

WORKFORCE STRATEGY UPDATE

JANUARY 2015

Organisational development	
<p>Deliver training for conducting improvement programmes (LEAN reviews - Business Process Reviews BPR) to ensure any reduction in the resources is led by work to create the necessary capacity</p>	<p>In February a CHAMPS2 Business Change Management programme was delivered to CMT/BT team and GPGS team and Project Officers</p> <p>A 10 day Master Lean programme is has been delivered to Senior Managers/GPGS Officers and Project Officers throughout March - May</p> <p>Senior Managers and Senior Service Managers have attended a “Managing the Change to Peak Performance” programme this training will equip managers with the knowledge, techniques and support to plan and successfully implement a lean improvement programme. (Fully funded training)</p> <p>To support employees in improving systems and processes it has been agreed by CMT that all employees will undertake a NVQ Level 2 in Improving Operational Performance which is a 12 month programme, with attendance 4 hours per month.</p> <p>The training is being delivered by ELPIS training and is being managed by Business Transformation.</p> <p>Training has now been commenced in support services, Licensing, Environmental, Leisure, Housing and Legal. There are now 21 employees currently on the programme.</p> <p>Training has been sourced fully funded.</p> <p>Five employees from across the council have undertaken the PRINCE2 Foundation and Practitioner qualification.</p>

	<p>Change Champions A 2 day training programme has been put together to support employees that are on the Volunteering groups for GPGS.</p> <p>28 employees from across the Council have attended this training.</p> <p>The cost of this training was £2k which has been supported with 40% innovation funding from Price Waterhouse Cooper (PWC).</p> <p>As a result of the funding obtained the cost to the Council for this training was £880.</p> <p>The overall investment on each employee is £71.43</p> <p>Feedback taken in the sessions, has resulted in KB/PS reviewing the Terms of Reference for the Volunteering groups.</p>
<p>Include "Striving for Improvement" in core competencies of all staff</p>	<p>This action has been included in the framework and task is now complete</p>
<p>Ensure managers are skilled to promote the culture change through development activities</p>	<p>Systems Change Management - Lean Training In February a CHAMPS2 Business Change Management programme has been delivered to CMT/BT team and GPGS team and Project Officers</p> <p>A 10 day Master Lean programme is currently has been delivered to Senior Managers/GPGS Officers and Project Officers throughout March - May</p> <p>Senior Managers and Senior Service Managers have attended a "Managing the Change to Peak Performance" programme this training will equip managers with the knowledge, techniques and support to plan and successfully implement a lean improvement programme. (Fully funded training)</p>

People - Change Management

A **Leadership development programme** has been developed to address "Change in the Public Sector"

This programme has been delivered to CMT/ Senior Service Managers and Commenced in May with a total of 29 managers attending

The programme will address:

Succession planning

Managing Change

Communication

Working in collaboration

Being you best at work

Sharing the Vision

Higher performing work teams

Coaching for engagement

Individual course programmes were created for all managers which were sent out with a letter from Huw Bowen.

Cost of delivery:

The cost of delivery for this programme was 9K. However Innovation funding has been sourced to support 40% of this delivery through Price Waterhouse Cooper (PWC) and as a result has cost the Council £5,250.00.

Two additional modules have been added which are to be delivered in Oct/Nov these are:

Horizon Scanning

Commercial Awareness

Further funding has been gained to support this delivery

A **Corporate Development Programme** has been developed to support Service Managers, Managers

The programme will address:

Introduction to Change in the Public sector

Barriers to Communication

Working in Collaboration
Art of Being your best
Sharing the vision
Performance Management
Transformational leadership
Managing change
Having difficult conversations
Dealing with conflict
Preparing for mediation
Developing mediation skills

This programme commenced in May and has been delivered to 35 service managers.

Individual course programmes were developed and sent to managers with a letter from HB.

This training has been full funded and at no cost to the Council

Additional modules

Two additional modules were added to this programme
Higher performing work teams
Coaching for engagement

The training should have cost the Council £8k however as a result of funding obtained through PWC the two sessions have cost £3960.00

A repeat of this programme will be delivered to a further tier of managers and will commence in October 2014.

Managers/Supervisors/Team Leaders

A programme has been put together for a further 75 Duty managers, supervisors and team leaders.

There will be 5 groups and training will be delivered from October through to June 2015.

Match funding has been gained to support this delivery.

