



Report to Joint Consultative and Safety Committee

Subject Workforce Development Plan

Date 31st October 2007

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1. Purpose of the Report

To present to the JCSC the Workforce Development Plan for the Council.

2. Background

One of the actions in the People Management Strategy is to prepare an annual workforce development plan. This is done during the summer of each year, each Department identifying the development needs for their people and resourcing changes. This is pulled together into a Corporate Workforce Development Plan which reflects the common needs and how these will be addressed corporately.

The Plan is attached for information. Heads of Service will be delivering the elements of their departmental plan which are not specifically reflected in the corporate plan.

It is intended that by addressing resourcing and development needs in a corporate and strategic way, that the best use can be made of people resources and where there are development needs across the Council, these can be addressed corporately and consistently rather than in an ad hoc way.

3. Recommendation

The Corporate Workforce Development Plan is noted.

CORPORATE WORKFORCE DEVELOPMENT PLAN

The Departmental returns identify development needs for the next year have all been received. The purpose of this plan is to bring together training and development needs which reflect the key drivers affecting the Council, along with staffing resource issues which might lead to redeployments/reductions or recruitment issues.

It is difficult to bring this together with the overarching impact of the Transformation programme where it is not known yet the scale of the impact of staff movements. However, it is evident that there will be impact and the WDP contains generic plans for dealing with these. The transformation programme itself will have plans for how the changes will be implemented, and in particular how the assignment of staff to new roles will be managed.

This plan is intended to deal with the wider range of issues affecting the development and resourcing of the Council, and is one strand of the overarching People Management Strategy. The pilot work, which is being undertaken with respect to 'Taking the Vision Forward', is another strand. The outcomes of the work to embed the principles in the Vision will also be training and development needs – some of which might be met by the proposals in this Plan – others might be distinct.

The corporate WDP as described below is taken from the Departmental plans where there are consistent themes and needs which cross between Departments. Each Departmental plan has its own specific requirements, drawn from particular changes within that area of work. Where the Corporate Plan does not address actions from Departmental Plans, Heads of Service will need to take these forward individually.

Summary of workforce planning needs

Some generic training needs have been identified, including customer service awareness, IT skills and application use of Agresso/GIS/CAPS. The attached schedule identifies proposals for how this need will be met. Training in managing change has also been identified, if there is sufficient demand across the Council this can be arranged as an internal course. Despite being a key driver for change, no demand for training in leadership skills has been identified. A second level 3 Leadership course is due to start in September. Consideration needs to be given to addressing further leadership development across the Council.

Local staffing issues have been identified as a consequence of changes arising from GTP and housing transfer. Individual Departments will address these. A possible demand for apprenticeships has been identified in Direct Services and it would be a positive development step if these could be offered. Other staffing changes require additional resources which will be subject to development bids.

It is also evident that arising from GTP there will need to be close liaison between departments and the neighbourhood teams, and departments and customer services. The relevant Heads of Service will need to consider how this can best be achieved once certain elements of the transformation programmed are resolved.

The attached schedule summarises the key points from the departmental workforce development plans with suggested action points. SMT are asked to consider each of these and confirm whether they are the corporate priorities in terms of workforce development.

Transformation Project Drivers

Customer Services

Issue	Proposed solution	Action?
Managing Change and Uncertainty – this affects all managers where staff are experiencing or will experience the impact of the transformation programme. This development need has been identified by several departments.	A one day course on managing change, dealing with communication aspects and understanding how people feel about uncertainty. Internally run – viable if sufficient participants (at least 8)	Nominations for a course
Interface with Customer Services – between service departments and Customer Services	ICS Award scheme – available to all Regular liaison meetings between Service Departments and Customer Services	Nominations for ICS
Transfer and development of website from Strategy and Performance to Customer Services – skills needed in web development and links with communications	New post required – with appropriate skills Liaison with communications and service departments	Resource Development bid

Corporate Services

Issue	Proposed solution	Action?
Loss of committee support staff through transfer of land charges	Other staff in Democratic and Community Services to be trained – coaching by experienced staff Courses available in minute taking	Staff to be identified (grade implications to be assessed) Coaching programme arranged External courses sourced

Place Shaping

Issue	Proposed solution	Action?
Involvement of staff from all Departments in local issues – Direct Services, and ensuring there is effective communication	Importance of regular liaison	Heads of Service to implement liaison meetings

Other Significant Drivers

Housing Transfer

Issue	Proposed solution	Action?
Direct Services – reduced workload for grounds maintenance, need for more flexibility in skills	Review Structure of PASC Retraining of existing staff – local solution to ensure range of skills is maintained Establish apprenticeships	Head of Service to review and bring forward proposals for P&R agreement
Personnel Services – loss of post through TUPE.	Review balance of work Review service standards	Head of Service to review
Legal Services – loss of post through TUPE transfer	Review balance of work Review service standards	Head of Service to review

Recruitment and Retention

Issue	Proposed solution	Action?
Issues identified in following areas: <ul style="list-style-type: none"> Leisure Services Development Control 	Project to look at turnover levels/analyse reasons/market comparisons and propose solutions	Personnel Manager and HoS to liaise to scope project

Direct Services – increasing level of skills required for front line	Consider apprenticeships	HoS to consider
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Legislative changes

Issue	Proposed solution	Action?
Direct Services – HGV driving regulations	Coach drivers in new requirements	HoS to action
DSD/Housing – CDM regulation changes	Briefing for staff required	Safety Officer to liaise with CHAS officers to identify needs.
Leisure – Safeguarding children and dealing with volunteers	Additional resources needed to deal with volunteers Induction processes to be amended to ensure new staff are aware of requirements	HoS to prepare resource bid HoS to liaise with personnel to make changes to check list when policies agreed
DCS – Local Government and Involvement in Public Health Bill	Evaluate the impact of Community Call for Action and local receipt and investigation of standards complaints	HoS to consider

Service Plan key tasks – refer to Departmental WDPs

Skills and Knowledge Drivers

Customer Service Skills

Issue	Proposed solution	Action?
CSOD – customer awareness training	Planned programme to be delivered from January	Training Officer and Customer Service Manager to arrange
Organisation-wide – customer awareness	ICS Award scheme	HoS to identify nominees

ICT Skills

DSD/Leisure – general IT – upgrade existing skills	Masterclass workshops	General demand?
Agresso – Housing/Leisure/New starters	Workshops	Finance to identify need and arrange workshops
GIS – Housing/P&E	Workshops	GIS specialist in P&E to identify need and arrange workshops
CAPS – P&E/P&S	Workshops	CAPS specialist in P&E to identify need and arrange workshops

Leadership

Issue	Proposed solution	Action?
No specific demand identified	Levels 3 and 5 of the Leadership programme can be offered	Nominees