

# Workforce Development Strategy

2009 - 2014



South Derbyshire District Council



CUSTOMER SERVICE EXCELLENCE



INVESTOR IN PEOPLE



May 2009

Organisational Development

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South Derbyshire Changing for the better

# **Workforce Development Strategy 2009/14**

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## **INTRODUCTION**

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 both currently and in the future.

The Council first adopted a People Strategy in March 2006, following extensive consultation with a range of internal and external stakeholders and assessment of corporate workforce objectives. Consideration was also given to key challenges facing Local Government and the services provided to the community of South Derbyshire. The People Strategy broadly sets out how we would manage and develop our workforce. In building upon the foundations of the People Strategy, the Council's Workforce Development Strategy 2009/2014 now represents the overarching strategic workforce development framework to ensure a link between the Council's vision and objectives with the development and deployment of the workforce.

## **STRATEGIC CONTEXT**

### **National Context**

The pace of change in Local Government has never been greater, driven by advances in technology, changing customer expectations and demands, increased partnership working across public, private and voluntary sectors, and increased involvement in cross-cutting societal issues. This is set against a continued drive to secure efficiencies in service delivery and reduced resources being provided by Central Government. Therefore, investment in workforce development is essential to the sustainable improvement of Local Government services to meet the changing demands of the sector.

This Workforce Development Strategy addresses the following five priority areas set out by Central Government's Pay and Workforce Strategy that are seen as critical to improving the delivery of customer focused services:

1. Developing leadership capacity among both officers and Elected Members, and attracting effective leaders into Local Government from outside the sector.
2. Developing the skills and capacity of the workforce across the corporate centre of authorities, specific services, management and the frontline workforce.
3. Developing the organisation to achieve excellence in people and performance management, partnership working and the delivery of customer focused services.
4. Resourcing Local Government to ensure that authorities recruit, retain and develop the workforce they need, and address equality and diversity issues.

5. Pay and rewards structures that attract, retain and develop a skilled and flexible workforce whilst achieving both value for money in service delivery and equal pay.

These national key themes are aligned with the Council's strategic objectives to facilitate workforce planning.

## **Local Context**

South Derbyshire is a rural District in central England covering an area of over 100 square miles. Its population is growing and currently stands at 91,200 (Office of National Statistics, 2007). For many years the District has been the fastest growing in Derbyshire, and is currently one of the fastest growing areas in England. Official forecasts anticipate the population increasing to just under 110,000 by 2026. This is driven by the continuation of a high housing requirement being set by the emerging East Midlands Regional Spatial Strategy (RSS/Regional Plan), and reflects the fact that the area offers a high quality of life and is a place where people want to live.

The Council currently employs 382 employees at 31st March 2009 whom are based across a number of sites within the District, with the highest proportion located at the Council's Civic Offices in Swadlincote.

Services provided by the Council centre on Environmental Services; Housing; Planning and Leisure and Community Development. These are supported by Customer Services; Organisational Development; IT and Business Improvement; Finance and Property Services and Legal and Democratic Services.

The projected rise in the population in the coming years will result in even greater demand upon the services provided by the Council. Our workforce has to be equipped with the necessary skills, knowledge and experience, and be deployed in the right places to deliver the Council's vision and objectives to best serve the community of South Derbyshire now and in future years. This will ensure that members of the community receive the level and standards of service they require at a price that is viewed as offering best value.

## **The Solution**

This Workforce Development Strategy determines how we will recruit, support, develop and retain employees to enable the Council to meet the current and future demand for services. To do this, it is necessary to:

- Establish what we know about our current workforce, identifying the staff and skills we currently have;
- Anticipate workforce needs of the future, identifying the staff and skills that will be required to provide services to meet the needs of the South Derbyshire community over the next 5 years and beyond;
- Undertake workforce planning to ensure we can deliver Council services in the future effectively and efficiently, setting out an action plan to address any identified employment and skills gaps.

These factors are addressed in the following sections:

- Current workforce profile;
- The workforce of the future;
- Workforce planning 2009-2014.

### **CURRENT WORKFORCE PROFILE**

Our current workforce profile shows that:

- At 31<sup>st</sup> March 2009 our headcount showed 382 employees (excluding casual, those on contracts less than one year and agency workers), compared to 377 employees at 31<sup>st</sup> March 2008;
- Staff turnover (voluntary leavers only) for the year ending 31<sup>st</sup> March 2009 was 7.11 compared to 7.54% in March and 8.4% at 31<sup>st</sup> March 2007;
- The majority of our employees work full time (83.5%). 16.5% of our employees work part time and 92.1% of these are female.

The total number of employees across Council services are broken down by gender below.

Division	Males		Females		Total
	No	%	No	%	
Corporate Management	8	66.7%	4	33.3%	12
Customer Services	3	5.9%	48	94.1%	51
Environmental Services	54	67.5%	26	32.5%	80
Finance & Property	11	57.9%	8	42.1%	19
Housing Services	33	38.8%	52	61.2%	85
IT and Business Improvement	11	73.3%	4	26.7%	15
Legal & Democratic Services	3	18.8%	13	81.3%	16
Leisure & Community	38	69.1%	17	30.9%	55
Org. Development	5	38.5%	8	61.5%	13
Planning Services	18	50.0%	18	50.0%	36
<b>Total</b>	<b>184</b>	<b>48.2%</b>	<b>198</b>	<b>51.8%</b>	<b>382</b>

Headcount by gender at 31<sup>st</sup> March 2009 identified 51% female employees and 49% male employees.

