

Workforce Development Strategy

September 2005



EAST RIDING

OF YORKSHIRE COUNCIL

Executive Summary

“We want to be the best! Not only will we achieve our vision and aims, deliver the priorities and exceed customer expectations, but we will also be an organisation which people aspire to work for.”

Councillor Parnaby, Leader of the Council

The Council is firmly committed to developing its workforce and there are a number of national and local drivers for this.

There are 6 themes, relating to workforce and organisational development, which the Council recognises as crucial to delivering excellent services. These are as follows:

- 1.** The availability of accurate workforce and demographic information.
- 2.** How we develop our workforce using a range of approaches.
- 3.** Improving perceptions of the Council as an employer.
- 4.** Developing approaches to encourage a diverse range of people to work for us.
- 5.** Provision of active support to ‘service critical’ areas.
- 6.** Developing and supporting joint approaches to workforce development.

This strategy and the action plan at appendix 1 outline current position and outcomes required against these themes.

The strategy incorporates viewpoints from a range of stakeholders, including partner organisations, staff, managers, trade unions, MBA students and the Project Board. The action plan will be delivered through project teams.

Appendix 2 shows the key ‘products’ to be delivered, their link to the 6 themes, the link to service and performance planning and the achievement of top ten percent performance.

Appendix 3 illustrates how the strategy and plan link to key corporate documents and management processes.

A. Why do we need a strategy?

“Employees are the biggest single asset for any Council. Managers need to recognise and manage workforce issues effectively. Staff need to embrace change and be ambassadors for the Council.”

Nigel Pearson, Chief Executive Designate

The Council recognises that a strategic approach is required for effectively resourcing services. Both national and local agendas and priorities change and our workforce must be fully equipped to address those priorities.

National Pay and Workforce Strategy (NPWS):

The NPWS defines the elements that all councils should include in a workforce development strategy/plan. It outlines a number of key themes which councils need to be addressing. These mirror the requirements of the Corporate Performance Assessment and contribute to the achievement of the Council's broader priorities outlined in the Council Plan. These themes are:

- Developing leadership capacity among officers and members, including attracting effective leaders from outside the sector.
- Developing the skills and capacity of the workforce from the corporate centre to the frontline services, including managers at all levels.
- Developing the organisation to achieve excellence in people and performance management, partnership working and the delivery of customer-focused services.
- Resourcing local government – ensuring that authorities recruit, train, and retain the staff they need and address diversity and equality issues.
- 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.

National labour shortages: The National Pay and Workforce Strategy (NPWS), produced by the Employers' Organisation forecasts, for example, that the need for social workers will increase by 14.7%. Nationally too, the demand for planners is currently significantly outstripping supply. Many of the other areas where we are experiencing recruitment and retention issues reflect a similar national picture. In many professional occupations demand appears to outstrip supply. There is a clear danger of entering a 'wage war', where perhaps more can be achieved through regional collaboration to address specific problem areas.

Competition: Our competitors are other local authorities, public sector organisations, private sector firms/agencies. Some of these organisations often have the 'freedom' to provide higher pay and attractive benefits. We recognise that to recruit and retain the best staff, we need to ensure that our overall 'package' is competitive. Exit interview data is analysed and can indicate where people are going to on leaving the Council and why. We will use this data to inform our development and ensure there are no fundamental organisational issues, which impact on retention.

New Ways of Working: The NPWS highlights that it is difficult to predict the extent to which authorities will outsource their service delivery and the potential impact that this will have on recruitment and retention, workforce development and resourcing strategy. Current trends indicate an increase in the use of technology, outsourcing, public private partnerships and generic working - breaking down traditional organisational boundaries - an outstanding example being in Children's Services. Skills development and the opportunity to gain experience in working with a range of agencies is crucial. These developments are a national driver for change impacting on all local authorities and potentially their partners.

Local Environmental Factors: The Government's Green Paper for Adult Services predicts that the demand for care provision will increase fourfold between 2000 and 2050. The proportion of older people in the East Riding population is higher than the national average and is rising. Locally the NHS have said that in order to maintain the level of service, they will need to recruit 75% of school leavers. This demographic change will impact on many services we provide in terms of volume and approach. Not only will demand for care provision increase, other areas will be affected. Leisure, housing and communication may require a different approach. In addition it will also impact on our labour market and recruitment and employment approaches. Succession planning will become key and the attraction of cities will need to be taken into account. Another trend is the population migration from Hull to East Riding, which clearly impacts on schools and other services.