Skills development	
Develop core competencies for all employees	Competencies developed and task complete
Identify the core competencies of each role (level)	Competencies developed for each role level and task now complete
Develop, agree and implement new EPD scheme based on the competency framework. The scheme will be flexible and designed to ensure it is appropriate to different levels of the council	New EPD process developed for all levels of employees based on the competency framework. Task complete however will be reviewed again due to low return rate in 2014.
Develop a training programme based on identified core skills	Training is delivered according to the requirements identified from EPD's. In 2014, the priority however has been the delivery of the Leadership and Development. Other core training is delivered as required.
Develop a training programme to support service delivery and appropriate personal development opportunities	<p>To support Service managers and anyone with line management responsibility managers are undertaking the Corporate Development Programme and Lean training.</p> <p>For all other employees an Employee Development Programme has been created some of which is mandatory for staff to attend i.e.</p> <p>Change and the Art of Being Your Best which looks at managing change / effective communication / behaviours / motivation / the vision/emotional intelligence/core values.</p> <p>A booking process was set up for managers to book their staff onto the programme, which worked really well.</p> <p>A total of 51 sessions were offered out to staff.</p> <p>To accommodate the casual variable employees placed at the Leisure Centres and Venues, 12 shorter 3 hour sessions were offered out. Some of this training was delivered in the evening and was held at the Queens Park Leisure Centre.</p> <p>To date a total of 626 have attended training</p>

With 155 still to attend the programme.

The training should have cost the Council £35,527 .00 and equates to £74 per employee investment.

The delivery of this programme so far has been **fully funded** and it is hoped that further funding can be gained this academic year to support the remaining delivery.

A total of 51 employees failed to attend the training sessions which has been at a cost to other employees that could have attended in their place.

The cost of non-attendance would have cost the council £3,774.00 had this training not been funded.

Lean Training

The Lean programme which looks at operational performance and lean processes. (Being managed by Business Transformation)

A booklet has been produced on the Employee Development Programme which will be issued to all employees when attending the Art of Being Your Best training (see attached).

A **mentoring programme** has been developed and currently we have 12 employees that have undertaken mentoring training and are being mentored by a manager. The programme is for 6 months and mentors/mentees meet on a regular basis.

As a result of the guidance from Mentors two employees have already started to make changes to their working lives.

In addition training has been sourced to support individual personal development identified though the EPD process, this action is ongoing.

Develop a structured secondment and job shadowing programme	<p>Project Academy</p> <p>This was developed in 2013 with employees from across the Council successfully being seconded to the programme and delivering on key projects.</p> <p>Some employees have been successful in promotion with others now working on the Great Place Great Service programme as Project Officers.</p>
Leadership development	
Agree and publish core competencies for all staff and members	Competencies agreed with Members/CMT and Trade Unions Task now complete
Develop agree and implement new EPD scheme based on competency framework	New EPD process developed for all levels of employees based on the competency framework. Task now complete
Develop a training programme based on identified key management skills for existing and aspiring future managers	<p>A Corporate Development Programme has been developed to support Service Managers, Manager, Supervisors, Team Leaders</p> <p>The programme will address</p> <ul style="list-style-type: none"> Introduction to Change in the Public sector Barriers to Communication Working in Collaboration Art of Being your best Sharing the vision Performance Management Transformational leadership Managing change Having difficult conversations Dealing with conflict Preparing for mediation Developing mediation skills Higher performing work teams Coaching for engagement
Pay and Rewards	
Review process and administration of current job evaluation	Procedure developed including panel clarification. Panels now planned in advance as much as possible. Further review is required to ensure the process is fit for purpose.
Undertake a fundamental review of the EPD process and determine whether incremental	A Steering Group was established to review Terms & Conditions with formal terms of

<p>progression should reflect performance. This will require detailed action in relation to consultation, training and culture change actions.</p> <p>Retain all options for discussion and negotiation to recognise and reward by any means, employees at all levels.</p>	<p>reference (TOR) agreed. Options have been discussed and presented and research undertaken through a visit to Oxford.</p> <p>A proposal now needs to be developed for the TU's to consider.</p>
Recruitment & Retention	
<p>Ensure new EPD scheme identifies and supports development of potential future leaders to aid succession planning</p>	<p>To support managers with the succession planning process and the identification of potential leaders, the Council has been successful in gaining funding to support a succession planning programme which is being supported by the Skills for Justice and delivered by Birmingham City Council.</p> <p>The competency framework has a competency which asks senior managers to “Value and Nurture Innovative and Creative Talent” which the succession programme will help to support managers with this process.</p> <p>The Succession Planning training initially commenced with a diagnostic survey being carried out by Birmingham City Council. The analysis of the survey indicated that the Council rates as having a ‘medium to low’ workforce planning capability, and that the Council would need to undertake significant development of its capability and activity in order to reach its future desired level.</p> <p>To start the thought process Birmingham City Council have delivered a succession planning intervention training day with CMT and Senior Service Managers. BCC started their journey by creating a ‘Workforce Canvas’. The template they used to do this they shared with us.</p> <p>As a result in the training session CMT and the Senior Management team started work in groups on the ‘CBC Workforce Canvas’. The information from the session has been put into a draft CBC Workforce Canvas, this now needs to be further developed and</p>