The age profile of our workforce is identified in the table below.

Age Range	Number of Employees	% of workforce
16 – 25	24	6.3%
26 – 35	72	18.8%
36 – 45	104	27.2%
46 – 55	119	31.1%
56 – 65	60	15.8%
66+	3	0.8%
<b>Total</b>	<b>382</b>	<b>100%</b>

Our performance against national Best Value Performance Indicators (BVPIs) is identified below.

Ref No.	Description	06/07 Actual	07/08 Actual	2008 Actual	Comments
11a	The percentage of top 5% of earners that are women	22.22%	17.65%	26.92%	Improved performance – just below average (27.8%)
11b	The percentage of top 5% of earners who are from ethnic minority communities	0.00%	0.00%	0.00%	Median quartile performance
11c	The percentage of top 5% of earners who have a disability	N/A	0.00%	0.00%	Bottom quartile performance
12	Number of working days lost due to sickness absence	8.85%	8.45%	9.11%	Second quartile performance.
16a	The percentage of staff declaring that they meet the Disability Discrimination Act definition	4.02%	5.37%	5.24%	Top quartile performance – just below median (1.7%)
17a	The percentage of local authority employees from ethnic minority communities	0.7%	0.85%	1.45%	Improved performance – just below median performance

Table 3: Performance against BVPIs to 31<sup>st</sup> March 2009 compared to quartile performance for all District Authorities in England

These figures demonstrate that our performance against BVPIs indicates that improvements can be made in the following areas;

- The percentage of top 5% of earners from a BME group or who have a disability;
- Number of working days lost due to sickness absence;
- The percentage of local authority employees from ethnic minority communities. Although it should be noted that performance has improved by over 70% on the previous year

Average training days per employee in the year to 31<sup>st</sup> March 2007 was 2 days per employee, rising to 3.5 days per employee in the year to 31<sup>st</sup> March 2008. Most recently this has been recorded at 3.35 days at the end of March 2009. In the Local Government Workforce Survey 2008 completed by the IDeA, LGE and LGA, the number of off-the-job training days per employee across all respondent Councils was 1.4 days and 3.1 days for shire districts.

## **ACHIEVEMENT OF NATIONAL STANDARDS**

The Council has, through its People Strategy been able to retain and achieve a number of national accreditations.

### **Investor in People**

The key national standard being the retention of Investor in People status that the Council has held since 2002.

In the recent re-accreditation completed in October 2008, the Council opted for the 'Profile Assessment' that would provide an indication of performance against 10 key lines of enquiry. Out of these the Council was assessed as excellent in 3 areas namely management effectiveness, involvement and empowerment, and in learning and development; and above the basic standards in 6 other indicators. This is a clear demonstration of the effectiveness of the Council's approach to the continuous development, management and engagement with the workforce.

### **Disability Two Ticks Symbol**

This Standard demonstrates the Council's commitment to the employment and retention of disabled employees. Having held this status for over 3 years, it provides a commitment to current and prospective employees regarding the Council's positive approach in this area.

### **National Equality Standard Level 2**

Level 2 of the Equality Standard was achieved in 2008 and considerable work has now been undertaken to progress towards 'Achieving' status under the revised National Equality Framework. This supports the delivery of the Council's Corporate Equality & Fairness Scheme and demonstrates to the Community, our workforce, potential employees, partners and other stakeholders that the Council is firmly committed to providing fair and equal access to services and employment.

### **RoSPA Gold Award (Royal Society for the Prevention of Accidents)**

Through the establishment of a robust Health & Safety management framework, it was agreed to apply for a RoSPA award for the Housing Service in 2008. The outcome was that the Housing Service was assessed as achieving the Gold standard, one of the few District Councils to achieve this standard. This success was repeated in 2009 and using the learning from this work it has been decided to pursue a similar assessment for all Council services.

## **PEOPLE STRATEGY – KEY OUTCOMES 2008/09**

The People Strategy has provided the framework for the continuous development, deployment and management of employees within the Council. Linked to the objectives set down in the Council's Corporate Plan, it shaped the people management actions and made clear the link between employee and service performance.

The Council has benefited in a number of ways from having this structured approach to the development of its workforce over the past three years. In addition to the achievement of national standards detailed above, other achievements for 2008/09 include;

- The development and implementation of Leadership and Management Development programmes. This has been developed along the lines of best practice in terms of management competences set against the local requirements of the Council. Three programmes have been put into place aimed at Senior, Middle and first line or aspiring managers. Over 60 employees have been on the programme. 11 employees have completed and received the ILM Certificate in Management.

This programme was identified as key priority in the Corporate Plan and is expected to build skills, knowledge and experience to enable effective succession plans for existing employees. The programme has also been made available to a wide selection of employees, including those underrepresented at various levels within the Council. It is expected that this positive approach will improve the Council's current performance in these areas.

