

Corporate Workforce Development Plan for Plymouth City Council 2009 - 2011

Part 2

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“Councils face these challenges in a context of tighter resources. Authorities will need to maximise employee’s performance, introducing more technology and new ways of working, promoting innovation, changing attitudes and behaviours and supporting staff to work in different and more flexible ways.”

‘Delivery Through People’: the local government workforce strategy 2007

1 Introduction

Part two of the People Strategy is Plymouth City Council's Corporate Workforce Development Plan, which explains how our human resource priorities will be delivered and how current and future skill requirements will be addressed.

The national aims and priorities set out in the Local Government Workforce Strategy 2007 are:-

- Organisational Development
- Leadership Development
- Skill Development
- Recruitment & Retention
- Pay & Rewards

This strategy will be reviewed and updated annually to accommodate any relevant changes to the council's workforce and any external influences which have the potential to impact on the council's workforce.

The actions outlined respond either to gaps which have been identified in the organisation or to further developments needed to existing policies and procedures to ensure the council continues to deliver high quality services and works towards its goal of becoming an excellent Council by 2012.

How the gaps were identified:

Part one of the People Strategy contains an analysis of the council's current position, outlines likely demands on the council's services and workforce in the foreseeable future and the potential implications these hold for strategic Human Resources and Organisational Development.

The council was also able to identify potential issues to be addressed using other sources of information, such as the business planning process where each department highlighted workforce development issues, HR involvement in departmental management teams, involvement with workforce development group in Children's Services and Adult Social Care and the staff survey.

During 2008 an analysis of the corporate learning needs arising from the Corporate Improvement Programmes was carried out and this identified gaps in the skills levels of staff that would need to be met for the improvement priorities to be successful.

The results of all these issues have been collated in section 2 and form the basis of the Workforce development plan for the next three years.

This will be further informed by a skills audit which will take place in 2009/10.

2 Priorities Identified

Key issues have been identified that the Council will need to address, they include:

Organisational Development

- Due to changing priorities of the Council, Corporate Learning & Development activity requires re-alignment to meet organisational and business objectives
- Lack of succession planning within the organisation
- Recognising the need to work in partnership will require new ways of working in order to deliver more effective, efficient services to customers
- Involvement with partners will increase the need for joint policies, procedures and learning opportunities
- Demographic changes will impact on capacity for service delivery especially in Children and Adult Social Care
- The values of the organisation need to be embedded and measured through performance management arrangements
- The partnership arrangement for Highways and the co location of the contactors poses accommodation, service and support service issues
- The Housing stock transfer will raise issues of partnership working, accommodation, support services provision and ICT
- The possible private partnership for management of some leisure facilities will pose the same issues as housing stock transfer
- The need to concentrate resources on the Councils Corporate Improvement Priorities and to continue to run all other services
- The need to integrate HR, Asset management and ICT strategies to be able to accommodate the workforce of the future
- The need to raise the level of diversity and equality awareness in the council and the need to engage with a wider cross section of the community including traditional hard to reach groups
- The need to examine where our systems can be made more effective for our customers
- Recognition of the need to improve management communication throughout the organisation

Leadership Development

- Improving the quality of leadership and management in the Council
- A need for managers to be up skilled in relation to project management, finance management, change management and performance management.

Skills Development

- Corporate appraisal needs to be embedded further within the Council to support the pay and grading competency framework.

Recruitment and Retention

- Difficulties in recruiting to hard to fill posts - e.g. Children's social workers
- The need to support the development of policies that enhance work life balance

Pay and Rewards

- Completion of the single status pay and grading process and the development of role profiles and a competency framework for each role

3 Corporate Workforce Development Plan 2009-2011

Outlined in the plan below are actions that are being taken or planned to meet the issues identified in Part 2 of this document linked to the relevant aspects of the National Local Government Workforce Strategy.

It shows the action, milestones for the period from 2009 – 2011, the responsible officer and the expected outcome.

This plan will be monitored using the e-perform system and will be reviewed annually in line with section 2 of this plan.

“Engaging staff in these changes is key to achieving sustainable improvement.”