	<p>taken to the next stage. Pat Stevenson is arranging to visit Birmingham City Council with Karen Brown and Donna Reddish to view the tools/systems that they use to plan/carryout/monitor their succession planning process</p>
<p>Develop a "Future Mangers" fast track programme for at least two high achievers per year to aid succession planning and retention of talent (subject to available budget)</p>	<p>As a result of the ‘Grow Your Own Talent ‘ paper two senior managers have been put forward for the Strategic Management in Local Government programme.</p> <p>A mentoring programme has been developed and this has been offered to all employees. We have had 16 members of staff come forward for the programme, all of which have undertaken Mentee training.</p> <p>Currently 12 employees are being Mentored by Managers that came forward to support the programme. Managers have undertaken a Mentoring briefing session to support them with this process.</p> <p>The programme commenced in March 2014 which will last for 6 months.</p> <p>The District Council Network developing young talent programme was open to all employees under the age of 35 years old.</p> <p>We had four applications for the programme and an employee was put forward by CMT to the next stage of the recruitment process for the programme. Unfortunately the Council was not successful in gaining a place this year.</p>
<p>Continue to support apprentices and trainee placements and to support apprentices into employment on successful completion of their apprenticeship</p>	<p>A paper has been presented to CMT and the WFS group in support of having an apprenticeship programme. A request was made for this to be further developed.</p> <p>No action at present has been undertaken due to pending changes in the way funding is to be allocated in the future. The proposed changes are for Employers to take ownership of the funding rather than the training provider. If these changes go ahead corporately it will have an impact on how we</p>

	<p>recruit apprentices in the future across all service areas.</p> <p>Further updates will be given as they become available.</p>
<p>Continue to support managers at all levels to ensure that they have the relevant skills to deliver future requirements and that their experience is retained</p>	<p>The Leadership Development Programme</p> <p>The Leadership programme commenced in April and will be delivered until November 2015.</p> <p>A total of 21 CMT managers have undertaken this training and 4 senior managers from arvato & Kier also attend the programme.</p> <p>Programme content: Succession planning Managing Change Communication Working in collaboration Being you best at work Sharing the Vision Higher performing work teams Coaching for engagement</p> <p>The total investment for the Leadership programme is £9K with funding gained from PWC to support this delivery, the cost of delivery £5520.00 to the council.</p> <p>Total investment per manager £485.56, councils investment £286.02</p> <p>Horizon Scanning/Commercial Awareness</p> <p>The Horizon Scanning and Commercial Awareness was an add on to the programme.</p> <p>The Horizon Scanning is being delivered to the Leadership groups which is made up of CMT.</p> <p>The Commercial Awareness is being delivered to all Service Managers.</p> <p>The cost of delivery of these two training programmes will be part funded from the</p>

2014-15 funding streams that we have been able to access.

Corporate Development Programme

This is a 10 day programme that has been developed to give managers the core skills that will meet the competencies required for their level.

The programme commenced in May and will be complete in November and will cover the following:

- Introduction to Change in the Public sector
- Barriers to Communication
- Working in Collaboration
- Art of Being your best
- Sharing the vision
- Performance Management
- Transformational leadership
- Managing change
- Having difficult conversations
- Dealing with conflict
- Preparing for mediation
- Developing mediation skills
- The Higher performing work teams
- Coaching for engagement

Funding has been secured for the majority of this delivery.

The total investment for this programme was £17,094.00 this was fully funded by the Skills Funding Agency, making this no cost for the Council.

Total investment per service manager £694.02, councils investment £96.02

ILM programmes

ILM Level 5 in Leadership & Management

Ten employees are in their final stages of their ILM programme.

ILM Level 3 in Management

	<p>Funding has been gained to support another ILM Level 3 in Management programme.</p> <p>This programme is being funded through Price Waterhouse Cooper 'PWC' who have a Government contract for the 'Employer Ownership of Skills pilot' programme. The contact value for this programme is 78k , this is managed by Learning & Development.</p> <p>Training is being delivered by Loughborough College with quarterly returns submitted to PWC on progress</p> <p>The programme is for 18 months and there are 12 employees on the programme.</p> <p>A meeting has taken place with Karen Brown to look at how Lean training can be incorporated into this programme to save Apprentices that are on the programme having to undertake a Lean qualification at a later date. This training would be delivered at a higher level and unit accreditation would be given for the training.</p> <p>Delivery of this training would be supported with funding from the programme.</p> <p>ILM Level 2 in Team Leading An ILM Level 2 in Team Leading programme commenced in January 2014 and is being delivered by Evolution Training.</p> <p>There are 9 employees on the programme which will be delivered over a 12 month period.</p> <p>Funding has been sourced for this programme.</p>
<p>Continue to review recruitment procedures to target under-represented groups</p>	<p>A review of the under- represented groups has been undertaken with Katy Marshall Policy Officer and new list has been issued to the HR admin team for use when carrying out recruitment.</p> <p>A new Recruitment Policy was agreed in 2013 following consultation with</p>

managers, TU's and the Equalities Action group. Internal training was then delivered for 86 managers/supervisors that are experienced recruiters.

28 managers/supervisors have undertaken a two day Recruitment & Selection programme.

This has been delivered by Leicester College. Funding has been gained to support this training.