

Creating a high-performing staff team:

*Revised workforce strategy 2010- 2015
Draft February 2010*



Waverley Borough Council

Creating a high-performing staff team.

Workforce Strategy: 2010 to 2015

Aim:

The aim of this Strategy is to ensure that Waverley Borough Council is equipped to provide excellent services to local people and strong community leadership to our communities, through operating first-class human resources policies and practices.

The Council is a people-based service delivery organisation, so the calibre and engagement of our staff team are crucial to the quality of the services we provide. This Strategy sets out the workforce issues that the Council is committed to addressing in order to become one of the leading local authorities in the country.

Objectives:

- A happy staff team, made up of people who love working for Waverley Borough Council.
- A local authority that people want to come and work for.
- Excellent staffing policies and practices.
- A strong commitment to tackling and overcoming barriers to equality of opportunity for all employees.
- A workforce that is more genuinely open to disabled employees in particular.
- A staff training and development programme that encourages everybody to improve their skills and competencies.
- A workplace that is a hotbed of interesting and innovative learning and development opportunities.
- A pro-active approach to spotting and developing talent.
- A staff team that is engaged with our local community through volunteering and community development activities.

The Council's Workforce Strategy contains five priority themes, which are in line with tThe national Local Government Workforce Strategy (2007) ~~contains five priority themes:~~

1. **Organisational development** - effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership4
2. **Leadership development** - building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context5
3. **Skill development** – with partners, developing employees’ skills and knowledge, in an innovative, high performance, multi-agency context..... 6
4. **Recruitment and retention** - with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues 8
5. **Pay and rewards**– modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach 9

This Strategy sets out how the Council will achieve its workforce objectives through these themes in the following action plans:

1. ORGANISATIONAL DEVELOPMENT ACTION PLAN 11
2. LEADERSHIP DEVELOPMENT ACTION PLAN 14
3. SKILL DEVELOPMENT ACTION PLAN 16
4. RECRUITMENT AND RETENTION ACTION PLAN..... 19
5. PAY AND REWARDS ACTION PLAN 20

¹ <http://www.idea.gov.uk/idk/core/page.do?pagelId=7630921>

1. Organisational development

Progress to date:

The Council has undergone significant change since May 2007, with the election of a new political leadership and the appointment of a new chief executive.

A new organisational structure was approved by Council in December 2007, and is constantly being refined and developed. Top management tiers have been slimmed-down, with three chief officers rather than six, and fifteen services heads rather than twenty-one.

Responsibility for service delivery, financial and staffing resource decisions has been devolved successfully to service heads.

Next steps:

The next five years, however, will pose significant challenges for Waverley. The national financial situation will lead to pressure to continue to streamline service delivery, and to work more closely in partnership and develop shared service delivery arrangements.

We need to be able to meet the pressure to reduce support service costs and increase the flexibility and responsiveness of our organisational structure to meet rapidly changing needs.

To do this, we will:

- Keep our organisational structure under regular review to ensure it remains fit for purpose;
- Develop our service head team to be the leaders of change;
- Seek out and seize opportunities to deliver our services in new ways;
- Embed resident and customer consultation into our service development process, to ensure that services are designed to meet the needs of service users, rather than the convenience of service deliverers;
- Fully involve our middle management team (Connectors) in our change-management programme (foresight@waverley);
- Communicate effectively our corporate priorities and service objectives to all our staff team.

2. Leadership development

Progress to date:

Since 2007, the Council's senior management structure has been comprised of strategic directors and service heads. Strategic directors are responsible for policy and service development, and pan-organisational leadership whilst service heads have been given devolved responsibility for day-to-day service operations, including budget management and staffing.

Our service heads' team (HoST) has been active for the last two years, meeting fortnightly to discuss and develop joined-up approaches to service delivery issues such as customer care, performance management, consultation and complaint-handling.

Service heads have taken the lead role in particular in meeting the Council's financial challenges, through identifying opportunities for cost reduction.

Next steps:

The Council is developing its vision of how the organisation will look in five years' time through our foresight@waverley programme. To deliver that vision we will need a senior management team that is confident, inspirational leaders, equipped with the skills to drive up service performance, create opportunities for service development, and act as effective ambassadors for change.