Potential Labour Sources: Nationally there is a drive to encourage those claiming incapacity benefit back into the workplace. Locally, within the Hull and East Riding area, this equates to a potential labour source of 25,939, as at January 2005. The retention of graduates is a major problem for the East Riding area and the wider Yorkshire and Humber region. Between 1997 and 2000, 35% of graduates left this region. This is the largest national migration of graduates for one area. Conversely this presents the East Riding area with opportunities for a potential labour source.

Various local and national surveys indicate that young people across a range of ages do not perceive local government as an exciting place to work. The Council must strive to change these perceptions working locally, regionally and nationally to illustrate the diversity and attraction of public service and the opportunities available.

Other potential sources of labour include the European Union, unemployed people from within the defined 'travel to work' areas and professional staff from the south, who are finding it increasingly difficult to afford to obtain housing in that area.

Improving Performance: A further driver is the Audit Commission's Comprehensive Performance Assessment (CPA) process, which has a strong focus on how resources are effectively used and how councils build capacity. In relation to this, CPA requires us to

define our ambitions for the community, how ambitions are prioritised, how capacity is assessed and developed and how performance is managed. It also requires us to deliver and monitor our performance against the national shared priorities:

- Sustainable communities and transport
- Safer and stronger communities
- Healthier communities and older people
- Children and young people

Performance and Striding Ahead: This is the Council's vehicle for change to ensure our organisation is equipped to deliver local priorities. Through Striding Ahead the Council is seeking to:

- Be absolutely in touch with residents
- Hold a reputation for smart and prudent stewardship
- Be at the leading edge of e-government
- Attract and keep the best staff
- Deliver more of its services via imaginative partnerships
- Achieve top 10% performance

Effective workforce planning and development is key to the East Riding of Yorkshire Council's Comprehensive Performance Assessment rating. Taking these factors into account, our strategy, therefore, focuses on 6 themes:

- 1. The availability of accurate workforce and demographic information.**
- 2. How we develop our workforce using a range of approaches.**
- 3. Improving perceptions of the Council as an employer.**
- 4. Developing approaches to encourage a diverse range of people to work for us.**
- 5. Provision of active support to 'service critical' areas – key services which experience acute recruitment and retention problems.**
- 6. Developing and supporting joint approaches to workforce development (within the Council, across the local area and regionally).**

B. Current position

This section outlines our current position against the 6 key themes of the strategy.

1. Having accurate workforce and demographic information

The Council's Workforce Information Report (2003-4) highlights several key trends:

- We have 11,851 employees (including teachers, but excluding casuals).
- The average age of the workforce is 44. Succession planning is a key consideration as is the need to recruit an age diverse workforce.
- We have less than 6% of staff under 25 years old – and 21% under 35.
- 25% of women aged 35 to 54 work full-time compared to 85% of men.
- We have 40 staff over 65 working for us, predominantly in hard-to-recruit posts.
- The gender ratio of the whole workforce is 73% women: 27% men.
- Up to scp 14, 81% of those employed are female and between scp 17 and scp 38, 63% of those employed are female.
- 73% of managers (above scp 42) are male. 50% of the Senior Management Team are women.
- Certain professions show a gender imbalance: for example men are underrepresented in Social Work, Early Years, Training and Support Services and women are underrepresented in Planning and Engineering.
- Our information on the numbers in the workforce from minority ethnic groups and people with disabilities is incomplete but suggests that they are under represented.

Analysis of the external labour market highlights issues and potential opportunities, which we also need to take into consideration:

- The East Riding area borders 8 other local authorities, which compete for staff, typically in service critical areas. This provides a wide potential labour market, but means that the Council needs to benchmark against these 8 other authorities to define appropriate approaches to recruiting and retaining staff.
- There are high levels of employment in the East Riding area – higher than the national rate for England. This means that we are competing for scarce resources.
- Our unemployed residents are predominantly unskilled and 50 plus.
- The Tourism and Food Production industries generate seasonal pressures.
- There are areas of deprivation and unemployment in South East Holderness (Withernsea and the environs), Bridlington and Goole.
- These areas of deprivation and high unemployment are masked through averaging across the region, disguising the extremes experienced by individuals and businesses in different parts of the East Riding in relation to economic, social and environmental well-being. This presents challenges, particularly securing external funding for targeted initiatives.
- There is a lower proportion of under 25s than the national average – the other 3 local authorities, bordering the river Humber, have higher numbers of under 25s than the national average.

