

CABINET

23 March 2005

PERSONNEL COMMITTEE

20 June 2005

WORKFORCE DEVELOPMENT PLAN

REPORT OF DIRECTOR OF PERSONNEL

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RECENT REFERENCES:

Department Business Plans

EXECUTIVE SUMMARY:

With the continued pressure for delivering more efficient services together the workforce profile information now available showing for example the age profile of the workforce and known skills shortages and recruitment difficulties, we must become more proactive and systematic in our approach to workforce planning to ensure that we build capacity in our workforce to meet future requirements

This report sets out the Strategy and Workforce Development Plan for the Council to act now to gather the people and skills necessary to deliver effective services in the future. The Plan will identify our strategies for building the skills and capacity needed to be successful in the future.

RECOMMENDATIONS:

CABINET

That the Workforce Development Plan be approved by Cabinet and any comments forwarded to Personnel Committee.

PERSONNEL COMMITTEE

That the Workforce Development Plan be approved by Personnel Committee.

CABINET

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WORKFORCE DEVELOPMENT PLAN

REPORT OF DIRECTOR OF PERSONNEL

DETAIL:

1 Introduction

1.1 Workforce planning is not a new concept nor is it new to the Council. It is currently undertaken to varying degrees on an informal basis as departments assess their budgetary and staffing requirements annually and on a more ad hoc basis as work priorities change. However, with the continued pressure for delivering more efficient services together the workforce profiling information showing the age profile of the workforce and turnover information showing skills shortages and recruitment difficulties, we must become more proactive and systematic in our approach to workforce planning to ensure that we build capacity in our workforce to meet future requirements

1.2 Workforce Development Planning is about acting now to gather the people and skills necessary to deliver effective services in the future. The Plan identifies our strategies for building the skills and capacity needed to be successful in the future.

1.3 The Workforce Development Plan is based on profiling information and workforce planning analysis which involves:

- identifying the current and future skills and numbers of employees needed to deliver new and improved services.
- comparing the present workforce and the desired future workforce to highlight shortages, surpluses and competency gaps.
- analysing the authority's diversity profile at all levels as it fits with the future local population's diversity profile.

2. The Local Government Pay and Workforce Strategy

2.1 The Local Government Pay and Workforce Strategy sets out a comprehensive approach to help ensure that local government in England has the right numbers of people in the right places with the right skills to deliver improved services, greater efficiency and better customer focus in front line services. The Office of the Deputy Prime Minister (ODPM) and the Employers' Organisation (EO) have developed the strategy, with input from local authorities, other government departments, the Trade Unions and relevant agencies and professional organisations. The strategy has been endorsed by the Central Local Partnership and adopted by the Local Government Association (LGA) Human Resources Executive as the basis of its Human Resource planning for the period 2003 - 2007.

- 2.1 The Strategy emphasises the need for authorities to work together on local and regional activities in order to implement comprehensive and cost effective workforce/people strategies. It draws on key public service agreement targets and findings from the Audit Commission's Comprehensive Performance Assessments (CPAs).
- 2.2 The strategy identified the following *five priority areas* that are critical to developing the local government workforce to secure the delivery of better and more efficient customer focused public services:
- a) **Developing Leadership Capacity** – among both officers and members, including attracting effective leaders into local government from outside the sector.
 - b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and the frontline workforce.
 - c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working, equality and diversity and the efficient delivery of services.
 - d) **Resourcing local government** – ensuring that authorities recruit, train and retain the staff they need.
 - e) **Pay and Rewards** – Having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

3. Reasons For Developing The Plan

- 3.1 The Pay and Workforce Strategy requires individual authorities to produce a Workforce Development Plan by March 2005. There are a number of benefits to Authorities in having in place a Workforce Development Plan:
- Responds to the pressures for improvement and change, including increasing customer expectations, diversity challenges, CPA, e-government and efficiency. These things will demand a change in culture, better leadership, management, skills and performance systems.
 - Effective use of Human Resources looks at how well staff are managed and developed including how effectively the authority operates performance management, skill development and deals with recruitment and retention problems. In addition we need to ensure that we have the skills available to ensure effective of leadership and management.
 - Keeping costs down. If we have insufficiently skilled staff in a specific area or staff who are skilled in their current role but who do not have the skills sets required to adjust to changes in the future, either costs will go up or quality will go down. This is not only because we will have to compete for staff but because we will be unable to fill vacancies, existing staff will be overstretched, overtime costs will increase as will the use of expensive agency staff or consultants. Unless we take action, morale, stress, increased ill health and absenteeism and lack of motivation will lead to skilled staff leaving putting additional pressure on those remaining. We need to put in place contingency plans in anticipation of staff shortages, supported by national and local evidence, particularly in areas where skilled professionals take several years to train.