To do this, we will:

- Establish a leadership development programme for all service heads and aspiring service heads;
- Set clear performance standards for the management of our services, and empower our service heads to deliver;
- Train all our service heads and Connectors in key management competencies;
- Encourage our senior management to network outside the organisation, to learn from other organisations and to engage with the development of public service policy regionally and nationally;
- Establish a clear succession-planning programme, to train and develop our future service heads and senior managers.

3. Skill development

Progress to date:

Training and development has always been a central part of the Council's human resource management, and the Council invests generously in staff training and has held Investors in People status since 2003. We offer a range of development opportunities including²

- Induction training for new staff and ongoing training for existing staff
- Additional opportunities available through mentoring and coaching programmes, the Surrey shared short course programme and e-Learning.
- Professional and management qualifications and membership

All staff have the benefit of an annual appraisal meeting and six-monthly update with their line manager, which is used to

- Connect each individuals work to progressing corporate priorities
- Link individual team members' personal targets to the delivery of Waverley's objectives
- Identify training needs. A new competency framework has been developed, and will be launched as part of a revised appraisal process in 2010.

Next steps:

The changing focus for public services into the future will require local government staff to develop a new and different skill-set. There will be no less need for the traditional public service professions (finance, planning, housing, environmental health etc), but all staff, and managers in particular, also need to be skilled in areas such as communication, customer service, partnership-working and equalities. We need to encourage young people to enter local government, through a comprehensive apprenticeship programme, and we need to spot and develop talent within our staff teams to train-up the managers of the future.

² http://iris.wbc.local/site/scripts/documents_info.php?documentID=92&pageNumber=1

To do this, we will:

- Develop electronic personalised training logs for all members of our staff team, which stem from annual appraisals
- Adopt an organisation-wide apprenticeship programme;
- Host a management trainee from the national graduate development programme every year
- Develop a secondment programme and actively pursue opportunities, public and private sector in and out of Waverley, to share skills and expertise between organisations;
- Form a team of rising stars every year to compete in the Local Government Challenge;
- Encourage and promote volunteering opportunities in the local community;
- Involve 'Connectors' in the Councillor Buddy Scheme to raise political awareness;
- Encourage staff to become involved in coaching and mentoring schemes, both internally at Waverley and involving individuals from external organisations (e.g. local educational establishments).

4. Recruitment and retention

Progress to date:

The Council has a good track record both of attracting skilled people to work for it, and of retaining staff. We have high levels of staff satisfaction with Waverley as a place to work, and staff turnover is low. Sickness absence rates are below local government averages.

Next steps:

Our workforce is ageing, with around one in three employees aged over 55. This poses potential problems for the future, with the risk of skills gaps in key areas, unless we plan ahead for the succession to management roles, and in important professional disciplines.

Staff recruitment is a critical investment decision. We need to develop our skills in recruitment as we plan for an increased rate of staff turnover as existing staff reach retirement age. In particular, we need to renew our focus on recruiting a workforce that reflects the population, particularly people with disabilities, as our recruitment monitoring has shown that, while people with disabilities are keen to apply for job opportunities at Waverley, their recruitment rates are low.

We also need to ensure that there are good career-progression plans in place for potential high-flyers in our staff team, and that we pro-actively seek to develop and promote people from within the current workforce to help them achieve their potential.

To do this, we will:

- Only use trained and accredited staff in recruitment panels;
- Ensure that service heads are involved in all recruitment decisions below Connector level, and that Corporate Management Team is involved at connector level and above;
- Use a wide range of selection testing methods when recruiting new staff;
- Promote Waverley as an employer that believes in equalities, and continue to monitor our recruitment processes to guard against any biases;
- Undertake staff surveys every two years, and act on the feedback given by staff;
- Ensure we have employment policies that promote staff well-being.

5. Pay and rewards

Progress to date:

The Council undertook an equal pay audit in 2008, which found no inherent inequalities in our pay structure. We have an equal pay action plan, which is in the process of being implemented.

The Council offers a range of employment benefits in addition to basic pay.