2. Developing our workforce

As a corporately recognised Investor in People since 2000, the Council is proud of its commitment to developing its workforce. Workforce development is embedded in the Council's Plan which determines organisational priorities, which in turn influence service and performance plans. Service Plans define training requirements and managers undertake Employee Development Reviews (EDRs) with staff to agree objectives and individual training requirements. Training needs are collated by Training Coordinators to inform the Council's training plan.

Major training initiatives include:

- Leadership Development Centres based on embedded competencies (nearly 300 managers have attended)
- Management training and qualifications (CMS, MBA)
- Institute of Customer Service awards
- Equalities training
- Annual Managers Conference
- Comprehensive suite of health and safety programmes
- E-learning
- NVQ training
- SMART MOVES – funded training to support lower paid employees gain training and qualifications
- Training loans

3. Improving perceptions of the Council as an employer

Historically, the Council has been excellent at developing front line services, but perhaps needs to use this more systematically to promote ourselves as an 'employer of choice'.

Local authorities are not traditionally seen as an 'employer of choice'. According to a recent survey (2005), undertaken by our graduate trainees, of students across 3 local universities:

75% of students interviewed had not even considered working for a local authority.

The main reasons emerging from the survey for not considering working for a council:

- Most students knew nothing about the Council at all
- Low wages
- Old-fashioned attitudes
- Uninspiring work.

Clearly these are issues that need to be challenged. It is intended that public perception will be further measured through the Council's annual Household Survey of residents. In addition the outcomes of the Brahm research work on public perception will be considered.

Actions to improve perceptions should involve:

- Measuring current perceptions
- Understanding why those perceptions are formed
- Raising awareness in schools (primary, secondary), colleges, universities
- Articles and features to raise the profile locally, regionally and nationally
- Upskilling job advisers (teachers, Job Centre Plus advisers, Connexions advisers, lecturers) to enable them to promote the Council positively
- Providing input to university programmes to promote innovation in service delivery
- Provision of placements
- Promotion of non pay benefits to existing staff
- Ensuring appropriate communication and consultation mechanisms with existing staff
- Encouraging staff to be ambassadors at all times
- Involve staff and members in promoting the Council as an employer

More recent examples of good practice, which need to be developed, include the Schools Conference with the Education Business Link Organisation, where the use of an interactive workshop and roleplay was introduced to raise the profile of the Council as an employer and challenged existing perceptions.

4. Recruiting a diverse workforce

Central Government is clear that local councils ensure their workforce is truly representative of the area it serves, reflecting customer views and needs appropriately. Traditional sources and types of labour are no longer the most appropriate nor readily available. The Equalities action plan responds to the need to recruit a diverse workforce. The main issues for consideration are to:

- Ensure that the recruitment process is as 'customer centred' as possible.
- Equip staff with the skills to interview effectively.
- Seek out opportunities to recruit staff and use targeted recruitment approaches.
- Use recruitment champions.
- Provide appropriate professional promotional materials (both targeted and generic).
- Communicate non- pay benefits to existing and potential staff.
- Review and develop approaches to recruiting and retaining staff.

The e-recruitment process has been developed with online applications, providing a professional experience for customers. This has been piloted with the recent Chief Executive advertisement and has been very well received. Use of the Internet and linked sites will be developed to target specific sectors of the labour market.

A forward programme of recruitment events is being compiled and will be refreshed annually. This will allow appropriate representation of the Council. Proactive approaches with schools, universities and specific groups of the labour market will be implemented. A recent good practice example of this was an event held in Goole aimed at Childcare staff. This event led to 23 applications for social work posts in Goole – previously unheard of!

Recruitment and promotional information will include a total reward package and a proactive and ongoing promotional campaign will be implemented to raise awareness among current staff to support retention. Job details will need reviewing to ensure competencies are reflected. This approach has recently been introduced in Libraries and has resulted in a dramatic increase in the number of applications, leading to the service no longer being defined as 'service critical'. The use of competency-based selection will also be developed.

5. Providing support to 'service critical' areas

Some areas within the Council are experiencing recruitment and/or retention difficulties. The key indicators are:

- Inability to recruit/retain staff (this will be evidenced through posts being advertised on at least 2 occasions without success, 16% annual turnover or higher)
- Negative impact on ability to deliver and maintain key services
- Prolonged use of agency staff
- Negative impact on customer satisfaction
- Negative influence on performance indicators and potentially our CPA rating.

