

For publication

'Workforce Fit for Future' – Update for Scrutiny Committee

Meeting: Community, Customer and Organisational Scrutiny Committee

Date: 5th July 2016

Cabinet portfolio: Business Transformation

Report by: HR Manager

Purpose of report

1. To update scrutiny on the areas within the Workforce Strategy which link to the scrutiny work programme priority of 'Workforce Fit for Future' and to demonstrate how the council is approaching the development of employees.

Background

2. The council's workforce strategy 2015-2019 was written during 2015 with input from the workforce strategy group and approved in April 2016 and the council is now working through the action plan approved.
3. The strategy is built around five key themes:
 - a. Pay and Reward
 - b. Leadership, skills and capabilities
 - c. Talent Management
 - d. Employee Engagement; and
 - e. Health and Wellbeing

4. Items raised at the Scrutiny Work Programme days were:
 - a. Maximising skills, identifying gaps and how best to fill them
 - b. Project people
 - c. Room to grow
5. These themes link to the actions in the workforce strategy as listed below for themes b and c.
6. The recent introduction of the Apprentice Levy and Public Sector targets will have a significant impact on the council. The government proposals will see CBC needing to achieve a target of either 16 or 23 new apprentice starts each calendar year starting September 2017.
7. The results of the consultation process are not yet known and the cost of courses on the new framework will not be available for a while, therefore it is too early to clearly state how the target will be achieved. However it is anticipated that the apprentice target will be met through some new apprentices starting with CBC and a proportion being met through higher apprentice courses being offered to existing staff to enhance their development. This needs to be closely aligned to the Learning and Development identified through the annual EPD process.
8. The introduction of the levy will see CBC paying 0.5% of it's payroll total into a digital account that can then be used to pay for courses to meet the apprentice targets set. Until the costs of the courses provided are established, it is not known whether the council will need to add any additional resource from training budgets.

Actions so far

9. A range of measures aimed at addressing workforce development have been achieved so far. They are:-

- a. New CMT recruited and final member of team in place 4 July 2016 with Director of Resources role still to be filled.
- b. Succession planning has been undertaken in most areas of the business and development plans now taking shape
- c. Functional skills courses currently being delivered to staff to improve Maths, English and IT
- d. EPD process continues with all information on aspire and regular reminders issued to managers. Workforce strategy was the content of a service managers breakfast meeting in May to reinforce key messages.
- e. New capability policy launched and training being delivered to managers at all levels throughout the summer to support them to tackle underperformance
- f. Online training providers have showcased their systems and proposals being considered for procurement. To support this, the requirement for all mandatory training has been collated centrally to inform the system/content design
- g. Research has established that training is not being recorded on resourcelink and this needs to be addressed.
- h. Employee policies being reviewed on a continuous basis and information uploaded onto aspire to support managers
- i. HR supporting council to ascertain where new apprentice frameworks will support the council plan and enable managers to 'grow their own'
- j. Working with Chesterfield College on 'traineeships' to explore how these can add value through the work experience route

Strategic Priority	Actions	Outcomes	Success Measures
Leadership, Skills and Capabilities	Undertake skills audit and gap analysis of future needs, identifying critical vulnerabilities	<ul style="list-style-type: none"> Greater clarity of roles and accountabilities, improved empowerment and engagement at management levels 	Succession plans in place in each service area informing workforce plans and recruitment needs
	Develop performance management framework	<ul style="list-style-type: none"> Improve organisational capability and flexibility 	Monitor and evaluate corporate wide performance
	Develop 'skills pathways' to develop from within (e.g. career grades)	<ul style="list-style-type: none"> Retain IIP accreditation Improve staff retention 	Increased ability to recruit/retain staff at all levels
	Promote functional skills across the council to enable career progression and improve service outcomes	<ul style="list-style-type: none"> Improve employee engagement 	Improved service efficiency and better communication through maximising staff potential
	Review current and future skills by service area to develop service specific and corporate skill set (competency framework)	<ul style="list-style-type: none"> Greater clarity, consistency and accountability around employee policies and procedures 	Align learning with the business by identifying short and long term organisational capability requirements
	Implement the EPD process	<ul style="list-style-type: none"> Efficient and prioritised use of scarce resources 	100% returns annually and staff satisfaction improved as measured by employee survey
	Implement competency framework as basis for recruitment and performance management	<ul style="list-style-type: none"> Gain feedback from employees 	Competency framework established and right people in roles
	Coach and develop managers to provide 'quality' performance discussions and to be able to challenge		Poor performance tackled through appropriate channel i.e. capability process

	behaviours that are not consistent with the value		
	Ensure all training recorded on Resourcelink		Full and complete training records on Resourcelink
	Review corporate and service specific training programmes and budgets		Online training delivery sourced, developed and implemented to provide cost effective training and induction.
	Review method of delivery and explore corporate ICT solution for online learning		Implement a corporate evaluation framework to evaluate the impact of training and ROI
	Review delegated budgets and corporate needs		Targeted training plan that meets the corporate needs and addresses any weaknesses
	Review training evaluation model		Evaluation of learning to identify what behaviours or skills have changed following the training
	Develop 2-5 year training plan based on skills analysis, EPD's and performance management, incorporating multi-skilling of teams.		Reinforce link between competencies, behaviours and values required for role
	Review and evaluate leadership development at all levels		All policies up to date and easily accessible and understood. Policies and
	Introduce 360 degree appraisals		
	Review employee policies and procedures to ensure they are streamlined and easily		

	accessible to staff and managers		toolkits available to all
	Utilise intranet to publish policies, procedures and 'how to guides' to ensure managers supported to deliver consistently		
Talent Management	Implement apprenticeship programme using levy set to meet yearly targets for numbers of apprentices as set by government with clear career pathways	<ul style="list-style-type: none"> • Increase the number of under 25's employed by CBC and set good example for other employers • Improve reputation as an 'employer of choice' 	Targets set by government met and increased employment of under 25's in CBC and Chesterfield more broadly
	Review work experience programme to be more focused on increasing CBC profile as an 'employer of choice'	<ul style="list-style-type: none"> • Decrease 'time to recruit' in specialist roles and build capability for future 	Policy reviewed and work experience welcomed as a precursor to apprenticeships
	Develop graduate programme to target specific skills gaps e.g. planning, law, sales	<ul style="list-style-type: none"> • Engaged and satisfied workforce, leading to increased productivity 	Vacancies filled with quality candidates
	Devise talent management programme to ensure retention and engagement of staff	<ul style="list-style-type: none"> • Proactive approach to recruitment and promotion 	Aligned talent programme with the corporate strategy
	Produce workforce profiles (succession plans) to identify future recruitment needs and	<ul style="list-style-type: none"> • Better use of resources and structured approach to secondments 	Demonstrates commitment to developing career pathways for employees

	inform training plans		which would facilitate the councils ability to recruit/retain talent
	Enable managers to 'grow their own' talent		Address key strategic business needs and ensure succession for critical roles
	Review Project Academy and internal secondment process to give maximum opportunities to staff for internal career development		