- The Council has made continued progress with a local Pay & Grading Review. This has been completed in partnership with the Trade Unions. Formal proposals have now been submitted for completing the review with external support being jointly requested to complete the project.
- A robust framework has been established for managing the employment implications of change. This has been tried and tested leading to the successful implementation of a number of service reviews. Recent examples of these are in Planning Services and Organisational Development.
- Continued progress has been made with the completion of actions to support the Council's Corporate Equality and Fairness Scheme. This includes establishing a corporate approach to the completion of Equality Impact Risk Assessments (EIRA) and the initial screening of 47 policies across a number of service areas that include Housing and Organisational Development.
- The Council's portfolio of employment procedures has continued to be developed with the completion of reviews of the Stress Management Policy (including guides for managers and employees) and the Disciplinary Procedures (supported by a toolkit including advice and standard letters).



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- The successful use of the Modern Apprenticeship scheme to bring young people into the Council's workforce in a number of areas. This has enabled local people to gain recognised skills and qualifications through following a structured learning process that combines work with ongoing studies. Apprenticeships are in place within our Housing DLO, Grounds Maintenance Service and in Environmental Services.
- The development and implementation of technology to provide an electronic solution for the Council's Corporate Induction and a total revision of the Staff Handbook has been completed.

### **Do we know enough?**

Whilst the above information provides an overview of our current position in terms of our employment practices, national standards achieved and workforce composition, it does not provide a full analysis of employee skills, competencies and qualifications.

Presently, the available data provides limited information, and therefore a Workforce Skills Audit is identified as an essential component of our workforce planning to be undertaken during 2009.

## **THE WORKFORCE FOR THE FUTURE**

A number of factors act as key drivers in anticipating workforce needs of the future, to identify the staff and skills that will be required to provide services to meet the needs of the South Derbyshire community over the next 5 years. These include specifically contextual factors relative to our operating environment, our Vision, Corporate Plan and Service Plans that are driven by a range of national and local factors.

These factors, in addition to considerations regarding the availability of labour and skills within the District, are considered in our workforce planning processes. This will enable the Council to anticipate its future workforce needs relative to our strategic objectives to determine the resources needed to provide services in the future.

It is also important to continue to drive forward on the many successes delivered by the People Strategy over the past three years.

### **Operating Environment – a different way of service delivery?**

The demands on Local Government are constant. The Council has to meet the increasing expectations of the community as well as national government initiatives such as the Comprehensive Area Assessment, Local Area Frameworks, National Performance Indicators, Use of Resources Assessment, Corporate Governance requirements and efficiency targets.

The predicted increase in the District's population, coupled with a reduction in funding will place increased pressure upon the Council to maximise current resources to ensure the continued delivery of high quality services. Development and retention strategies and current initiatives in managing absence remain important factors.

In addition, to meet and exceed the challenges we face requires consideration and exploration of new ways of working. Hence, increased partnership working across private, public and voluntary sectors is evident, along with consideration toward new models of service delivery.

These challenges require the adoption of different leadership models to drive forward change in the sector and engage in a partnership environment, developing leadership and management skills and characteristics that reflect a more shared, empowering and transformational leadership model.

## District Profile

The availability of labour and skills within the District also informs our workforce planning processes.

The best practical guide to local skills levels is the level of qualifications. Whilst skills and qualifications are not the same and some people can have skills that are not backed up by qualifications, skills are not systematically recorded.

Whilst the need to undertake a workforce skills audit has already been identified, this should be considered in light of our District skills profile. Data relative to the skills and qualifications of the local population of South Derbyshire is not readily available; however what we do know is that data relative to adults of working age with no formal qualifications living in the East Midlands stands at above the national average.

Therefore, our continued support in developing the skills of our workforce will also contribute to raising skill levels within the District.

Unemployment statistics for March 2009 show that like the rest of the UK the Derbyshire region has been affected by the current economic downturn. However, within the region unemployment in the South Derbyshire district remains at the second lowest rate in Derbyshire (see Figure 1):