‘Delivery Through People’: the local government workforce strategy 2007

Corporate Workforce Development Plan

Organisational Development

Area for Improvement	Actions Required	Timescale	Lead Officer	Expected Outcome
Corporate Learning and Development	<p>Re-align learning and development activities in order to meet the business and services needs of the council</p> <ul style="list-style-type: none"> • Deliver corporate learning and development programmes to meet needs identified in CIPS • Introduce new approaches to learning and development giving alternatives to traditional training sessions • Deliver programmes to up skill all levels of managers in project management, finance management, change management, and performance management • Develop and implement a new induction programme for all tiers of managers 	<p>April 2009 ongoing</p> <p>From April 2009</p> <p>From April 2009</p> <p>From June 2009</p>	<p>Assistant Head Organisational Development</p> <p>Assistant Head Organisational Development</p> <p>Assistant Head Organisational Development</p> <p>Assistant Head Organisational Development</p>	<p>Employees are trained and developed appropriately in order to meet the business and services needs of the council and equipped to deliver the change programme</p>

Communication	Improve Communication methods within the workforce <ul style="list-style-type: none"> • Implement the Communication Strategy 	From April 2009	Corporate Communications Manager	Increased satisfaction level of staff and customers
Succession Planning	Improve succession planning within the council <ul style="list-style-type: none"> • Develop a succession planning strategy • Implement the succession planning strategy 	From September 2009	Assistant Head Organisational Development	Employees will be trained and developed in order to achieve their own career aspirations
Partnership Working	Further develop Partnership Working <ul style="list-style-type: none"> • Develop relationships with key partners to introduce joined up policies to support the workforce of the future • Integration of People, Accommodation, ICT strategies to ensure that they link together to look at best use of working 	Ongoing	Head of Human Resources	Joined up and increased working with our partner agencies along with integrated policies and procedures Providing more effective and efficient services to customers
		April 2009	Head of Human Resources/ Assistant Director of Development	

<p>Organisation's Values</p>	<p>practices, technology, building</p> <ul style="list-style-type: none"> • Implementation and evaluation of pilot schemes to support modern ways of working • design to meet the future accommodation needs of the Council and/or partners <p>Embed the Council's values throughout the workforce with links to the development of competency framework</p>	<p>Oct 09 – Dec 2010</p> <p>April 2010</p>	<p>(Property and Head of HR (with Head ICT & Asset Mgt)</p> <p>Economic Development)/ Head of ICT</p>	<p>Achieving the vision of creating a modern, efficient and flexible estate that fully utilises IT to enable flexible team working and service delivery.</p> <p>All employees aware and demonstrating the councils values in all that they do</p>
<p>Equalities and Diversity</p>	<p>Raise awareness throughout the workforce</p> <ul style="list-style-type: none"> • Continue to provide equality and diversity learning opportunities • Undertake corporate impact assessments on all HR policies • Undertake a further staff survey 	<p>Until April 2010</p> <p>Ongoing</p> <p>September 2009</p>	<p>All Directors/Heads of Service and Managers</p> <p>Head of Social Inclusion/Asst. Head of Organisational Development Assistant Head of HR (Corporate</p>	<p>Equalities and Diversity embedded both within the council and in the wider community</p>

	to assess progress made by the council		Functions) Assistant Head of Organisational Development/ Corporate P U Payroll Manager	
Provision of Workforce Data	<p>Further develop the E-HR SAP system</p> <ul style="list-style-type: none"> • Implement managers self serve • Develop and implement health and safety module • Roll out training and events module across the authority • Link E-learning to SAP 	<p>From April 2009</p> <p>From September 2009</p> <p>From April 2009</p> <p>From July 2009</p>	<p>Payroll Manager</p> <p>Payroll Manager</p> <p>Payroll Manager</p> <p>Payroll Manager</p>	<p>Improved quality of management information throughout the organisation. Enabling managers to manage more effectively</p>
Business and Workforce Planning	<p>Embed business and workforce planning cycles within the organisation</p> <ul style="list-style-type: none"> • Ensure workforce development plans are aligned to business plans in each service area • Extend corporate and departmental workforce 	<p>April 2009 ongoing</p> <p>By March 2010</p>	<p>All Directors/Heads of Service/</p> <p>All Directors/ Heads of</p>	<p>Comprehensive business and workforce planning activities within the council, partner organisations and community groups</p>

	planning processes to incorporate issues and requirements of key partner organisations and community groups		Service/Asst. Head of Organisational Development	
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Leadership Development

