wellbeing sessions being offered and run • Work life balance • Recognition	• 5.3* • 12 • Survey (positive feedback) • Survey (positive feedback)
Learning and Development	• Access to learning and development • Enhance basic digital literacy	• Survey (positive feedback) • 70% attendance of at least one session
Recruitment / Turnover	• Entry level apprenticeship roles • Turnover rate (CP is at 6.5%)	• 2%** • 14%***

*National average for local government is 9.4 days lost.

**2% is national benchmark

***14% is average for local government