Service critical areas will be reviewed on an annual basis to check whether problems are persistent; services defined as 'service critical' may change over time.

The strategy needs to focus on the workforce outcomes required to ensure the Council continues to deliver high quality cost effective services. These need to be clearly specified and underpinned by strategies and actions addressing both short and medium to long-term issues. The Workforce Development Strategy will be a live document that will change in response to both internal and external influences. Using the criteria outlined above, we have identified that currently the Council has a number of service critical areas. Those reported by Heads of Service as service critical are:

- Social Workers
- Social Care workers
- Planning Officers
- Headteachers
- Property Officers and Surveyors
- Forward Planning Officers (Planning and Transport Policy)
- Environmental Health Officers
- Engineers (bridges and lighting)
- Educational Psychologists

Excellent examples of workforce development activities within these service critical areas include the introduction of 'career pathways' in Accountancy, reviewing job role requirements in Public Protection, workforce remodelling in schools, a coordinated approach to practice placement in social work, and promotional campaigns in social care.

Other areas causing concern are:

- School Crossing Patrol
- School Travel Plan advisers
- Museums and Archives
- Accountants
- Link advisers
- Catering and Bar Assistants
- Catering senior supervisors
- Sports coaches/instructors
- Level 2 swimming coaches
- Lifeguards

Some of these areas are more critical to the performance of the Council than others. With each of these areas analysis will be undertaken to define the cause of the issue, using information available from secondary research, exit interviews and staff consultation.

Factors which may impact on recruitment and retention are:

- Not knowing about the East Riding as an area – including economic aspects (schools, housing, leisure etc)
- Lack of information about the Council, the service or non pay benefits
- Lack of proactive/targeted recruitment
- Unrealistic expectations about potential recruits
- Poor packaging of the job itself
- Poor management
- Lack of training/career development
- Inability to offer work flexibly
- Demand for that type of working being higher than supply
- Competitiveness in terms of pay and non pay benefits

For each service critical area, following analysis, an action plan will be developed and implemented. This will be monitored through the service and performance planning process.

6. Developing joint approaches with partners

The Council has an enviable record of working in partnership and there are many examples of good practice, including the Children's Trust, the Rural Partnership, the Learning Partnership and Multi-Agency Teams for children and young people. In addition the Council intends to commit itself to an eight year partnership deal with arvato (local government services) ERYC to deliver a range of the Council's core services and develop a joint venture company, contributing to the economic development of the area.

The Council is also pursuing with the local Primary Care Trust an integrated approach to the governance, development and delivery of services to children, families and adults. Both internal (ie with trade unions, across directorates and with Councillors) and external (eg with the Local Strategic Partnership – LSP – the independent care sector, other councils, arvato and funding and education providers) partnerships are crucial to effective workforce development.

Many of the workforce issues across the East Riding are shared and a joint approach will be launched through a Workforce Development Conference in October 2005, defining key issues and requiring stakeholders to define their ability and willingness to contribute.

Central to this agenda is our commitment to working effectively across the Council, with Members and with trade unions. We will use the consultative machinery to involve Trade Unions in the emerging Workforce Development policy and practice.

We need to ensure joint approaches, as appropriate with stakeholders, including:

- Internal council directorates
- Trade unions
- Elected members
- Primary Care Trust
- Independent care providers
- arvato (local government services) ERYC
- Local funding bodies
- Educational providers
- Jobcentre plus
- Connexions
- Local schools
- Other local authorities

C. Delivering improvements

Detailed actions against key aims are defined in the Workforce Development Action Plan (see appendix 1). This plan will be delivered through sub groups relating to themes and overseen by a Project Board.

Project Board representatives are responsible for ensuring that appropriate communication and consultation about workforce development takes place within their directorate.

Reporting will also take place as required to Cabinet, Corporate Management Team, Senior Management Team and Joint Consultative Committee.

Councillors, officers and trade unions are all committed to addressing workforce development issues.