Area for Improvement	Actions Required	Timescales	Lead Officer	Expected Outcome
Leadership and management within the Council	<p>Further develop the quality of leadership and management within the Council</p> <ul style="list-style-type: none"> • Work towards achieving member development charter status • Maintain elected member development programme • Ensure a minimum of one senior management officer to attend a leadership programme on an annual basis 	<p>From April 2009</p> <p>From April 2009</p> <p>April 2009</p>	<p>Democratic and Member Support Manager</p> <p>Democratic and Member Support Manager</p> <p>Assistant Chief Executive</p>	Improved leadership and management skills at all levels including elected members

Change Management	<ul style="list-style-type: none"> Up skill all managers in relation to project management, finance management, change management and performance management 	April 2009	All Directors/ Heads of Service	Leaders, managers and partners equipped to tackle change management within the authority
	Develop leaders, managers and partners on change management			
	<ul style="list-style-type: none"> Incorporate change management skills into managers development programme 	From April 2009	Assistant Head Organisational Development	
	<ul style="list-style-type: none"> Incorporate project management skills into management development programme 	From April 2009	Assistant Head Organisational Development	
	<ul style="list-style-type: none"> Introduce a range of learning techniques to up skill managers e.g. coaching/mentoring/e-learning 	From May 2009	Assistant Head Organisational Development	

Skills Development

Area for Improvement	Actions Required	Timescales	Lead Officer	Expected Outcome
Skills Audit	<p>Carry out skills audit to improve corporate and departmental skills information</p> <ul style="list-style-type: none"> • Undertake skills audit across the Council • Analyse skills shortage and surplus areas affecting current and future services and address gaps through business planning process 	<p>September 2009 – December 2010</p> <p>January 2010 ongoing</p>	<p>Assistant Head Organisational Development</p> <p>Assistant Head Organisational Development</p>	<p>Plymouth City Council has a comprehensive profile of all staff within the Authority</p>
Corporate Appraisal	<p>Embed corporate appraisal into the organisation</p> <ul style="list-style-type: none"> • Review corporate appraisal process to include integration with competency framework to 	<p>April – September 2009</p>	<p>Head of HR</p>	<p>All staff annually appraised and individual development plans produced by line manager</p>

Development of Staff	<p>support incremental progression as part of pay and reward arrangements</p> <ul style="list-style-type: none"> Review individual learning plans arising from appraisal in order to deliver appropriate learning opportunities to staff, to support and develop skills to enable staff to undertake their roles and responsibilities 	September – December 2009	Assistant Head Organisational Development	All staff appropriately developed in order to undertake their roles and responsibilities within the organisation
	<p>Ensure that all staff have the necessary skills to carry out their roles effectively</p> <ul style="list-style-type: none"> All staff have access to individual Annual Appraisal 	Annually	All managers	
	<ul style="list-style-type: none"> Individual learning plans are produced 	Annually	All managers	
	<ul style="list-style-type: none"> Analysis of learning needs are undertaken and learning opportunities are prioritised linked to CIPS 	Annually	Assistant Head Organisational Development	

Recruitment and Retention

Area for Improvement	Actions Required	2009-2010	Lead Officer	Expected Outcome
Recruitment and Retention	<p>Further develop innovative strategies for recruiting to hard to fill posts</p> <ul style="list-style-type: none"> • Develop recruitment and retention strategy to retain good staff • Promote the council employment opportunities 	<p>July 2009</p> <p>March 2010</p>	<p>Assistant Head of HR (Operational)</p> <p>Assistant Head of HR (Operations)</p>	<p>Increased level of recruitment and retention of good staff</p>
Work life Balance	<p>Development of policies to enhance work life balance</p> <ul style="list-style-type: none"> • Review Policies in place and develop policies to meet gaps 	<p>March 2010</p>	<p>Assistant Head of HR (Corporate Functions)</p>	<p>Policies and procedures, terms and conditions further support work life balance within the organisation</p>

Pay and Reward

Area for Improvement	Actions Required	Timescales	Lead Officer	Expected Outcome
Single Status	Completion of the single status pay and grading process <ul style="list-style-type: none"> • Complete JE appeals process • Develop role profiles for all job roles • Develop competency framework process • Implement competencies through appraisal • Implement progression linked to competency 	<ul style="list-style-type: none"> July 2009 December 2009 April 2010 April 2010 – June 2010 October 2010 	<ul style="list-style-type: none"> Assistant Head of HR (Corporate Functions) Assistant Head of HR (Corporate Functions) Assistant Head of HR (Corporate Functions) Assistant Head of HR (Corporate Functions) Assistant Head of HR (Corporate Functions) 	Role profiles produced for all roles and competency framework in place to support appropriate level of service provision Performance drives incremental progression

