

Workforce Development Action Plan 2009/2014 – updated 2010/11

| Outcome | Action | Link With Corporate Plan | Resources/ Budget | Timeframe | Lead Officer | Success Measures | Status | | | | |
|------------------------------------|--|---|---|--|--|--|---|---|---|--|--|
| Develop Leadership Capacity | Sustain leadership and management development programmes | Value for Money Supports the delivery of all other themes | Corporate Training Budget circa £60,000 | Senior and Middle Manager programmes to be completed by end 2011 | Head of Organisational Development Training and Development Officer | 80% of Senior and Middle Managers complete programme | 3x Middle Manager nearing completion, 2x First Line completed, 1x Senior Manager ongoing – Number of attendees 73 | | | | |
| | Facilitate leadership succession planning through continued commitment to First Line Management programmes | | E-learning resources | | | | | First Line manager programmes will run one course per calendar year subject to demand | 90% of First Line Managers achieve Institute Leisure & Management Certificate (ILM) | 2 programmes completed with 96% achieving certificates 1 additional course to be completed by March 2011 | |
| | Review competency framework to reflect revised Vision and Values | | Internal resources from Northgate | Competency framework reviewed by March 2011 | | Action plan to be in place to roll forward from March 2011 | 50% of internal promotions are filled by employees on the *L & MD programmes | Completed Framework reviewed December 2009 | | | |
| | Align competency framework with performance management processes | | | | | | | | Proposal submitted by March 2011 | 60% of employees on L & MD programmes remain in employment | 2009/10 = 95% 2010/11= 2011/12 = 2012/13 = 2013/14 = |
| | Develop coaching and mentoring scheme | | | | | | | | | | |
| | Use competency framework for the recruitment of Managers | | Internal resources from Northgate and SDDC managers | Competency framework action plan to roll forward from March 2011 | | 50% management appointments to those completed L& MD | Recruitment & Selection Training for managers scheduled Nov / Dec 2010 | | | | |

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**PDP = Personal Development Plans

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| | Implement Performance Development Reviews (PDRs) for staff and Personal Development Plan (PDPs) processes for Elected Members | | Internal resources from Northgate and Legal & Democratic Services | Training for Elected Members to be reviewed on annual basis | | 95% of employees receive annual PDR | 2008/09 = 65% 2009/10 = 77% 2010/11= 2011/12 = 2012/13 = 2013/14 = Elected member Development Plan approved Sept 2010 |
| | Implement structured development programme for Members in line with Training Matrix | | Elected Member training budget circa £5800 | | Head of Legal & Democratic Services Manager | **PDPs in place for Elected members and signed up to Member Charter | PDP framework in place. Elected member Development Plan approved Sept 2010 |
| Developing Skills and Capacity of the Workforce | Undertake workforce skills audit | Value for Money Services Supports the delivery of all other themes | Internal resources from Northgate | Skills Audit complete by March 2011 | Head of Organisational Development | Robust and timely data maintained on the skills of the workforce | Skills Audit, written & rolled out to staff Aug / Sept 2010 |
| | Develop training plans from the outcome of the skills audit | | | Training Plans in place by March 2012 | | Training and Development Officer | Achievement of Corporate Plan objectives |
| | Implement Skills Pledge action plan including skills for life | | Funding attracted to support vocational training for National Vocational Qualifications (NVQs) and Skills for Life | Skills Pledge in place by March 2010 | | 90% of workforce to have achieved equivalent of NVQ Level 2 by March 2013 | May 2010 Adult Learners' Week campaign to promote NVQs NVQs being rolled out in Waste & Cleansing / Street Cleansing in Sept / Oct 2010 |
| | Complete and implement essential training matrix | | E-learning resources | Training matrix developed and in place by March 2010 | | All staff attend mandatory training | Matrix launched Dec 2009 |
| | Complete a review of PDRs process | | First cohort of employees that completed First Line Manager programme and Training and Development Officer | Review of PDR scheme completed by March 2010 | | 70% of employees satisfied with the completion of PDRs | PDR scheme updated and launched in January 2010 Survey to be undertaken by March 2011 |

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| | Individual training needs to be systematically identified and planned through PDR scheme | | SDDC Managers | PDRs completed annually | | 95% of employees receive annual PDR | 2008/09 = 65% 2009/10 = 77% 2010/11= 2011/12 = 2012/13 = 2013/14 = |
| | Complete and implement Corporate E-Induction | | | E-Induction complete by April 2009 | | 100% of new employees complete e-induction | E-induction completed. 75% new employees used |
| Developing the Organisation | Maintain Investor in People (IiP) Standard improving against the Profile framework | Value for Money Services Supports the delivery of all other themes | £5000 for Investor in People reassessment in 2011/12 Internal resources from Northgate | IiP re-assessment in October 2011 | Head of Organisational Development Human Resources Training & Development Officer | IiP status maintained and improved assessment against Profile model | Project Group established & next meeting Oct 2010 to meet external assessor |
| | Review PDR scheme ensuring alignment with performance management system | | TEN performance management system | November 2009 | | 70% of employees satisfied with the completion of PDRs | Completed. Survey to be undertaken by March 2011 |
| | Develop the use of action learning sets for improving employee engagement | | Review of PDR scheme | March 2010 | | New PDR scheme implemented Continued projects on corporate issues. | Completed. Second and action learning set on Employee Benefits to be completed June 2010 |
| | Develop competency framework aligned to PDR scheme | | Northgate | Competency framework reviewed by March 2010 | | Managers measured against competencies in PDR | Sept 2010 competency framework being reviewed to consider extending to all employees |
| | Review absence management policy to further reduce absence levels | | HR and Payroll IT system (CHRIS21) Northgate | Review of absence management policy to be completed August 2009 | | Continued reduction in sickness absence and upper quartile when assessed against comparable organisations | Reviewed, approved, training delivered June 2010 6 month review agreed with TUs for Oct 2010 2008/09 – 9.11 days per employee 2009/10 – 8.73 days per employee |

