



Building on success through our people

PAY AND WORKFORCE DEVELOPMENT PLAN 2005 - 2010

Introduction

Welcome to our Pay and Workforce Development Plan. We have tried to keep this document as simple as possible and ensure that it is focused and provides members, managers and our employees with information on the things that we believe matter most.

There is a wide range of development activities taking place across the authority and the intention is therefore to provide examples of our achievements, outline key areas of work that is planned and in progress and give a good flavour of our future goals and aspirations, rather than attempt to provide exhaustive accounts. This document is underpinned by the technical Corporate Workforce Development Plan and parallel documents relating to Education and Social Services which provide detailed accounts of the arguments and delivery of the components.

The Workforce Development Plan is driven by the County Council's Corporate Plan, Building on Success, and is focussed on building our capacity to make Worcestershire a county with safe, cohesive, health and inclusive communities, a strong and diverse economy and a valued and cherished environment with the particular priorities of:

- ✓ Improving community safety
- ✓ Raising standards in schools
- ✓ Improving highways, footways and transport services
- ✓ Supporting older people to live independent lives
- ✓ Strengthening Worcestershire's economy
- ✓ Enhancing services to young people

All to be achieved at high levels of efficiency in order to keep Council Tax bills for the people of Worcestershire as low as possible.

Progress towards the descriptions of success in 2010 will be monitored by COMB biannually against a set of key milestones.

The headings in this document follow the key priority areas highlighted by the Office of the Deputy Prime Minister and Employers' Organisation.

For further information about this document and the way it is contributing to the work of the County Council please contact Roger Britton, Development and Training Manager on 01905 766214 or rbritton@worcestersgire.gov.uk

Our 'Way of Working'

It is essential that our Pay and Workforce Strategy is read in the context of our 'Way of Working', which sets out our main organisational values and the behaviours we expect from all our people. These are complimentary documents linking behavioural aspirations with pragmatic delivery targets.

It particularly recognises the three main values which underpin our activities namely

- Customer focus
- "Can-do" culture
- Freedom within boundaries

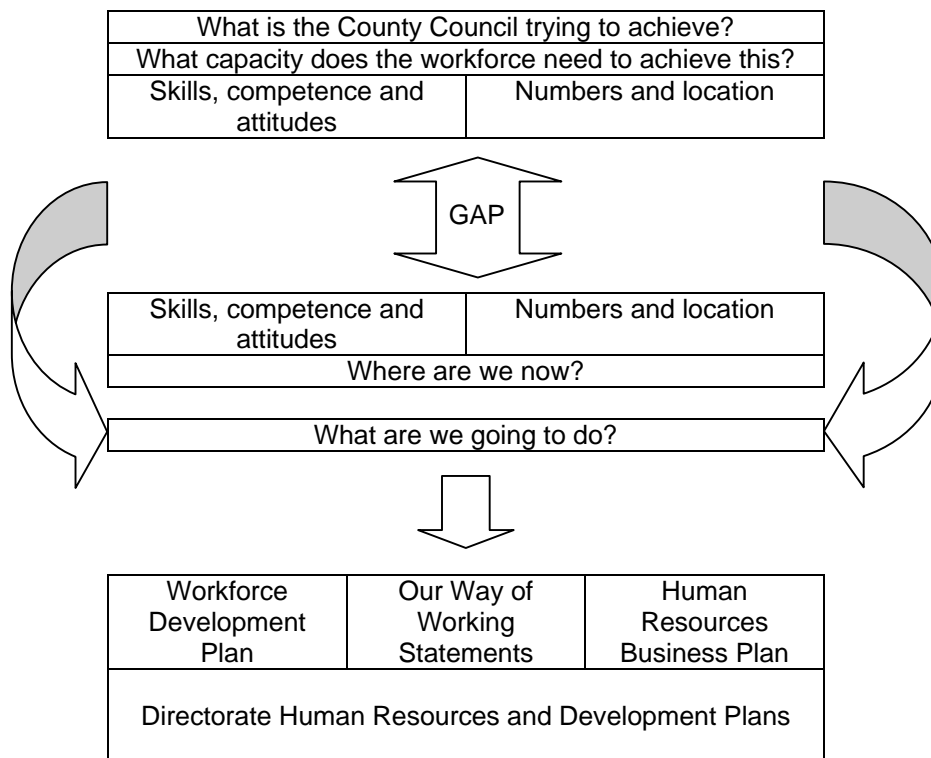
People are at the centre of everything we do and we fully recognise that how the County Council performs as an employer has a fundamental influence on our employees and their individual performance. We have therefore developed a progressive 'way of working' and reinforced this through our *ExcellenceNow* OD strategy by setting clear expectations of the high standards of behaviour that the County Council expects from all its employees and the similar high standards that they should expect from the County Council in return.