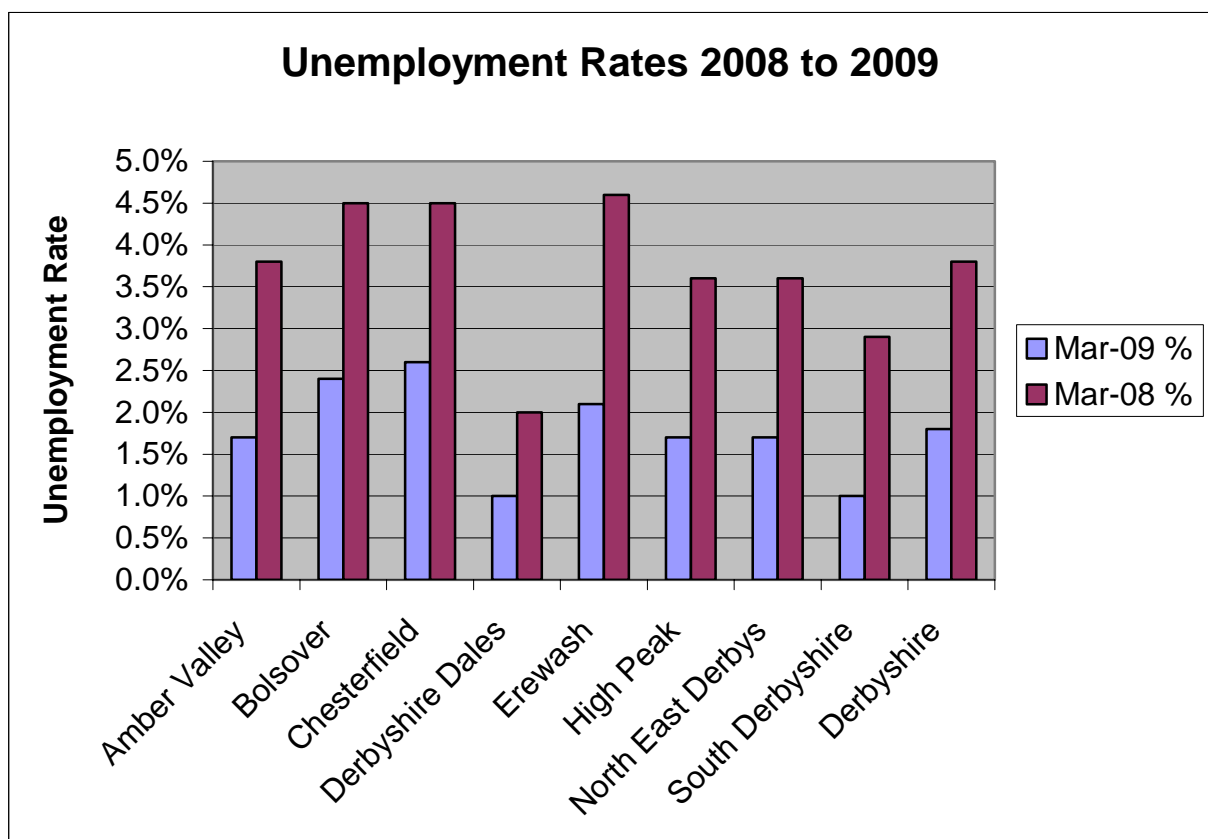


Figure 1: Unemployment rates based on unemployment benefit claims as at March 2009 (Derbyshire County Council Monthly Unemployment Statistics at March 2009)

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Nevertheless, unemployment amongst people aged under 25 in the South Derbyshire district is above the national average (see Figure 2):

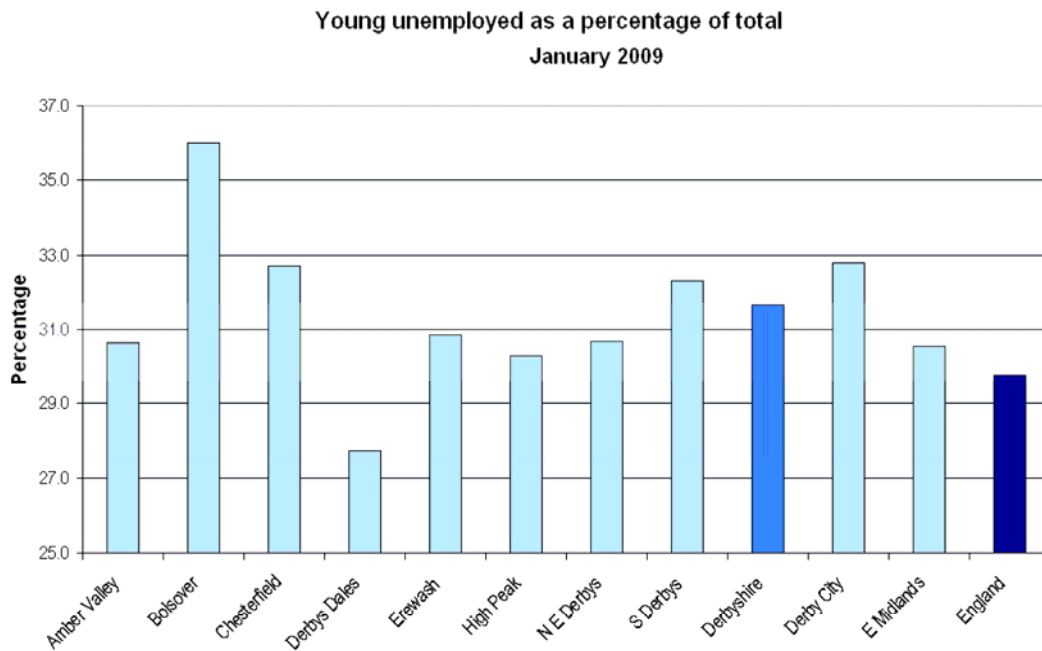


Figure 2: Young Unemployed as a percentage of the total at January 2009 (Derbyshire County Council Monthly Unemployment Statistics at January 2009)

It is evident from the age profile of our current workforce that the largest proportion of our employees are aged between 36-55. Figure 3 compares our district population against our workforce by age group, illustrating the lower numbers of those aged 16-25 years within our current workforce.

