

# **FOR PUBLICATION**

## **WORKFORCE STRATEGY**

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MEETING: COMMUNITY, CUSTOMER AND ORGANISATION  
SCRUTINY COMMITTEE

DATE: 22 JANUARY 2015

REPORT BY: HR & PAYROLL SERVICE LEAD - ARVATO

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### **1.0 PURPOSE OF REPORT**

- 1.1 To present an up date on the implementation of the actions agreed within the Workforce Strategy.
- 1.2 To discuss priorities for the 2015 – 2019 Strategy and enable Scrutiny Members to contribute to priorities of the Strategy.

### **2.0 RECOMMENDATIONS**

- 2.1 That the committee receive and consider the update on progress of the implementation of the Workforce Strategy
- 2.2 The committee members comment on and contribute to priorities for the 2015 – 2019 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.

3.2 The full strategy is attached at Appendix 1

## **4.0 PROGRESS TO DATE**

- 4.1 A report was submitted to this committee in September 2014 setting out the achievements to date. This document has been updated and is attached at Appendix 2.
- 4.2 Many of the planned actions have been completed with others still in progress. For example, a corporate wide Development Programme commenced in May 2014 which will be ongoing until Summer 2015. This commenced with Leadership Development for senior managers with adapted programmes for managers and employees being rolled across the whole organisation.
- 4.3 With limited budgets for staff development, we have been able to deliver a wide variety of training opportunities by accessing external funding.

Some of this is from European Social Funds which is provided to employers who can demonstrate innovative ways of developing their employees. The funding doesn't come direct to the Council but is administered by Price Waterhouse Cooper (PWC) who secured the contract for the Innovation Funding Project.

Further financial support has been gained from the Skills Funding Agency (SFA).

- 4.4 In 2013, a total of £51,824 external funding supported training for 303 employees in range of development opportunities including Lone Working, Customer Care and Cleaning Services.
- 4.5 In 2014 £137,580 of funding was secured for leadership and management development, and the Art of Change programme for all employees.
- 4.3 Another project still in progress is the review of the Pay and Reward for employees. A project commenced in 2013 to consider alternative options for rewarding employees whilst making savings for the Council. It was always the expectation that this would be a longer term project due to the negotiations with Trade Unions and changes to terms and conditions, but this will need to remain as a priority for the Council.

## **5.0 NEXT STEPS**

- 5.1 The Workforce Strategy Group continues to meet with one of the current priorities 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 current strategy is a three year plan and therefore due to be updated in 2015. In December, a meeting was held to specifically consider the priorities for the revised strategy which is likely to be a four year plan.
- 5.3 The priorities and actions of a new Workforce Strategy must support the Council to achieve its corporate objectives. With the Corporate Plan currently being reviewed, the Workforce Strategy will be developed in line with this but key priorities discussed at the meeting in December include:
- Pay & Reward – reviewing the current terms and conditions and to also consider non financial benefits e.g. Wellbeing activities
  - Workforce planning – ensuring that the Council has the right number of people with the right skills to deliver services
  - Talent Management – recruiting and retaining employees, identifying potential, developing an Apprenticeship scheme
  - Engagement – improving communication, encouraging involvement and identifying barriers to staff engagement
  - Performance management framework – linking development and performance to corporate objectives and reviewing the appraisal scheme.
- 5.4 The Council has also agreed that it shall be reassessed for the Investors in People accreditation in June 2015. It has been four years since the last assessment, but we are confident that we can meet the requirements of the IiP Framework. With the majority of the priorities within the Workforce Strategy being met, we can clearly demonstrate that progress has been made since the last assessment. There will be some activities that still need to be improved and embedded e.g. Communications, but following the outcome of the Employee Survey last year, an agreed action plan is being implemented to improve in these areas.

## **6.0 RECOMMENDATIONS**

- 6.1 That the committee receive and consider the update on progress of the implementation of the Workforce Strategy
- 6.2 The committee members comment on and contribute to priorities for the 2015 – 2019 Workforce Strategy.

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