Maximising the contribution of all our people

As a major public service employer, our aim is to ensure that we do everything we can to create the conditions that enable all our people to have an interesting job that they enjoy, which provides commensurate rewards and access to opportunities for both personal and professional development and advancement.

By achieving this aim, we will ensure that we maximise the contribution of our people to the delivery of excellent services to our customers. In essence, that is what our Pay and Workforce Strategy is about.

The following diagram illustrates the way the plan works.



The plan sets high level targets so its real value is not in providing a detailed scheme of work, rather to give an overview of our direction of travel which will provide a benchmark for detailed plans and operation.

Developing leadership capacity

Where are we now?

We have recognised the significance of quality leadership, founded on the Leadership Development Commission model, for the future success of the organisation. We are aware of the options available but are mindful of the cost and have piloted a value for money local solution with partners. Some pump-priming activities have been taken using national initiatives. Although we start from a sound base, evidenced by positive trends in the Staff Survey we are not complacent.

How are we progressing?

- Overall approach agreed
- Joint leadership pilot completed and evaluated
- ExcellenceNow providing a vehicle for broad implementation
- Review of Leadership and Management Competencies underway
- Member Training Charter agreed
- Visible Leadership happening as part of ExcellenceNow

What do we do next?

- Roll-out Joint Leadership Programme
- Roll-out co-ordinated member programme based on the Charter
- Continue to use ExcellenceNow to embed leadership traits into management training
- Include leadership potential into management selection
- Establish leadership within succession planning model

What will success look like?

By 2010 the Council will be delivering high quality services through the work of officers and members who have embedded leadership traits into their behaviours and balance those with high levels of operational competence. Success for the organisation will be understood to mean not only good results at CPA but in the experience of all the citizens of Worcestershire.

How are we progressing?	☺	☹	☹
Joint leadership programme in place with positive evaluation			
Member development programme delivered with positive evaluation			
Positive responses to core management traits in SRD2			
All management selection uses competence model			
Succession planning model in operation			

Developing the skills and capacity of the workforce at all levels

Where are we now?

We have recognised that developing the workforce is an essential requirement for organisational success, have built this into our explicit statements about the culture of the organisation and work hard to embed this into actual behaviours.

Work on management development is well co-ordinated but other training less so and is often reactive rather than proactive.

Training and development structures took a step-change forward as a result of the Best Value Review but there remain a number of underdeveloped opportunities for quality and efficiency improvements. Staff value training and believe that they need more opportunities for personal development.

How are we progressing?

- Leadership and Management Competence Framework in place
- Management qualification programme running successfully
- Portfolio of people management training available
- Procurement training at three levels rolling-out
- Customer service development continues to progress through NVQs
- Transport Training initiative progressing
- ECDL as baseline standard for ICT training
- Joint training with Districts is in place

What do we do next?

- Create a competence framework for non management training
- Ensure that all developments are integrated with Skills Pathways and provide a foundation for succession planning.
- Restructure customer service training to provide a fully co-ordinated offering which links front line skills with organisational processes to contribute to genuinely customer-centric practice
- Identify and respond to those skill areas where risk assessments identify a mismatch between provision and future need.
- Develop our responses to the “skills for life” requirements.
- Ensure that all interventions are properly evaluated.