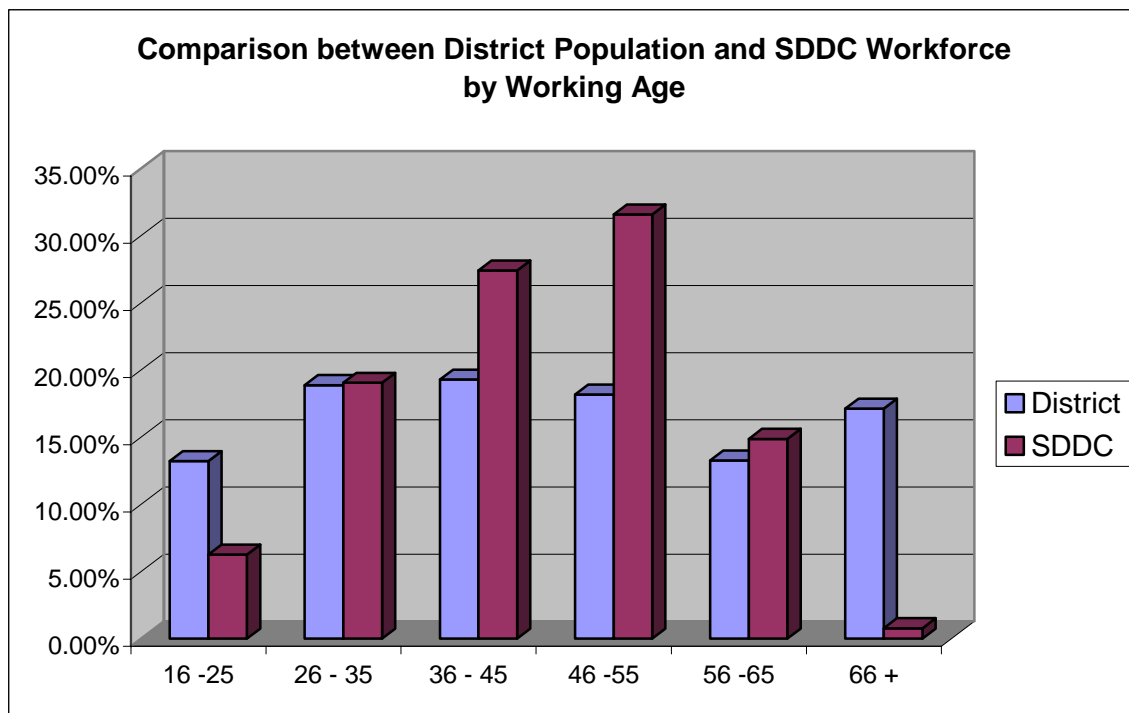


Figure 3: Comparison between the South Derbyshire District Population (from 2001 Census) and the Workforce of South Derbyshire District Council by Age Group at March 2009.

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Attempts to redress this imbalance have included development of Modern Apprenticeship and Trainee opportunities; working with other public sector bodies in seeking to attract young people to public sector careers; working with partners in the community for example local schools and colleges in work placement and work experience opportunities.

Our efforts to encourage young people into Local Government careers must be further maximised, and are outlined in the Workforce Development Plan.

Unemployment statistics are not able to determine accurate rates relative to the ethnic origin of those unemployed as claimants do not consistently supply information regarding their ethnic background.

In terms of the District's ethnic profile, the 2001 Census data identifies that 97.23% of the district's population are white, compared to 2.77% from other ethnic groups. With 1.45% of our current workforce from an ethnic minority, it suggests our workforce is not currently representative of the district's population. It should be noted that the figure of 1.45% is based upon those employees who have declared their ethnicity (90.58%), rather than the total workforce.

Whilst our performance in the employment of employees with a disability remains in the upper quartile, it is evident that health considerations will remain a key priority. Therefore ongoing support for current and potential employees will be provided.

As noted earlier, the Leadership and Management Development Programmes will provide the opportunity for employees to enhance their personal and career development. This should promote effective succession planning for the Council and being open to all employees should present continued opportunities for those employees that are currently underrepresented at a senior level.

However, the needs and profile of the community are diverse and the Council needs to reflect these as closely as possible, ensuring fair and non-discriminatory employment practices. Our Workforce Development Plan identifies actions seeking to address under-representation.

## **THE COUNCIL'S VISION, CORPORATE PLAN AND SERVICE PLANNING**

Our vision is:

**“to make South Derbyshire a better place to live, work and visit”.**

In order to achieve this vision, we have a Corporate Plan that sets out our aims, objectives and priorities. The plan covers all aspects of life in the District.

Actions to deliver the overall vision are grouped into 4 themes:

### **1. Sustainable Growth and Opportunity**

- 1.1. Economic development – skills, training and job creation
- 1.2. National Forest and beyond – tourism and industry
- 1.3. Sustainable Development – affordable housing, environment and planning

### **2. Safe and Secure**

- 2.1. Promoting independence, security and inclusion through the provision of decent housing
- 2.2. Safer neighbourhoods

### **3. Lifestyle Choices**

- 3.1. Promoting healthy facilities and lifestyles
- 3.2. Supporting cultural events and activities
- 3.3. Helping the community to reduce its environmental footprint

### **4. Value for Money**

- 4.1. Meeting community needs
- 4.2. Increasing efficiency
- 4.3. Development of staff and Members
- 4.4. High standards of corporate governance
- 4.5. High performing services

The Workforce Development Strategy supports the achievement of all these key themes through actions set out in the Workforce Development Plan.

Service planning processes also inform workforce priorities, identifying areas to be addressed to ensure our workforce is fit for the future:

- The need to review service structures to maximise the use of resources to meet corporate and service objectives, building capacity and flexibility, and supporting retention of skilled and qualified employees.
- The need to further develop succession planning processes, developing skills and knowledge of current employees to facilitate a 'grow our own' approach. This will support traditionally hard to recruit posts due to skills shortages in the market, for example Environmental Health Officers, Accountants, Building Control Officers and Public Sector Planners.