Project Board representatives are currently as follows:

Jack Blackmore	Corporate Policy and Strategy
Alan Menzies	Economic Development
Andrew Milner	Communications
Steve Button	Finance
Barry Adams	Resource Strategy
David Smith	Human Resources
Andy Barson	Trade Union
Lauraine Walker	Culture & Information
Suzanne King	Children's Services

D. Conclusion

There are a number of key drivers for Workforce Development at a national, regional, local and individual level, including:

- Customer requirements
- CPA Excellence
- Top 10% performance
- NPWS
- National and local skills shortages
- Gershon efficiency savings

Management information will be used to support our improvement objectives relating to Workforce Development, including use of information provided in the External Labour Market Report and the Council's Workforce Information Report to target key areas for recruitment and development.

To implement this strategy, we need to work together, both across directorates in the Council, with partners – and also with educational establishments and Jobcentre Plus. We need to define clear and attractive routes into the organisation, establish appropriate development routes across and through the organisation, recognising transferable skills and create different roles where appropriate.

Workforce Development activities are depicted in the diagram at appendix 2, which shows the activities and their links to the 6 key themes.

Appendix 3 shows the linkages between this strategy and other documents and processes.

The building blocks are already in place and progress has already been made. We now need to use this strategy to drive the achievement of our workforce objectives.

“Both staff and organisations need to be even more adaptable to survive. Although much has already been achieved, there is still a long way to go. The production of a strategy is one thing, but we need buy in, ownership and action.”

Jack Blackmore, Striding Ahead Lead, Recruitment & Retention

APPENDIX 1**ACTION PLAN 2005 – 2008**

Key Area	1. WORKFORCE & DEMOGRAPHIC INFORMATION		
Outcome	1.1 Accurate & reliable information about ERYC workforce(& related) for corporate and service specific reporting informs corporate strategy.		
Current Position	Planned Action	Lead Officer	Date
The corporate workforce development report has been produced (03-04) and provides information across a range of categories and in relation to directorates. Information has come from a variety of sources and been of varying reliability. The transition from PPWin to Integrated Pay Personnel means that the workforce information report for 04-05 has not yet been produced.	a) Review and update categories on workforce information report. b) Revise exit interview categories / process. c) Define corporate and service level reporting requirements for IPP. d) Develop corporate and service level reporting. e) Validate staffing information for IPP. f) Produce corporate and directorate workforce information statistics (04/05). g) Compile comparator information in relation to corporate workforce measures. h) Analyse statistics and produce workforce information report 04/05 and update Workforce Action Plan i) Develop and implement interim training database. j) Develop training module for IPP.	<ul style="list-style-type: none"> • J Shores • D Wescott • J Shores • J Compton • D Wescott • J Compton • L Featherby • J Shores • C Brown/A Procter • C Brown/A Procter 	
Outcome	1.2 Services monitor the impact of workforce issues on performance and proactively use workforce information to plan future actions		
Current Position	Planned Action	Lead Officer	Date
The revised service & performance planning process requires managers to identify capacity issues in their team, outlining core workforce measures & defining key issues & actions. This information has now been submitted & will need to be analysed.	a) Analyse information from service plans and provide feedback. b) Ensure key workforce measures are monitored through service plans. c) Work with areas to assess the impact of workforce issues on performance targets (priority to service critical areas) and to determine future actions.	<ul style="list-style-type: none"> • J Shores • G Barley • J Shores 	
Outcome	1.3 Accurate and Reliable External Labour Market Information and Comparator Information		
Current Position	Planned Action	Lead Officer	Date
An external labour market report has been compiled for 04/05 using information from NOMIS (inc Census 2001), Job Centre Plus, Employers' Organisation, State of the ER Economy Report 2004. Some data has been collated in relation to service critical areas and non pay benefits. Benchmarking data is collated in relation to People Score Card.	a) Identify information requirements (information types, trends, potential sources and regularity). b) Define mechanisms for sourcing this information.	<ul style="list-style-type: none"> • J Shores • J Compton 	

