
REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM: 13
DATE OF MEETING:	18th JUNE 2009	CATEGORY: DELEGATED
REPORT FROM:	DIRECTOR OF CORPORATE SERVICES	OPEN
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SUBJECT:	WORKFORCE DEVELOPMENT STRATEGY	REF: pers/workforcedevestra
WARD(S) AFFECTED:	ALL	tegy TERMS OF REFERENCE: FM05

1.0 **Recommendations**

- 1.1 That the Workforce Development Strategy 2009/14 and action plan are approved (Appendix 1).
- 1.2 That the progress made on the action plan is reported as part of the Council's performance management reporting arrangements.

2.0 **Purpose of Report**

- 2.1 To propose the adoption of a Workforce Development Strategy for the Council that links the delivery of the Council's strategic objectives detailed in its Corporate Plan 2009/14 with the planning, organisation and development of the workforce.

3.0 **Executive Summary**

- 3.1 The Workforce Development Strategy and action plan (Appendix 1) represents the overarching strategic workforce development framework to ensure a strategic link between the Council's vision and objectives with the development and deployment of the workforce.
- 3.2 The National Joint Council for Local Government Services National Agreement sets out that Local Authorities should develop local Workforce Development Plans that are closely linked to service delivery, and that training and development should be designed to meet the corporate and service needs of Authorities now and in the future.
- 3.3 This Workforce Development Strategy addresses the five priority areas set out in the Local Government Workforce Strategy that has been jointly developed by the Local Government Association (LGA), Improvement and Development Agency (IDeA) and the Local Government Employers Organisation (LGE). This is now in its fourth version and detailed in the national publication 'Local Government: the place to be, the place to work.

- 3.4 This will build upon the People Strategy that this Committee approved in March 2006. This sets out against 5 different themes relating to how the Council would progress key employment objectives to meet the stated vision and values of the Council. A copy of the current People Strategy and action plan is available on the Intranet - <http://harvey/corporate/peoplestrat/p3>
- 3.5 The People Strategy is reviewed on a regular basis with an action plan developed to continue the many improvements that the Strategy has realised. This was last reported to this Committee in May 2008.
- 3.6 Further work will be completed to effectively integrate the key parts of the People Strategy into the Workforce Development Strategy to provide a single source of reference and establish the 'golden thread' between corporate planning and employee development.

4.0 **Detail**

- 4.1 This Committee approved the adoption of the People Strategy in March 2006. A key priority within the People Strategy was to develop a Workforce Development Strategy. This would reflect the work completed nationally on the local government workforce and present a natural progression for our current document.
- 4.2 Various national bodies (LGA, IdeA and the LGE) have completed a number of studies into the challenges faced by the local government workforce. This has resulted in the production of national strategies that provide a framework for Local Councils to decide on the appropriate response to their particular workforce challenges.
- 4.3 The current version is entitled 'Local Government: the place to be, the place to work' and sets out five key themes to enable local decision-making on workforce issues. The five key themes being;

Leadership and management development – developing visionary and ambitious leadership, which makes the best use of the political and managerial role, in a partnership context.

Skills development – developing skills and knowledge in an innovative, high performance, multi agency context.

Organisational development - building workforce support for new structures and ways of working

Recruitment and retention - working with partners to address current and future skills shortages, promoting careers, developing talent and addressing diversity issues.

Pay and reward – reviewing systems to ensure they reflect new structures and priorities and reinforce high performance

- 4.4 The proposed Workforce Development Strategy and action plan sets out how the Council will tackle these issues and the outcomes that are expected. These are detailed under the five key themes with related actions, resources, timescales and measures of success. This is shown in Appendix 1.

Evidence base

- 4.5 The Workforce Development Strategy has been developed using the Council's evidence base, demographic information and outcomes from other actions completed in the People Strategy. It is intended to complete additional work with other internal bodies (Trade Unions) and external partners to review and monitor progress.

Key priorities

- 4.6 These are set down in the action plan. A brief summary of the key actions include;
- The completion of a skills audit
 - Developing the skills and knowledge of the workforce through the formal adoption of the Skills Pledge
 - Increasing the use of Modern Apprenticeship schemes and other funded work streams to attract younger people into the workforce
 - Raising the profile of Local Government as an employer
 - Addressing any areas of under representation in the workforce
 - Promoting initiatives for the well being of the workforce
 - Establishing fair and transparent pay systems
 - Publishing information on our workforce composition
 - Effective engagement with the workforce

5.0 Financial Implications

- 5.1 There are no direct implications arising from the implementation of the Workforce Development Strategy.
- 5.2 Specific projects within the action plan will be funded from existing budgets either held corporately or within Organisational Development. Any additional funding if required will be submitted for consideration in line with the Council's formal procedures.

6.0 Corporate Implications

- 6.1 The Workforce Development Strategy will support the delivery of all the Council's key themes set down in the Corporate Plan 2009/14. It will also emphasise the critical link between service development, workforce development and the impact on the Community. The opportunity to plan for our future workforce needs will enable the Council to take early and positive action to address any local, regional or national issues that could arise.
- 6.2 Aligning resources to the key priorities within the Workforce Development Strategy will focus the work of all Council services. In particular it will continue to emphasise the value provided by Organisational Development in support of front line service delivery for the Community.

Use of Resources Assessment

- 6.3 The Council is assessed on how it manages all its resources. This is completed under the Use of Resources Assessment made by our external auditors, Grant Thornton. The Workforce Development Strategy will support this assessment and in particular the key line of enquiry; 'Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?'

7.0 Community Implications

- 7.1 The expectations and assessment of Council services from the Community will remain under close scrutiny. The ongoing shift to measure the 'Place' in terms of public sector service delivery will encourage different providers to continue working in close partnership. Through its Workforce Development Strategy the Council can continue to build on these links and identify new opportunities to enhance service provision through reviewing and identifying efficiencies in service provision or through using different models of service delivery.
- 7.2 As the Workforce Development Strategy is linked directly to the Corporate Plan it will also support the delivery of the emerging Sustainable Community Strategy for South Derbyshire.

8.0 Conclusions

- 8.1 The completion of a Workforce Development Strategy will clearly recognise the importance of linking service development with the training and skilling of the workforce. The challenges facing Local Government come from a number of competing pressures such as Central Government requirements, external assessment, diminishing resources, a continuing drive to improve the efficiency of services and most importantly the expectation of the local community.
- 8.2 The impact of the Strategy will continue to be monitored and evaluated to ensure that it remains a key, effective tool to meet the longer term workforce requirements of the Council.

9.0 Background Papers

- 9.1 People Strategy 2008 - <http://harvey/corporate/peoplestrat/p3>
- 9.2 Local Government workforce strategy, 'the place to be, the place to work'.
<http://www.idea.gov.uk/idk/core/page.do?pageId=7630921>