- The need to plan for retirements within service areas ensuring knowledge retention and succession planning.
- The need to further explore opportunities for flexible working options to maximise the use of resources and support employee retention and knowledge management.
- The need to work in partnership with other Local Authorities or public sector bodies to support recruitment difficulties and secure economies of scale through shared service models.
- The need to ensure a continued commitment to training, learning and development across the workforce and support for continuous professional development.
- The need to promote cross-fertilisation, up-skilling and re-skilling employees to develop a multi-skilled workforce supporting generic working, building capacity and resilience.
- The need to ensure that advances in technology are utilised by maximising the use of current software and applications to their full potential.
- The need to review processes through business improvement methodology to maximise resources and secure efficiencies within the Council.

The Workforce Development Plan below sets out the plan of action the Council intends to take to address current and future challenges and to ensure our workforce is fit for the future.

### **USE OF RESOURCES ASSESSMENT**

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. 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?'

## **WORKFORCE PLANNING 2009/2014**

Our key actions for the next five areas are identified in the five priority areas set out in the Government's Pay and Workforce Strategy, that are seen as critical to improving the delivery of customer focused services.

### **Developing Leadership Capacity**

Efforts to build leadership and management capacity across the Council are already in progress, and to date a leadership and management competency framework and 360 degree appraisal process have been developed and implemented. In addition, development programmes for senior, middle, first line and aspiring managers are all in progress. This will build leadership skills, competencies and behaviours to enable our leaders and managers to respond to the dynamic Local Government environment, and achieve the Council's objectives.

Sustaining these development programmes, coupled with continuous review and evaluation is vital to the continued development of leadership and management capability such that it is able to respond in the constantly changing Local Government environment. Additionally, alignment of the competency framework with performance management processes will also further support continuous improvement, and these actions are therefore set out in the Workforce Development Plan.

Development of political leadership skills and a philosophy of shared leadership to support the Council's community leadership role are also emphasised.

The Workforce Development Plan identifies the actions we will take to continue to develop leadership capacity among both Officers and Elected Members, and to attract effective leaders into Local Government from outside the sector.

The Council seeks to be an employer of choice, attracting the best external talent from both the public and private sectors. It will do this by enhancing its reputation with the public through quality services, improving its pay and rewards structures and maintaining and improving on its many external awards and achievements.

### **Developing the Skills and Capacity of the Workforce**

The Council maintains a strong commitment to learning and development and continuous professional development, as demonstrated in our latest Investor in People status at a level well above the basic standard.

We will sign up to the National Skills Pledge, demonstrating our commitment to supporting our employees to gain the skills and qualifications that will support their future employability and meet the needs of the Council. This will ensure that all employees are skilled, competent and able to make a full contribution to the success of the Council.

To build upon our current progress and ensure our employees develop the skills necessary to support future service delivery, we need to undertake a Workforce Skills Audit. This will gather baseline data identifying the current skills, competencies and qualifications of our workforce.



This is scheduled for 2009 in support of our workforce planning activity. In addition, this exercise will support skills and development planning across the Council in line with corporate, service, and individual objectives, ensuring learning and development is accurately targeted and resources prioritised effectively. It also provides the foundations for further development of succession planning processes to ensure internal talent is developed and maximised.

The Workforce Development Plan sets out the actions we will take to further develop the skills and capacity of the workforce.

### **Developing the Organisation**

Our achievement in maintaining the Investor in People Standard reflects our continued good practice in people management. Indeed, in our latest assessment against the Investor in People Profile framework, the Council demonstrated improved good practice, achieving excellence in management effectiveness, involvement and empowerment, and in learning and development.

The Workforce Development Plan sets out the actions we will take to continue to develop the organisation to achieve excellence in people and performance management, partnership working and the delivery of customer focused services.

### **Resourcing Local Government**

Local Government has to compete effectively in the market place to recruit and retain staff. This Workforce Development Strategy therefore reflects a more strategic approach in workforce planning to support recruitment, retention and development in this more competitive environment, including consideration of new models of service delivery, such as partnering and shared service options to bolster resilience and support employee and knowledge retention, whilst ensuring value for money.

Whilst some activity in terms of succession planning and retention is evident this has traditionally reflected a reactive process to resolve current skills shortages and retention issues. Increased awareness and a more pro-active approach is now evident, but this needs to be developed across the whole Council to ensure longer term planning.

The Council is committed to ensuring equality and fairness in the workplace and ensures that its recruitment, selection and development processes ensure fair and consistent treatment of all employees, maintain fair and non-discriminatory employment practices.

We recognise that the needs and profile of the community are diverse and we need to ensure we reflect these as closely as possible. This is reflected in achieving Level 2 of the Equality Standard in March 2008 and our commitment to reach 'Achieving' status under the revised National Equality framework.

However, our performance indicators (through BVPIs) identify an under-representation against equality and diversity targets and the Workforce Development Plan sets out the actions we will take to seek to address this under-representation.

Our workforce profile identifies that the number of employees aged between 16-25 in the Council is below the national average. Whilst much progress in the development of Modern Apprenticeships and Trainee opportunities has already been made, a national drive to increase the number of apprenticeships in the public sector acts as an incentive to further increase this proportion of our workforce.