Key Area	2. DEVELOPING THE WORKFORCE		
Outcome	2.1 Implementation of a skills and competency framework to inform recruitment, selection, performance assessment and training		
Current Position	Planned Action	Lead Officer	Date
Contact has been made with a number of organisations with competency frameworks. One of the CMS groups has been looking at IT skills. The Admin Review project has identified that this sub group will be responsible for developing a framework, identifying gaps and planning training provision to address those gaps.	a) Develop agreed framework b) Develop proposal for the use of the framework to support recruitment and selection c) Develop proposal for the use of the framework to support development (EDR and training) d) Undertake skills audits e) Define development solutions f) Implement competency based recruitment and selection	<ul style="list-style-type: none"> • J Dooley • D Wescott • L Featherby/C Brown • L Featherby • C Brown • J Shores 	
Outcome	2.2 Agreed Corporate Training and Development Plan 2005/6		
Current Position	Planned Action	Lead Officer	Date
With the split function for training and development (across arvato and the Council) it is crucial that the Annual Training Plan reflects organisational needs. Gershon efficiency requirements are also a driver for seeking 'joined up' approaches.	a) Develop directorate training plan template (national, local requirements/joint development opportunities/future capacity issues) b) Produce directorate training plans c) Define qualification opportunities and criteria (Skills for Life, Management quals, SMART MOVES, VQs, NVQs etc) d) Develop Annual training plan e) Incorporate training needs into service plans linked to objectives f) Quantify costs of training g) Evaluate the impact of training and development and ROI	<ul style="list-style-type: none"> • L Featherby • L Featherby • C Brown • C Brown • L Featherby • L Featherby/C Brown • L Featherby/C Brown 	
Outcome	2.3 Effective development framework for all staff		
Current Position	Planned Action	Lead Officer	Date
A proposal for talent management is under development currently and needs to be finalised. Coaching is currently being used within the PCT and senior managers in parts of CFAS to develop staff. Mentoring currently takes place for people on qualifications and for some of those who have undertaken LDCs. Secondments currently happen on an ad hoc basis. All of these approaches could be used more systematically to assist problem solving within current job roles, contribute to succession planning and provide pre-promotional development.	a) Finalise and agree talent management (succession planning) framework b) Develop plan for implementation of coaching c) Develop plan for implementation of mentoring d) Develop plan for implementation of secondment e) Agree and launch development framework	<ul style="list-style-type: none"> • D Wescott • J Shores • J Shores • J Shores • J Shores 	

Outcome	2.4 Effective approach to management development		
Current Position	Planned Action	Lead Officer	Date
<p>1st line manager programme has been developed for Children's Services with the University of Hull. Another 1st line manager programme has been delivered within Revenues. These need to be reviewed to see if they are relevant council wide. CMS and MBA are well received. A review is being undertaken of the MBA currently.</p> <p>Nearly 300 managers have now been through the LDCs. Given the major organisational changes, it is time to review the competencies, the approach and the target audience. This can be achieved through reducing the number of centres being delivered to free up time for review and for delivery of solutions. Feedback on manager performance against the competencies needs to be incorporated into the EDR process. The solutions for LDC have been 'on hold' for some time due to resource issues within the Training team.</p> <p>The Managers' Conference has been well-received and the momentum must not be lost.</p>	<p>a) Review current approaches to 1st line manager development.</p> <p>b) Recommend corporate 1st line manager programme (and consider timing of this ie pre/post appointment)</p> <p>c) Complete review of MBA programme and implement agreed actions</p> <p>d) Review LDCs – (competencies, approach, target audience)</p> <p>e) Ensure assessment against the competencies in EDRs for managers</p> <p>f) Plan and deliver solutions for LDC.</p> <p>g) Plan and deliver an effective Managers' Conference</p>	<ul style="list-style-type: none"> • C Brown/J Shores • C Brown/J Shores • C Brown • C Brown/ J Shores • L Featherby • C Brown • C Brown 	
Outcome	2.5 Effective elected member development programme		
Current Position	Planned Action	Lead Officer	Date
A decision is awaited on the method for development.	a) Design, deliver and evaluate a member development programme to include improved member involvement (as per CPA requirements)	• C Brown	
Outcome	2.6 Sound and integrated approach to directorate induction		
Current Position	Planned Action	Lead Officer	Date
Currently directorate induction is of varying quality and reliability. This issue was picked up by the IIP assessor and identified as a priority.	<p>a) Review current methods internally</p> <p>b) Review other approaches (eg mentoring)</p> <p>c) Recommend best option</p>	• L Featherby	