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| | Continue the use of employee forum, employee surveys and other employee engagement initiatives | | SDDC Reps | Workforce profile data produced by end of June each year. | | Efficiencies achieved through the better use of technology to streamline existing process | Regular meetings of employee forum. Annual employee survey planned Oct 2010. | |
| | Work in partnership with internal and external bodies to provide advice information and access to well being initiatives Maximise the use of current software and applications to their full potential | | Assessnet (Health & Safety system) | DSE and risk modules for Health & Safety reporting in place by March 2010 | | 100% of DSE assessment completed electronically RoSPA status achieved for Health & Safety Positive trend in use of well being initiatives. Positive trend on sickness absence figure | DSE module in place for all employees Postponed until 2011. Gold status maintained in Housing. 2008/09 – 9.11 days per employee 2009/10 – 8.73 days per employee | |
| | Annually monitor local, regional, national data on workforce trends | | | June each year | | Annual workforce data published on annual basis | Workforce profile produced. Ongoing. | |
| Resourcing Local Government | Progress towards 'Achieving' status under the revised National Equality framework | Value for Money Services Supports the delivery of all other themes | Internal resources from Northgate | 'Achieving' status under the National Equality framework by March 2010 | Director of Corporate Services for the Corporate Services Partnering project | 'Achieving' status obtained under revised Equality framework | 'Achieving' status obtained | |
| | Maintain Two Ticks Disability Symbol | | | Annual submission for Two Ticks Disability Symbol | | Head of Organisational Development | Retention of Two Ticks Disability Symbol | Maintained 2010 |
| | Review recruitment and selection processes and positive action strategies to encourage applications from underrepresented groups | | | Review of recruitment process complete by March 2010 | | | Positive trends on equality indicators for underrepresented groups | Review completed June 2010, training to follow in Nov / Dec 2010. BME employees increased to 1.6% 09/10 |

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| | Review models of service delivery, exploring opportunities for a Corporate Services Partnering Project | | Budgets allocated to support formal reviews of service (Corporate Services Partnering Project) | Corporate Services Partnering Project due for completion April 2010 | | Outcomes from Corporate Services Partnering Project as detailed in Business Case approved | Corporate Services Partnering Project to take effect from 01/08/2010 |
| | Maximise the use of current HR systems to support recruitment, HRM, and training | | HR and Payroll IT system (CHRIS21) ResourceLink Northgate | Review of current system to be completed by March 2011 | | Robust systems providing accurate data in a timely fashion | Files in process of being prepared for scanning onto Resourcelink Planned start date February 2011 |
| | Increase the number of apprenticeship and trainee opportunities | | Funding secured for Modern Apprenticeship programmes and other funding streams for Skills Pledge | 6 modern apprenticeship schemes in place by 2011 | | 6 modern apprenticeship schemes in place by March 2011 | 5 modern apprenticeships currently employed |
| | Work in partnership with other public sector bodies to promote public sector careers | | Funding secured for Graduate placement in partnership with Derby City Council | | | Positive feedback from national Graduate programme | Post secured with contract ending Nov 2010 |
| | Promote local government careers in schools, colleges, universities and community forums | | Internal resources from Northgate | | | Links with local schools and other stakeholders in place to promote local government careers | Work experience placements continued throughout Council. Local democracy week supported. |
| | Develop formal succession planning processes to support recruitment and retention and skills shortages | | | March 2012 | | Staffing levels maintained in key posts where measures are implemented | Number of career graded posts established within Council. Formal processes to be developed |

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| Developing Pay and Rewards Structures | Complete and implement Pay and Grading Review | Value for Money Services Supports the delivery of all other themes | £20,000 for professional advice on Pay & Grading Review Implementation costs of Pay and Grading Review to be within current salary budget of Council | Pay and Grading review to be completed during 2010-2011 | Pay & Grading review – Head of Corporate Services Head of Organisational Development | Fair, clear and robust pay and grading structure in place | Job evaluation completed and proposals submitted to Trade Unions. Agreement that final completion subject to nationally negotiated annual pay award 2010/11 |
| | Review flexible working options and consider developing an inclusive approach towards the pay and rewards offered to employees (Total Rewards Strategy) | | Joint Steering Group for Pay & Grading Review project | Total Rewards Strategy in place by March 2011 | | Positive trends on employees using flexible working options | Included as part of Pay & Grading Review. Agreement that final completion subject to nationally negotiated annual pay award 2010/11 |
| | Complete Equality Impact Risk Assessments on all Pay and Reward policies | | Internal resources from Northgate | Equality Impact Risk Assessments (EIRA) complete by March 2012 | | Publish internally and externally outcomes from EIRA and Equal Pay Audit | EIRA's completed on number of employment policies. Ongoing |
| | Complete Equal Pay Audit across the workforce | | Internal Council Officers Northgate Trade Unions | Equal Pay Audits complete every two years starting 2010 | | 100% of any actions arising from EIRA and Equal Pay Audit completed on time and in budget | Agreement that final completion subject to nationally negotiated annual pay award 2010/11 |

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