- Attracting the best people. With more jobs available yet less young people in the job pool, we need to position ourselves as the employer of choice locally.

4. Developing the Plan In Winchester

- 4.1 The Director of Personnel met with each Director in Autumn 2004 to discuss the current workforce profile and the principals of workforce planning, providing information to each on their current department profile, overtime spend and absence rate.
- 4.2 All department heads were asked to identify their future workforce needs within their Business Plan by identifying the key internal and external drivers affecting their ability to achieve their objectives. To assist the following questions were put to them:
- a) Given your 5 year set of priorities, as set out in your Business Plan, what do you envisage to be the main developments and changes for the service over this period?
 - b) What do you consider to be the implications of these developments and changes for your workforce? (eg the need for new types of skills, experience, qualifications, new ways of working, cultural changes, resources, greater need for diversity)
 - c) What do you envisage to be the changes in your current workforce over the next 5 year period?
 - d) What do you consider to be the implications of these changes for your workforce?
- 4.3 Information has been gathered from these discussions, from department Business Plans and from corporate information such as performance indicators, from the Staff Attitude Survey and from the IIP survey. This information together with the overall profile of the workforce and that of the community has been used to inform the development of a corporate Workforce Development Plan.
- 4.4 The Workforce Development Plan for the Council draws together all of the future requirements identified from this information and includes action plans to identify strategies for tackling the issues raised either through corporate action, such as the development of a Pay and Benefits strategy or through more specific actions to address specific needs within departments.
- 4.5 The Plan needs to ensure that we have the relevant skills and capacity to meet future demand by making the link between business strategies and plans for recruitment and retention, staff deployment and training.

5. The Future

- 5.1 The Workforce Development Plan sets out the target for where we need to be under each of the key areas identified under the National Pay and Workforce Strategy, set out in section 2.2 above, to support the achievement of the corporate aims and objectives.
- 5.2 The next step is to develop detailed action plans and targets for the achievement of each of the areas identified in the Workforce Development Plan. Some of the actions have already been identified and are included in the current Human Resources Business Plan, such as the development of a Recruitment and Retention Strategy which builds on the work already undertaken to try to address some of the key areas

of recruitment difficulty such as in the Planning Division. Also in the current Human Resources Business Plan is the development of a Pay and Benefits Strategy and Flexible Working Strategy to support our aim at attracting and retaining the best people. Some of the work in this area will be undertaken within departments, some on a corporate level making use of corporate groups such as the People Issues Group and the Performance Management Group. There have been some areas identified, such as the development of the 'Employer Brand' where external expertise will be utilised.

- 5.3 The Workforce Development Strategy provides a structured base for approaching workforce planning in a systematic way. This base will ensure that the Workforce Development Plan is integrated into other strategies, informs the budget process and meets corporate aims and objectives. It is a dynamic document which will change in line with outside influences including legislation, Government initiatives, customer needs and expectations, internal and external labour supply and demand and changes to corporate aims and objectives.

OTHER CONSIDERATIONS:

6. CORPORATE STRATEGY (RELEVANCE TO):

- 6.1 The Workforce Development Plan is linked to the need to continuously improve services and to ensure that the staffing resources within the Council meet business needs through the contribution to the recruitment, retention and motivation of staff

7. RESOURCE IMPLICATIONS:

- 7.1 As outlined in the Workforce Development Plan.

BACKGROUND DOCUMENTS:

Available within the Personnel Department

APPENDICES:

Appendix 1 Workforce Development Plan (due to its size, document attached for Members of Cabinet, Personnel Committee and Group Leaders only, plus copy available in Members' Library. It is also available on the Council's Website under the Cabinet and Committees pages for the 23 March Cabinet meeting).