The Workforce Development Plan sets out the actions we will take to further enhance the opportunities we provide in the employment of under 25s, as well as the actions we will take to further ensure that we recruit retain and develop our workforce and address equality and diversity issues.

### **Developing Pay and Rewards Structures**

The Council has been actively engaged in a Pay and Grading Review with a strong partnership being maintained with the Trade Unions. This is nearing completion and will ensure equity and equal pay across the workforce.

In addition, a range of flexible working options are already in place, including flexi time, homeworking, and special leave options.

The Council will also need to consider different approaches towards pay and rewards for its workforce. This will demand considering all different facets and present the opportunity to present current and prospective employees with clear information of the total pay and rewards package that the Council can offer. This not only includes monetary elements but other non-pay employment incentives.

The Workforce Development Plan identifies the need to review our pay and reward structures to ensure that they attract, retain and develop a skilled and flexible workforce whilst achieving both value for money in service delivery and equal pay.

## **Equality Impact Risk Assessment (EIRA)**

An EIRA will be completed on the Workforce Development Strategy in line with the Council's framework. Any resultant outcomes will be reviewed and changes to made to the Workforce Development Strategy or Action Plan as required.

### **Consultation and review**

This Workforce Development Strategy and Action Plan has been built upon the success and impact of the People Strategy that has been in place since 2006. The consultation undertaken with the People Strategy has been added to with information obtained from the Council's evidence base and taken into account the need to deliver the priorities set down in the Council's Corporate Plan 2009-14.

The Workforce Development Strategy and Action Plan will be reviewed on a regular basis as part of the Council's performance management framework.

A review of the outcomes will be reported on an annual basis along a refresh of the action plan.

**Workforce Development Action Plan 2009/2014**

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
<b>Develop Leadership Capacity</b>	<p>Sustain leadership and management development programmes</p> <p>Facilitate leadership succession planning through continued commitment to First Line Management programmes</p> <p>Review competency framework to reflect revised Vision and Values</p> <p>Align competency framework with performance management processes</p> <p>Develop coaching and mentoring scheme</p> <p>Implement Performance Development Reviews (PDR's) for staff and Personal Development Plan (PDP's) processes for Elected Members</p> <p>Implement structured development programme for Members in line with Training Matrix</p>	<p>Value for Money Services</p> <p><b>Supports the delivery of all other themes</b></p>	<p>Corporate Training Budget circa £50,000</p> <p>E-learning resources</p> <p>Partnership with external provider</p> <p>Internal resources from Organisational Development</p> <p>Elected Member training budget circa £5800</p> <p>Internal resources from Legal &amp; Democratic Services</p>	<p>Senior and Middle Manager programmes to be completed by end 2011</p> <p>First Line manager programmes will run one course per calendar year subject to demand.</p> <p>Competency framework reviewed by March 2010</p> <p>Training for Elected Members to be reviewed on annual basis</p>	<p>Head of Organisational Development Training and Development Officer</p>	<p>80% of Senior and Middle Managers complete programme</p> <p>90% of First Line Managers achieve ILM Management Certificate.</p> <p>50% of internal promotions are filled by employees on the L &amp; MD programmes</p> <p>60% of employees on L &amp; MD programmes remain in employment</p> <p>Coaching and mentoring scheme in place</p> <p>95% of employees receive annual PDR. PDPs in place for Elected members</p>

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Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
	<p>Use competency framework for the recruitment of Managers</p> <p>Promote the benefits of local government careers in seeking to attract effective leaders from outside of the sector</p>					<p>Competency framework used to appointment into management posts.</p>

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**Workforce Development Action Plan 2009/2014**

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
<b>Developing Skills and Capacity of the Workforce</b>	<p>Undertake workforce skills audit</p> <p>Develop training plans from the outcome of the skills audit</p> <p>Implement Skills Pledge action plan including skills for life</p> <p>Complete and implement essential training matrix</p> <p>Complete a review of PDRs process using the first cohort of employees that completed First Line Manager programme</p> <p>Individual training needs to be systematically identified and planned through PDR scheme</p> <p>Complete and implement Corporate E-Induction</p> <p>Develop a multi-skilled workforce, building resilience, up-skilling and re-skilling employees</p>	<p>Value for Money Services</p> <p><b>Supports the delivery of all other themes</b></p>	<p>Internal resources from Organisational Development</p> <p>Human Resources and Payroll IT system (CHRIS21)</p> <p>Funding attracted to support vocational training for National Vocational Qualifications (NVQ's) (Skills Pledge)</p> <p>E-learning resources</p>	<p>Skills Audit complete by March 2010</p> <p>Training Plans in place by March 2011</p> <p>Skills Pledge in place by March 2010</p> <p>Training matrix developed and in place by March 2010</p> <p>Review of PDR scheme completed by March 2010</p> <p>PDR's completed annually</p> <p>E-Induction complete by April 2009</p>	<p>Head of Organisational Development Training and Development Officer</p>	<p>Robust and timely data maintained on the skills of the workforce</p> <p>Achievement of Corporate Plan objectives</p> <p>90% or workforce to have achieved equivalent of NVQ Level 2 by March 2012</p> <p>70% of employees satisfied with the completion of PDRs</p> <p>95% of employees receive annual PDR</p> <p>100% of new employees complete e-induction</p>