What will success look like?

By 2010 the Council will have an accurate and robust understanding of the skills requirements for the organisation at all levels and will have effective and efficient mechanisms in place to respond to them, predict emerging demands and evaluate impact. All development and training opportunities will be integrated into a framework which exploits the synergy between skills and provides a pathway for development understood by all. All of this will be delivered to a diverse workforce which is capable of serving all the citizens of Worcestershire and will be valued by employees.

How are we progressing?	☺	☹	☹
Non-management competence framework in place and driving development			
Skills pathways in place for key areas			
Customer Service framework in place with positive evaluation			
Risk management plan in operation for all high risk occupational areas			
Skills for life strategy embedded into organisation			
Evaluation framework used consistently			

Developing the organisation, including equality and diversity issues

Where are we now?

We have explicitly recognised the need to engage in proactive activities to develop the capacity of the whole organisation so that it can meet its objectives. This recognition gave rise to the ExcellenceNow OD initiative which provides a pragmatic action plan to deal with the most pressing issues. The County Council has developed a clear understanding of the key skill and behavioural components required for excellence and is continuing to work towards their development.

How are we progressing?

- ExcellenceNow is in place and delivering.
- SRD2 which will measure managers' behaviour has been successfully piloted.
- The Staff Survey indicates ongoing improvement in all areas.
- A robust and focussed plan for addressing diversity is in place and being delivered.
- Project management, risk management and procurement skills are being developed.

What do we do next?

- Continue to roll out ExcellenceNow.
- Review the key issues identified in ExcellenceNow in order to ensure that all activities are effective.
- Develop a better understanding of the needs for partnership working and develop appropriate skills and behaviour.
- Establish a robust organisation-wide approach to succession planning.
- Develop coaching skills across the workforce and build a culture where this can flourish.
- Work on the wider OD and succession issues with partners.

What will success look like?

By 2010 the Council will be "light on its feet" in its ability to develop and adapt in response to changing demands in ways which ensure the physical and mental health of staff. This position will be based on a workforce which genuinely understands the importance of personal development and strategic leaders who ensure that this is built into policy development. The organisation will be demonstrably "customer-centric" in all its activities and will reflect the community it serves numerically and attitudinally – in short it will have re-built itself around the customer.

How are we progressing?	☺	☹	☹
Ongoing positive evaluation of ExcellenceNow			
Review of ExcellenceNow concluded and appropriate changes in place			
Partnership working training in place and positively evaluated			
Succession planning model in place and positively evaluated			
Coaching skills model operating across the organisation			
Increasing use of joint solutions with partners			

Resourcing local government through better recruitment and retention

Where are we now?

We are developing an increasingly sophisticated and strategic understanding of our workforce requirements over the medium to long term and have started to take action. Areas of particular recruitment difficulty, such as social care, have been identified and specific work is being undertaken to make them more attractive. Work is starting to predict future gaps and begin proactive action to resolve them. Recruitment processes are regularly reviewed to ensure that they are as effective as possible.

How are we progressing?

- Specific shortage areas are highlighted and responded to.
- Plans for broader action with strategic partners are being developed.
- A strategic results driven approach to recruitment advertising is being implemented.
- Work is underway to improve the diversity of the workforce.

What do we do next?

- Establish a strategic unit to focus on recruitment and retention.
- Take concrete action on issues emerging from the Staff Survey and other sources.
- Maintain progress on diversity by active promotion of recruitment from BME population and people with disabilities.
- Establish an approach which scans the environment identifying emerging demography and service demand to enable early response.

What will success look like?

By 2010 the Council will have matched the profile of its workforce to operational demands and the diverse nature of the population of Worcestershire, but more than this, will have developed the capacity to respond to ever changing demands through more sophisticated prediction of future needs through employees who are able to change their approach as needs emerge. Many of these needs will be addressed through partnership arrangements.

