

Workforce Development Action Plan 2009/2014 – Position at 31st March 2011

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 Services Supports the delivery of all other themes	Corporate Training Budget circa £50,000	Senior and Middle Manager programmes to be completed by end of 2011	Head of Organisational Development Training and Development Officer	80% of Senior and Middle Managers complete programme	3x Middle Manager programmes completed, 3x First Line completed and 1x Senior Manager completed	
	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 ILM Management Certificate	3 programmes completed with 97% achieving certificates.	
	Review competency framework to reflect revised Vision and Values		Partnership with external provider	Internal resources from Northgate		Competency framework reviewed by March 2012	50% of internal promotions are filled by employees on the L & MD programmes	Framework being updated to reflect changing demands of Council, and to apply to ALL staff
	Align competency framework with performance management processes					First review to be completed October 2011	60% of employees on L & MD programmes remain in employment	2010/11 = 82%
	Develop coaching and mentoring scheme						Coaching and mentoring scheme in place	Researched scope of scheme and resources required / available. Further actions put on hold
	Use competency framework for the recruitment of Managers			Internal resources from Northgate and SDDC managers		Recruitment & Selection procedure reviewed March 2010	Competency framework used to appointment into management posts	Procedure review completed March 2010
				50% management appointments to those completed L&MDPs	Recruitment & Selection Training for managers delivered Nov / Dec 2010			

	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 after 2011 Elections		95% of employees receive annual PDR	2008/09 = 65% 2009/10 = 77% 2010/11= 81% 2011/12 = 2012/13 = 2013/14 =
	Implement structured development programme for Members in line with Training Matrix		Elected Member training budget circa £5800		Democratic Services Manager Training and Development Officer	PDPs in place for Elected members and signed up to Member Charter	Change in Leader Decided to await push until May 2011 Elections
Develop 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 SDDC staff Aug / Sept 2010
	Develop training plans from the outcome of the skills audit			Training Plans in place by March 2011		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 2012	May 2010 Adult Learners' Week campaign to promote NVQs NVQs started Nov 2010 in Street Cleansing
	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
	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= 81% 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 2010/11 just 11 new employees were recruited, 3 of whom were office based. Of these 3 67% completed the e-induction.
Develop the Organisation	Maintain Investor in People (IiP) Standard <u>NB</u> The Council had planned to improve its status to Gold but due to financial considerations chose to be measured against the basic standard	Value for Money Services Supports the delivery of all other themes	£3600+VAT 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	Project Group established & a number of meetings have taken place, with an action plan being worked through

	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
	Develop the use of action learning sets for improving employee engagement		Review of PDR scheme	March 2010		New PDR scheme implemented	Completed. Second and action learning set on Employee Benefits to be completed June 2010, though work yet to be implemented
	Develop competency framework aligned to PDR scheme		Northgate	Competency framework reviewed by March 2010		Managers measured against competencies in PDR	CF being updated to meet Council's changing challenges, and extend framework to all employees
	Review absence management policy to further reduce absence levels		HR and Payroll IT system (CHRIS21) / ResourceLink Northgate HR	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, and implemented in April 2010. Training delivered June 2010 MyView self-service attendance management module rolled out, with HR continuing to support managers.
	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	Ongoing

	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) Northgate HR	DSE and risk modules for Health & Safety reporting in place by March 2010		100% of DSE assessment completed electronically	Approx 80% completed electronically March 2011
	Ensure working practices are safe		Northgate HR	February each year		RoSPA status achieved for Health & Safety Positive trend in use of well being initiatives. Positive trend on sickness absence figure	Council achieved RoSPA Gold status in February 2011. Three year improvement on sickness absence figures.
	Annually monitor local, regional, national data on workforce trends		Northgate HR	June each year		Annual workforce data published on annual basis	Workforce profile published for 2010/11.
Resource 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 Head of Organisational Development	'Achieving' status obtained under revised Equality framework	'Achieving' status obtained
	Maintain Two Ticks Disability Symbol			Annual submission for Two Ticks Disability Symbol		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 2011		Positive trends on equality indicators for underrepresented groups	Review completed June 2010, training followed in Nov / Dec 2010

	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 August 2010		Outcomes from Corporate Services Partnering Project as detailed in Business Case approved	Corporate Services Partnership between the Council and Northgate started 01/08/2010
	Maximise the use of current HR systems to support recruitment, HRM, and training		HR and Payroll IT system (CHRIS21) to be replaced by ResourceLink Northgate HR	Review of current system to be completed by March 2011		Robust systems providing accurate data in a timely fashion Management information available in "real time" – instant access to sickness details for managers	ResourceLink now used, staff being paid through ResourceLink MyView gradually being rolled out to all staff with PCs <ul style="list-style-type: none"> • System launched Feb 2011 • Holiday & Absence April 2011 • Training July 2011 • Expenses September 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 completed 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	Ongoing commitment to work experience placements, with 20 taking place 2010/11
	Develop formal succession planning processes to support recruitment and retention and skills shortages			To be reviewed in 2011/12		Staffing levels maintained in key posts where measures are implemented	Informal processes only, not yet commenced
Develop 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 2009/2010	Pay & Grading review – Head of Corporate Services Head of Organisational Development	Fair, clear and robust pay and grading structure in place	Following confirmation of no nationally negotiated annual pay award, work began again in March 2011
	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	Following confirmation of no nationally negotiated annual pay award, work began again in March 2011
	Complete Equality Impact Risk Assessments on all Pay and Reward policies		Internal resources from Northgate	Equality Impact Risk Assessments complete by March 2010		Publish internally and externally outcomes from EIRA and Equal Pay Audit	Completed

	Complete Equal Pay Audit across the workforce		SDDC SMT Northgate HR TUs	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	Following confirmation of no nationally negotiated annual pay award, work began again in March 2011
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