

---

<b>REPORT TO:</b>	<b>FINANCE AND MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 11</b>
<b>DATE OF MEETING:</b>		<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>HEAD OF CORPORATE SERVICES</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>LOYD BAKER – Ext 8770 <u>Loyd.baker@south-derbys.gov.uk</u></b>	<b>DOC:</b>
<b>SUBJECT:</b>	<b>WORKFORCE DEVELOPMENT STRATEGY ANNUAL REPORT 2010-11 AND ACTION PLAN 2010/14</b>	<b>REF:</b>
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM05</b>

---

### 1.0 **Recommendations**

- 1.1 That the refreshed Workforce Development Strategy 2009/14 available on the intranet using the link below and Action Plan attached at Appendix 1 are approved.  
<http://cmis.south-derbys.gov.uk/CmisWebPublic/Meeting.aspx?meetingID=1563>
- 1.2 That Members note the key achievements and progress made on the Action Plan for the year ending 31<sup>st</sup> March 2011.

### 2.0 **Purpose of Report**

- 2.1 To update members on progress and achievements from the Workforce Development Strategy 2009/14, which links the delivery of the Council's strategic objectives detailed in its Corporate Plan with the planning, organisation and development of the workforce.

### 3.0 **Executive Summary**

- 3.1 The Workforce Development Strategy and Action Plan (Appendix 1) represent the overarching strategic workforce development framework to ensure a direct link between the Council's vision, values and objectives with the development and deployment of the workforce.
- 3.2 The National Agreement for Local Government Services 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 Faced with the challenges that have arisen from the Government's review of public sector finance, it is important that the Council has in place a structured approach to the allocation and deployment of its workforce. In addition, that it also has a longer term plan to skill and develop the workforce to meet changes in service delivery and the expectations of the community.

3.4 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 fifth version and detailed in the national publication "Delivering Through People: The Local Government Workforce Strategy 2010".

#### 4.0 **Detail**

4.1 This Committee approved the adoption of the Workforce Development Strategy in June 2009. This built on the framework and outcomes achieved through the previous People Strategy that was first introduced in 2006. In 2010 the Local Government Association (LGA) / Improvement and Development Agency (IDeA) provided updated guidance. This has been incorporated into the Council's existing Workforce Development Strategy to respond to our particular workforce challenges.

4.2 The 2010 guidance retains the five strategic priorities with some minor changes. The five strategic priorities are:

**Organisational development** - Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.

**Leadership development** - Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.

**Skills development** - With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

**Recruitment and retention** - With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

**Pay and rewards** - Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns, encouraging a total reward approach to promote high performance.

4.3 The Workforce Development Strategy 2009/14 and Action Plan (Appendix 1) set out how the Council will tackle these issues and the outcomes that are expected. These are detailed under the five strategic priorities with related actions, resources, timescales and measures of success.

## Evidence base

- 4.4 The Workforce Development Strategy has been developed using the Council's evidence base, demographic information and outcomes from other actions completed so far. The Council will continue to work with other internal bodies (Trade Unions) and external partners to review and monitor progress.

## Achievements so far

- 4.5 In years one and two of this five-year strategy a number of key objectives have been met from the action plan;

- Investors in People “Silver” status
- Gaining “Achieving” status in the new National Equality Framework
- Retaining the Disability Two Ticks Symbol through annual assessment
- Maintaining place in the Sunday Times Top 75 Public/Third Sector Employers and moving up the Best Companies national index to “One Star” from “One to Watch”
- Leadership and Management Development Programmes for managers at all levels (37 first line, 36 middle and 12 senior managers)
- 97% of First Line Managers achieved the ILM Management Certificate
- 82% of employees remain employed after attending the Leadership and Management Development Programmes
- Promotion of NVQ's to a number of front line workers enabling the achievement of recognised levels of competence.
- Introduction of a Training Matrix
- Different model of service delivery in place with the partnership with Northgate Information Solutions.
- Signing up to the “Skills Pledge” and providing opportunities for the workforce to improve their level of literacy and numeracy.
- Developed and rolled out a range of ‘self service’ (MyView) options for employees to update personal details, book training, request annual and record sickness.
- Review of employment policies on Recruitment and Selection, Voluntary Redundancy, Flexible Retirement, Attendance Management and Performance and Development Review Scheme
- Training on procedures around Attendance Management, Recruitment and Selection and Performance and Development Reviews
- Successful participation in the national “Adult Learners’ Week”
- The completion of a skills audit template
- Recruitment and employment of Modern apprenticeships and other young people into career graded posts.
- Supported number of reorganisations within service areas
- Employment implications arising from Corporate Services Partnering project have been managed effectively.
- Range of training and development opportunities provided for the workforce linked to service and individual needs
- Employee forum has been established to improve levels of employee engagement
- Action learning sets have completed reviews and made recommendations for changes to corporate employment issues

## **Key priorities – 2011/12**

4.6 These are set down in the Action Plan (Appendix 1). A brief summary of the key actions include;

- Introduction of a competency framework for all employees
- Maintain Investors in People status through re-assessment in October 2011
- Establishing fair and transparent pay systems
- Reviewing and training on the Disciplinary procedure
- Policy reviews for Homeworking, Capability and Guidance on Organisational Change
- Continued development and training around MyView self service modules
- Developing the skills and knowledge of the workforce following the adoption of the “Skills Pledge”
- Promoting initiatives for the well being of the workforce
- Publishing information on our workforce composition
- Addressing any areas of under representation in the workforce

### **Partnership Working**

4.7 From August 2010, the Council entered into a long-term partnership with Northgate Information Solutions UK Ltd for the delivery of Corporate Services. The action plan proposed for 2011/12 has taken into account the changes to the workforce and will continue to be reviewed as different models of service delivery are considered.

### **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 2011/12 will be funded from existing budgets. 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 priorities set down in the Corporate Plan 2009/2014. It will also emphasise the critical link between service developments, 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 utilise resources from Northgate in support of front line service delivery to the Community by the Council.

### **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 Sustainable Community Strategy for South Derbyshire 2009 - 2029.

## 8.0 **Conclusions**

8.1 The Workforce Development Strategy will clearly recognise the importance of linking service development with the training and increasing skills of the workforce. The challenges facing Local Government come from a number of competing pressures such as Central Government requirements, public sector funding, 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 The Local Government Workforce Strategy 2010: Delivering Through People  
<http://www.idea.gov.uk/idk/aio/18895188>

9.2 Workforce Development Strategy:  
<http://cmis.south-derbys.gov.uk/CmisWebPublic/Meeting.aspx?meetingID=1563>