How are we progressing?	☺	☹	☹
Recruitment Unit established and operating with positive feedback			
Action plan in place and being progressed on employee driven issues			
Workforce diversity in line with published targets			
Workforce planning approach in place and delivering results			

Pay and rewards

Where are we now?

The County Council recognises pay and rewards as a key strategic people management area that is critical to success. Having both equalities and motivational dimensions, this broad area has been targeted within our ExcellenceNow OD programme. We continue to develop strategies to modernise and improve our policies, systems and processes, informed both by the Pay Commission guidance and other national direction. We believe that our success in key areas has result from both a willingness to be bold and innovative and by working hard to maintain solid trade union relationships. We acknowledge staff survey feedback suggesting that we need to improve our communication on pay and rewards with employees.

How are we progressing?

- A Single Status pay structure has been developed with the trade unions and is being implemented.
- New annual leave arrangements have been introduced in response to recruitment and retention issues.
- Director and Head of Service pay has been reviewed and adjusted in line with the pay market to aid recruitment.
- The senior PO grade structure is currently under review.
- Market forces supplements have been introduced for some social services posts.
- An honorarium system is being used to recognise exceptional performance
- We encourage success to be celebrated e.g. vocational qualification awards presentations

What do we do next?

- Consult trade unions on introduction of performance related incremental progression for all staff.
- Undertake an Equal Pay Audit as required by the National Pay Agreement.
- Improve pay and rewards communication with employees

What will success look like?

The pay and rewards system will be transparent enough to inspire confidence and flexible enough to respond to specific issues. The consequence of this will be that the Council will spend where it is needed and have a well motivated and flexible workforce.

How are we progressing?	☺	☹	☹
Positive Trade Union response to pay and reward developments			
Equal Pay Audit completed			
Positive feedback on pay and reward from staff survey			

Development and Training challenges from the Corporate Plan

The County Council's Corporate Plan (2005 – 2009), Building on Success, sets out the overarching priorities for the whole organisation. If these are to be achieved then the people who work for the Council must have the right skills, competence and attitudes to deliver. From a whole organisation perspective the actions to resolve major challenges are detailed below.

Section	Component	Actions	Progress		
			😊	😐	😞
1.3	Aims and values	Ensure that these aims and objectives are explicitly referred to in training interventions and particularly at induction.			
2	Context	Establish a series of interventions for managers to ensure that they can see their direct operational work in the context of the political, economic, social and technological environment in which it is set.			
2.2	Worcestershire Agenda	Deliver a comprehensive set of interventions designed to achieve a customer-centric organisation focussed on the notion of total customer experience.			
2.3	Partnership Working	Deliver training interventions designed to provide staff with the skills required to operate effectively in partnership and joint working environments.			
2.4	Performance Management	Continue the existing interventions on Performance Management ensuring that they fit with the County Council's model.			
4.1	Community Safety	Provide a range of interventions which will ensure that staff understand Community Safety and their contribution to it.			
4.2	Schools	Seek opportunities to support the development of business skills amongst school administrative and management staff.			
5.1	Community Leadership	Continue to deliver interventions to enhance the opportunities to engage in and effectiveness of community consultation.			
5.2	Service Planning	Continue the existing interventions on Service Planning ensuring that they fit with the County Council's model.			
6	Gershon	Continue the existing work on procurement and establish opportunities to ensure that staff understand their role in efficiencies and driving down costs.			
6	Finance	Continue the existing financial skills training with an emphasis on ensuring that all relevant staff receive appropriate training.			
6	Human	Continue the Excellence Now initiative and raise the game on workforce and succession planning.			
6	Human	Continue to deliver diversity training and associated activities in a sustainable way which supports the achievement of the Council's objectives.			
6	ICT	Deliver training interventions on the principles of information management to provide a model within operational work can be set.			
6	Assets	Continue to deliver sustainability training and review the content and focus to ensure that all current challenges are incorporated.			
6	General	Continue existing work on project management looking to build a culture in which it will be most effective.			
7	Risk Management	Continue and develop existing work in this area alongside the CRMG.			