

APPENDIX E

WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 9 JUNE 2009

Title:

UPDATE ON THE ACTIONS ARISING FROM THE WORKFORCE PLAN
[Portfolio Holder: Cllr Richard Gates]
[Wards Affected: N/A]

Summary and purpose:

This report updates the Action Plan attached to the Workforce Plan.

How this report relates to the Council's Corporate Priorities:

Equality and Diversity Implications:

The Workforce Plan addresses people resource issues and planning in order to support the achievement of the Council's Corporate Priorities:

Resource/Value for Money implications:

There may be budgetary implications for some projects but these would be identified at the time they are considered by CMT

Legal Implications:

Detailed in the report.

Introduction

1. The Executive considered and agreed the Workforce plan in July 2008. This report updates progress against the agreed action plan. Progress on each action is detailed on the chart below.

Workforce Plan Action

2. Further work can be undertaken to strengthen and improve human resource management at the Council and additional work has been identified which will be carried out as time and resources permit, as summarised below.

3. Organisational development

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| Review of all policies, updating using plain English and setting out clearly how they inter-relate | This is underway and on going |
| Agree process used for recent organisational reviews eg sheltered housing as the corporate process | Organisational change policy drafted and subject to consultation with Staffside |
| Consideration of partnership working in any organisational /service reviews or when establishing new services | Part of requirements for CMT report on any review – eg careline review, HIA review |
| Encourage multi disciplinary, mixed grade cross-cutting working teams to provide a “joined up” approach to service delivery or corporate initiatives | Examples the use of the LGC competition team to launch staff awards, Don’t loose your home secondment opportunities, |
| Explore the possibility of a graduate placement from the County’s scheme | Interviews being held 11.5.09 |
| Achieve IIP reaccreditation | Achieved |

4. Leadership development

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| Establishment of a Management Development Programme | Early stages, work undertaken with CMT and Host, full programme to be developed and commence 09/10 Continued use of national programmes eg SOLACE Future leaders programme and Developing future leaders programme |
| Achievement of the South East Charter for Member Development | Achieved |
| Development of the shared mentor programme with Guildford BC to expand it to other local organisations so that mentors can be shared and employees can be offered a mentor who is separate from their place of work | Being developed via Surrey Training Officers Group (STOG) into surrey wide project funded by the SIP |
| Encourage joint member/officer development where this is felt to be appropriate and cost effective (for example Equalities training) | Example joint planning training, other opportunities to be developed during 09/10 |
| Investigate options for partnering with local organisations eg the PCT, World Wildlife Fund, Probation service, Godalming College, etc on leadership training and to enable networking opportunities | Initial contact made, further work to be undertaken during 09/10 |

5. **Skill development**

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| Require staff to maintain their CPD levels and share with their managers | Part of revised appraisal process |
| Draw on existing skills within the organisation to coach and deliver training. | Being trialled with the HOST leadership profiles will lead to coaching relationships being developed |
| Build on the Coaching programmes offered by the Surrey Shared training programme coaching qualifications and develop a coaching culture | As above |
| Further Development of e-learning and blended learning solutions | E learning package under review via STOG |
| Review of future retirements and consider knowledge management issues | To be undertaken 09/10 as part of succession planning project |
| Develop training pathways and grading for professional careers | Part of equal pay project |
| Research and consider introducing apprenticeships in key areas | Review of services to be undertaken during summer 09 |
| Undertake a full skills analysis | To be undertaken 09/10 |
| Survey staff re training pathways for shortage areas | To be undertaken 09/10 |
| Develop links with local colleges and schools | On going through work experience programme but to be further developed in 09/10 |
| Maintain a track record of encouraging staff to gain recognition of competency from professional organisations, as they develop in the workforce | Post entry training programme, with more focussed application process |
| Development of competency framework | To be undertaken 09/10 |
| Meet the requirements of the E-Government priority by ensuring that the IT training we use for staff meets the criteria for the European Computer Driving Licence and that we provide a means to test staff | Revisit in spring/summer 09 with changes in ECDL provision and elearning package. |

6. **Recruitment and retention**

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| Review of retention planning and knowledge management leading to report to CMT - | Report to CMT in July and the to Executive |
| Achieve Action plan arising from Equal Pay Audit - | On going in 09/10 |
| From age profile identify future occupational shortages and Consider actions to address | Review in light of economic situation |
| Implementation of an electronic anonymous exit interview tool to gather more data on retention issues | System being designed and will be developed by IT |
| Analyse age and gender profiles, skills and employee turnover by service area with the intention of taking action to encourage development of key skills to ensure that staff in shortage areas can be replaced internally on retirement etc | Review and consider how succession planning could be fairly utilised. Report to CMT in July |
| Reflect the make-up of the local community and redress any imbalance through appropriate recruitment and retention action | 1 st stage EQIA labour market assessment undertaken |
| Develop and implement via pilots flexible working policies e including home working, hot desking and home based working to meet both customer and staff expectations and aspirations | Flexible working policy to be considered by CMT in May. Extension of cirtrix software to enable home working. Examples of home working in Revs and Bens, community, hot desking part of the accommodation moves, |
| Review adverts to be more consistent and attractive promoting Waverley as employer of choice. | Undertaken but need to review again |

7. **Pay and rewards**

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| Achieve Action plan arising from Equal Pay Audit | Part of equal pay project |
| Review of pay and grading structure, including review of how high performance is rewarded | .Part of equal pay project |
| Review of termination packages | Report to Executive summer 09 |
| Consider Flexible benefits scheme | Part of equal pay project |
| Utilise the new combined payroll and personnel IT system (from Sept 08) to provide basis for workforce remodelling across the Council. | Software compatibility issues to be addressed by provider has delayed implementation |

Recommendation

It is recommended that the Executive note the progress made on the Workforce plan action plan and that a further progress report be submitted in March 2010.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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