

FOR PUBLICATION

AGENDA ITEM

UPDATE REPORT ON WORKFORCE STRATEGY

MEETING: COMMUNITY, CUSTOMER AND ORGANISATION
SCRUTINY COMMITTEE

DATE: 18 September 2014

REPORT BY: HR & Payroll Service Lead - arvato

WARD: N/A

KEY DECISION REFERENCE (IF APPLICABLE): N/A

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BACKGROUND PAPERS N/A.
FOR PUBLIC REPORTS:

1.0 PURPOSE OF REPORT

1.1 To present an up date on the progress of implementing the actions agreed within the Workforce Strategy.

2.0 RECOMMENDATIONS

2.1 To receive and consider the update on progress of the implementation of the Workforce Strategy

3.0 BACKGROUND

3.1 The Council's Workforce Strategy was agreed in March 2012 with the following key actions set out in the strategy document:

- **Organisational development**

Recommendations

That core corporate competencies are identified and published for all employees. Managers need to be skilled to promote the culture change through development activities.

Training should be delivered to assist employees in conducting improvement programmes and helping them meet the 'striving for improvement' competence.

- **Leadership development**

Recommendations

That the competency framework is extended to all employees to encourage the development of leadership skills and behaviours at all levels.

The new EPD scheme should be designed to identify and support the development of potential future leaders to aid succession planning.

- **Skills development**

Recommendations

That a development programme is introduced which supports the core competency framework and the key requirements of each role. It will also include a range of development activities including structured secondments and job shadowing programmes. The programme would also provide key skills to support business improvement processes.

- **Recruitment and retention**

Recommendations

That recruitment procedures are continuously reviewed in order to target under represented groups and that structured and supported apprenticeships and work placements are continued.

In order to attract and retain high calibre employees, and to increase the percentage of leaders from diverse backgrounds, the EPD scheme should be developed to identify and support the development of future leaders.

In addition, a fast track programme for Futures Managers to developed to aid succession planning and retention of talent (subject to available budget).

- **Pay & rewards**

- Recommendations*

- That the processes and administration of the job evaluation scheme (i.e. the scope and constitution of panels etc.) are reviewed and that all options are retained for discussion and negotiation to recognise and reward, by any means, employees at all levels.

4.0 PROGRESS TO DATE

4.1 Following formal approval of the strategy, a Workforce Strategy Group was established comprising officers, a Lead Member, Trade Union representatives and a CMT representative. The group has continued to meet on a regular basis to agree the key actions and review the implementation of projects.

4.2 Appendix 1 details the planned actions and the progress made to date. Many of the planned actions have been completed with others still in progress. For example, a corporate wide Development Programme commenced in May 2014. This started with Leadership Development for senior managers with adapted programmes being rolled out to the whole organisation through to Summer 2015. Appendix 2, 3 and 4 detail the programmes delivered to date.

5.0 NEXT STEPS

5.1 The Workforce Strategy Group will continue to meet to progress the actions with one of the key future actions being to evaluate the development programme. With so much time and resources invested in the programme it is essential that the learning is transferred to the workplace and employees are supported in making changes to their working practices and/or behaviours.

5.2 The Workforce Strategy was a three year plan which is due to be updated in 2015. Towards the end of 2014, the group will therefore be considering the workforce priorities for the next three years. These will be presented to the Scrutiny Committee at the meeting in January with a further update on progress. This will provide the committee with an opportunity to consider the revised priorities before the strategy is formally agreed.

6.0 FINANCIAL CONSIDERATIONS

- 6.1 There are no direct costs arising from this update report but the various programmes which have been developed have costs associated with them.
- 6.2 There was an additional budget of £20,000 agreed for the development programme. External funding was also provided through Loughborough College which has allowed the Council to extend the programme to include all employees.

7.0 EQUALITIES IMPLICATIONS

- 7.1 None arising from this report.

8.0 RECOMMENDATION

- 8.1 That the committee receive and consider the update on progress of the implementation of the workforce strategy.

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You can get more information about this report from
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