Next steps:

We have developed a “total reward” feedback tool to assist staff in understanding their pay and benefit entitlements. This will be issued to all staff as an annual report in April of each year from 2010. We are committed to a regular review of our policies on pay and employment benefits, and to ensuring that they are fairly and transparently applied. We need to conclude the work on our equal pay action plan.

To do this we will:

- Implement a new pay scale system in April 2011.
- Undertake regular consultation with staff and their representatives on pay and reward policies and issues.

6. What does success look like in 5 years time?

A successful workforce strategy will mean that in 5 year's time Waverley will be fully fit for purpose. The Council will have responded to the huge demands facing all public sector organisations and be seen as a beacon for community leadership; providing customer focused services with an ambitious, flexible workforce, which better represents the local community.

A happy staff team who will see Waverley as an employer of choice, having developed well in response to the challenges of an ageing workforce; providing resilience in partnership with neighbouring Councils and Surrey First.

Turnover rates will be moderate at around 10 - 12%, as staff expand their careers in local government and beyond, having benefited from skills training with Waverley. Sickness rates at 6 days will be well below similar authorities and staff satisfaction surveys will firmly place the Council in the Top 10 of the Times Best Councils.

The apprenticeship scheme will be delivering another 12 individuals ready for the workplace, with 36 of their predecessors already in full employment; and Waverley's volunteering policy will offer 200 days of staff support to vital community organisations.

1.ORGANISATIONAL DEVELOPMENT ACTION PLAN

Action Description	Timescale/ Milestones	Lead Officer	Resource Implications	EqlA done	needed/	Measures
Keep our organisational structure under regular review to ensure it remains fit for purpose	Organisational structure reviewed in March and September as standing item on CMT/ HoST/ Connectors Agendas.	CMT/ HoST	Officer time			Organisational structure regularly reviewed
Develop our service head team to be the leaders of change	Heads of Service to receive training in change management as part the Council's broader management development programme by April 2011	Alex Overington				All HoS fully trained and equipped to lead change
Seek out and seize opportunities to deliver our services in new ways	Corporate Management Team and Heads of Service to carry out at least two 'organisational raids' per annum to look at best practice in other organisations	CMT/ HoST				Examples of best practice brought back to Waverley and implemented where appropriate
Embed resident and customer consultation into our service development process, to ensure that services are designed to meet the needs of service users, rather than the convenience of service deliverers	Citizen's Panel used for at least four service-based consultations per year. This consultation then to be fed back to the Service and HoST/CMT.	HoS	Officer time			

Fully involve our middle management team (Connectors) in our change-management programme (foresight@waverley)	<ol style="list-style-type: none"> 1. Foresight @ Waverley to be a standing item on Connectors Agendas from February 2010 until April 2011 2. 100% Connectors engaged in, and inputting into the Foresight programme by March 2010 	Connectors/ Jon Poore Jon Poore			
Communicate effectively our corporate priorities and service objectives to all our staff team	<ol style="list-style-type: none"> 1. Twice-annual staff briefings from June 2010 to communicate corporate priorities and service objectives, and the successes against them. 2. All staff fully engaged in annual performance appraisal process, during which links between roles and corporate priorities/ service objectives are identified. 3. Include a section in the induction of new staff on corporate priorities and service objectives. 	CMT			The corporate plan progress report.

Develop a knowledge transfer programme for retiring/leaving/maternity leavers	1. Identify those staff likely to retire/leave in the next five years (rolling), working with them in their annual appraisal to identify critical information to improve organisational resilience.	HoS and Connectors	Officer time	Agreed action plans in place before retirements occur, and where appropriate, staff working reduced hours as they work towards full retirement.	Individual workplans to ensure training and transfer of knowledge
	2. Continue to offer flexible retirement to assist with knowledge transfer and the transition to retirement, supporting with pre-retirement courses.	HoS and HR	Officer time and pre-retirement course fees		