**Workforce Development Action Plan 2009/2014**

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures		
<b>Developing the Organisation</b>	Maintain Investor in People (IiP) Standard improving against the Profile framework	Value for Money Services  <b>Supports the delivery of all other themes</b>	Internal resources from Organisational Development	IiP re-assessment in October 2011	Head of Organisational Development  Human Resources Officer will lead any review of employment policies.	IiP status maintained and improved assessment against Profile model		
	Implement Investor in People action plan		TEN performance management system				Positive trend from responses to engagement activities with staff (survey, employee forum)	
	Review PDR scheme ensuring alignment with performance management system		£5000 for Investor in People reassessment in 2011/12	Review of PDR scheme completed by action learning set by March 2010				
	Develop the use of action learning sets for improving employee engagement		HR and Payroll IT system (CHRIS21)					
	Develop competency framework aligned to PDR scheme		Assessnet (Health & Safety system)			Competency framework reviewed by March 2010		70% of employees satisfied with the completion of PDRs
	Review absence management policy to further reduce absence levels					Review of absence management policy to be completed August 2009		95% of employees receive annual PDR
	Continue the use of employee forum, employee surveys and other employee engagement initiatives							Continued reduction in sickness absence and upper quartile when assessed against comparable organisations
	Work in partnership with internal and external bodies to provide advice information and access to well being initiatives							RoSPA status achieved for Health & Safety Positive trend in use of well being initiatives. Positive trend on sickness absence figure

APPENDIX 1

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
	<p>Maximise the use of current software and applications to their full potential</p> <p>Annually monitor local, regional, national data on workforce trends</p>			<p>DSE and risk modules for Health &amp; Safety reporting in place by March 2010.</p> <p>Workforce profile data produced by end of June each year.</p>		<p>Efficiencies achieved through the better use of technology to streamline existing process</p> <p>100% of DSE assessment completed electronically</p> <p>Annual workforce data published on annual basis</p>



**Workforce Development Action Plan 2009/2014**

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
<b>Resourcing Local Government</b>	<p>Progress towards 'Achieving' status under the revised National Equality framework</p> <p>Maintain Two Ticks Disability Symbol</p> <p>Review recruitment and selection processes and positive action strategies to encourage applications from underrepresented groups</p> <p>Review models of service delivery, exploring opportunities for a Corporate Services Partnering Project</p> <p>Maximise options to work in partnership across public, private and voluntary sectors to deliver local services</p> <p>Maximise the use of current HR systems to support recruitment, HRM, and training</p>	<p>Value for Money Services</p> <p><b>Supports the delivery of all other themes</b></p>	<p>Budgets allocated to support formal reviews of service (Corporate Services Partnering Project)</p> <p>Internal resources from Organisational Development</p> <p>HR and Payroll IT system (CHRIS21)</p> <p>Funding secured for Modern Apprenticeship programmes and other funding streams for Skills Pledge</p> <p>Funding secured for Graduate placement in partnership with Derby City Council</p>	<p>'Achieving' status under the National Equality framework by March 2010</p> <p>Annual submission for Two Ticks Disability Symbol</p> <p>Review of recruitment process complete by March 2010</p> <p>Corporate Services Partnering Project due for completion April 2010</p> <p>Review of current system to be completed by March 2011</p>	<p>Director of Corporate Services for the Corporate Services Partnering project</p> <p>Head of Organisational Development</p>	<p>'Achieving' status obtained under revised Equality framework</p> <p>Retention of Two Ticks Disability Symbol</p> <p>Positive trends on equality indicators for underrepresented groups</p> <p>50% of internal promotions are filled by employees on the L &amp; MD programmes</p> <p>Outcomes from Corporate Services Partnering Project as detailed in Business Case approved</p>



**Workforce Development Action Plan 2009/2014**

Outcome	Action	Link With Corporate Plan	Resources/ Budget	Timeframe	Lead Officer	Success Measures
<b>Developing Pay and Rewards Structures</b>	<p>Complete and implement Pay and Grading Review</p> <p>Review flexible working options</p> <p>Review and develop an inclusive approach towards the pay and rewards offered to employees (Total Rewards Strategy)</p> <p>Complete Equality Impact Risk Assessments on all Pay and Reward policies</p> <p>Complete Equal Pay Audit across the workforce</p>	<p>Value for Money Services</p> <p><b>Supports the delivery of all other themes</b></p>	<p>£20,000 for professional advice on Pay &amp; Grading Review</p> <p>Implementation costs of Pay and Grading Review to be within current salary budget of Council</p> <p>Joint Steering Group for Pay &amp; Grading Review project</p> <p>Internal resources from Organisational Development</p>	<p>Pay and Grading review to be completed during 2009/2010</p> <p>Total Rewards Strategy in place by March 2011</p> <p>Equality Impact Risk Assessments complete by March 2010</p> <p>Equal Pay Audits complete every two years starting 2010</p>	<p>Pay &amp; Grading review – Head of Corporate Services</p> <p>Head of Organisational Development</p>	<p>Fair, clear and robust pay and grading structure in place</p> <p>Positive trends on employees using flexible working options</p> <p>Publish internally and externally outcomes from EIRA and Equal Pay Audit</p> <p>100% of any actions arising from EIRA and Equal Pay Audit completed on time and in budget</p>