2.LEADERSHIP DEVELOPMENT ACTION PLAN

Action Description	Timescale/ Milestones	Lead Officer	Resource Implications	EqlA needed/ done	Measures
Establish a leadership development programme for all service heads and aspiring service heads	1. Establish which employees would be suitable to take part in a leadership programme (May 2010)	HoST	Management time	Needed	<ul style="list-style-type: none"> List of employees to take part in leadership training programme A leadership training programme in place A mentoring programme in place
	2. Develop a Leadership training programme (Sep 2010)	HR	Cost of training		
	3. Draft an internal mentoring programme to enhance management skills among aspiring leaders (May 2010)	HR	Management time		
Set clear performance standards for the management of our services, and empower our service heads to deliver	Establish performance standards for each service and set targets for these performance standards across all services (June 2010)	HoST	Management time	Needed	<ul style="list-style-type: none"> A performance standards framework in place

<p>Train all our service heads and Connectors in key management competencies</p>	<ol style="list-style-type: none"> 1. Increase awareness of competency framework for all managers and connectors by end of April 2010 2. Develop a training plan for all Connectors and HoST to improve key management competencies (Sep 2010). Training plan to be actioned during 2010/11 	<p>HR</p>	<p>Staff time Cost of training</p>	<p>Needed</p>	<ul style="list-style-type: none"> • A competencies training plan in place
<p>Encourage our senior management to network outside the organisation, to learn from other organisations and to engage with the development of public service policy regionally and nationally;</p>	<ol style="list-style-type: none"> 1. Arrange a net working training session for Host and Connectors (June 2010) 2. Host a networking session for all Surrey authorities to discuss training practices (August 2010) 	<p>HR HoSt/ Connectors</p>	<p>Staff time Cost of training</p>	<p>Needed</p>	<ul style="list-style-type: none"> • Staff trained in networking • Networking session held at Waverley
<p>Establish a clear succession-planning programme, to train and develop our future service heads and senior managers</p>	<ol style="list-style-type: none"> 1. Develop a succession planning programme (October 2010) 2. Identify a pool of potential future service heads (June 2010) 3. Train staff in the succession pool in leadership (April 2011) 	<p>HoST/HR</p>	<p>Management time Cost of training</p>	<p>Needed</p>	<ul style="list-style-type: none"> • Succession planning programme in place • List of potential service heads

3.SKILL DEVELOPMENT ACTION PLAN

Action Description	Timescale/ Milestones	Lead Officer	Resource Implications	EqIA needed/ done	Measures
Develop personalised training logs for all members of our staff team, which stem from annual appraisals	1. Expand existing electronic training log (June 2010) 2. All staff to be able to update their own training log (June 2010)	Alex Overington	IT Staff time Cost to set up and maintain database	Needed	<ul style="list-style-type: none"> Active electronic training log with individual access for every member of staff
Adopt an organisation-wide apprenticeship programme	1. Identify possible service improvements for apprenticeships (August 2010) 2. Apprentices in post (September 2010)	HoST	Management time Apprentice salary Funding	Needed	<ul style="list-style-type: none"> Database of potential apprenticeship placements Apprentices in place Participate in Apprenticeship Awareness Week³
Host a management trainee from the national graduate development programme ⁴ every year	Graduate in post (September 2010 until July 2011 and annually thereafter) Graduate to produce report of lessons learnt on exit	Alex Overington	Line management, induction, support and training, employee benefits Funding	Needed	<ul style="list-style-type: none"> 1 graduate at Waverley each academic year

³ <http://www.apprenticeships.org.uk/Awards/Apprenticeship-Week-2010.aspx>

⁴ <http://www.ngdp.co.uk/gradopps/about/default.htm>

<p>Develop a secondment and coaching programme in and out of Waverley, to share skills and expertise with other organisations</p>	<ol style="list-style-type: none"> 1. Active database of potential secondment opportunities at Waverley set up on Backstage (July 2010) 2. Secondment nominees to be identified during appraisals and added to active database (July 2010) 3. Set up Surrey wide exchange programme to match people with opportunities (Feb 2011) 4. Enable external candidates to come into Waverley (Feb 2011) 	<p>Alex Overington</p> <p>Wendy Jenkins</p>	<p>Line management, induction, support and training, salary for new staff coming in, cover for staff going out</p> <p>Training and support for Waverley staff managing secondment and coaching placements</p>	<p>Needed</p>	<ul style="list-style-type: none"> • Database of people and secondment posts established • Secondments advertised, filled and exit interviews and lessons learnt report completed • At least 1 coaching placement per year
<p>Allocate Connectors to support newly elected members through the Councillor Buddy Scheme in May 2011</p>	<p>Democratic Services to match staff and Councillors post elections</p>	<p>Democratic Services</p>	<p>Staff and member training</p>	<p>Needed</p>	<ul style="list-style-type: none"> • Staff and members matched

<p>Form a team every year to compete in the local government challenge</p>	<ol style="list-style-type: none"> 1. Create team of 6 officers (August 2010 and annually thereafter) 2. Previous LGC Team to help prepare and develop team for challenge (August – October) 3. New Team participate and represent Waverley in event; (October) 	<p>Alex Overington</p>	<p>Funding</p>	<p>Needed</p>	<ul style="list-style-type: none"> • 6 officers enter team
<p>Encourage and promote volunteering opportunities in the local community⁵</p>	<ol style="list-style-type: none"> 1. Active database of potential volunteering opportunities on Backstage (July 2010) 2. Volunteers to be identified during appraisals and added to active database (July 2010) 3. Set up Volunteer programme to match people with opportunities with Godalming Volunteer Bureau (Feb 2012) 	<p>Julie Jackson</p>	<p>Line management, induction, support and training, salary for new staff coming in, cover for staff going out</p>	<p>Needed</p>	<ul style="list-style-type: none"> • Database of people and volunteer opportunities established • Opportunities advertised, filled • Lessons learnt report completed • Participate in National Volunteers Week (June)⁶

⁵ <http://www.volunteering.org.uk> <http://www.do-it.org.uk/wanttovolunteer/aboutvolunteering/vcfinder>

⁶ <http://www.volunteersweek.org.uk/>

4.RECRUITMENT AND RETENTION ACTION PLAN

Action Description	Timescale/ Milestones	Lead Officer	Resource Implications	EqIA needed/ done	Measures
Identify and train all staff that select candidates.	By end of July 2010	HR			An effective recruitment process.
Interview refresher training to be undertaken every two years by all interviewing staff.	Every two years from April 2010	HR			All interviewing staff remain fully trained.
Continue to implement and monitor recruitment policy.	Quarterly reports from April 2010	HR			To ensure that Waverley maintains a high standard of recruitment.
Identify available selection testing methodology and include on job specification and interview invitation.	Year on year from April 2010	HR & Managers			Details of selection testing methods on 'My HR'.
Equality and Diversity certificate to be completed by new starters during probation period.	Year on year from April 2010	Managers			To support Waverley's commitment to Equality and Diversity in the workplace.
Undertake 2 yearly Staff survey and address issues raised	Every two years from April 2010.	Communications			Collate and act on staff feedback
Organise 2 events a year on "healthy living". Themes such as: <ul style="list-style-type: none"> No smoking day. Stress awareness week. Cycle to work day. 	From April 2010 - Two events every year	HoST			Promote staff well being

5.PAY AND REWARDS ACTION PLAN

Action Description	Timescale/ Milestones	Lead Officer	Resource Implications	EqIA needed/ done	Measures
Implement a new pay scale system in April 2011	Prepare new pay scale ready for introduction in April 2011	Alex Overington	Staff briefings and place on Backstage	Needed	Pay Scale in Place
Undertake regular consultation with staff and their representatives on pay and reward policies and issues	<ol style="list-style-type: none"> 1. Have an annual item on Connectors agenda to consider current policies and how they are applied. 2. Include questions in the staff survey being undertaken every two years. 	Communications	Staff time; resource implications if items raised are progressed	Needed	<p>Policies are transparent and fair.</p> <p>Feedback obtained from staff</p>
Circulate JCC minutes.	JCC minutes to be put on Backstage monthly.	Communications			JCC minutes on Backstage.
Issue a Total Reward Statement.	Issue a Total Reward Statement annually in April/May.	HR			An accurate annual Total Reward Statement issued to all staff in April/May every year.