Key Area	3. IMPROVING PERCEPTIONS		
Outcome	3.1 Monitoring mechanisms for public and staff perception		
Current Position	Planned Action	Lead Officer	Date
The IIP survey has been in operation for several years. This has now been redesigned and will be the Annual Workforce Survey and will be distributed following the establishment of OU codes on the IPP system. Perception measures have been added into the Household survey.	a) Analyse responses from Household Survey. b) Distribute and analyse Workforce Survey c) Update this plan	<ul style="list-style-type: none"> • B Webster • L Featherby • J Shores 	
Outcome	3.2 Employer of Choice promotional plan		
Current Position	Planned Action	Lead Officer	Date
In relation to potential staff, some links have been made with universities, connexions, job centre and some promotional work has been undertaken. This needs to be implemented more systematically and targeted to service critical areas in particular. Some of our non pay benefits have been promoted, but again this needs to be done more systematically.	a) Review current benefits and access b) Identify best practice c) Develop suite of non pay benefits d) Develop and implement promotional plan for existing staff and potential employees, involving current staff and elected members	<ul style="list-style-type: none"> • D Wescott • D Wescott • D Wescott • M Martin/A Dixon/ J Shores 	
Outcome	3.3 Coordinated placement provision		
Current Position	Planned Action	Lead Officer	Date
The Project Board have agreed the need to resource placement coordination. Currently funding streams are being reviewed to support this. A draft report to CMT has been prepared and awaits funding information to be included.	a) Secure resources b) Report to CMT c) Recruit and select d) Plan and implement approach	<ul style="list-style-type: none"> • J Shores 	
Outcome	3.4 Effective mechanisms for staff engagement		
Current Position	Planned Action	Lead Officer	Date
Currently there are several mechanisms for staff engagement including staff suggestion scheme. The effectiveness of those mechanisms is variable.	a) Definition of current systems b) Analysis of current systems c) Consultation with staff d) Identification of best practice e) Recommendations for improvement (inc employee suggestion scheme)	<ul style="list-style-type: none"> • J Shores/L Featherby 	

Outcome	3.5 Organisational knowledge is used to inform strategy and action.		
Current Position	Planned Action	Lead Officer	Date
A process has been identified for linking qualification projects to strategy development. Much knowledge is gained in the organisation	<ul style="list-style-type: none"> a) Use projects from in house qualifications proactively b) Define other sources of knowledge (eg OH, training, disciplinaries, complaints etc) c) Review best practice d) Recommend future actions e) Implement findings 	<ul style="list-style-type: none"> • J Shores 	
Outcome	3.6 Retention strategy		
Current Position	Planned Action	Lead Officer	Date
Currently there is no retention strategy. Some information is being sought from staff through the workforce survey about what they value and information is available from exit interview data.	<ul style="list-style-type: none"> a) Identify current elements b) Seek feedback and analyse responses c) Review best practice d) Implement agreed strategy 	<ul style="list-style-type: none"> • J Shores 	
Key Area	4. RECRUITING A DIVERSE WORKFORCE		
Outcome	4.1 Implementation of effective competency framework for recruitment and selection for managers		
Current Position	Planned Action	Lead Officer	Date
A proposal has been approved incorporate the management competencies into recruitment and selection. CMT have stressed the need to complete the LDC review prior to launching competency based selection.	<ul style="list-style-type: none"> a) Implement competency based recruitment and selection for managers 	<ul style="list-style-type: none"> • D Wescott 	
Outcome	4.2 Identification and promotion of career pathways		
Current Position	Planned Action	Lead Officer	Date
Some services have started to look at career pathways. This work needs to be further developed and promoted.	<ul style="list-style-type: none"> a) Identify current career pathways b) Define where career pathways would be helpful (eg service critical areas) c) Develop career pathways (identifying training routes) d) Define how career pathways can be promoted. 	<ul style="list-style-type: none"> • J Shores/M Martin • J Shores • J Shores • M Martin 	
Outcome	4.3 Effective recruitment process		
Current Position	Planned Action	Lead Officer	Date
Some analysis of the recruitment process has been undertaken. This needs to be revisited. Recently a pilot was undertaken for more effective advertising of children's services posts. It is envisaged that this approach be adopted council wide.	<ul style="list-style-type: none"> a) Revisit findings from previous work b) Map out current recruitment process c) Revise where appropriate d) Implement agreed revisions 	<ul style="list-style-type: none"> • J Shores/A MacRae 	

Outcome	4.4 Recruitment strategy and plan		
Current Position	Planned Action	Lead Officer	Date
An list is currently being collated to outline key recruitment events. E- recruitment is being rolled out and was used effectively for the recent Chief Executive position. Recruitment champions have been used in some areas. Links to some websites have been made.	<ul style="list-style-type: none"> a) Identify the what, how, who, by whom need to be actioned. b) Consider targeting specifically for designated groups. c) Develop strategy and plan d) Implement 	<ul style="list-style-type: none"> • J Shores/A MacRae 	
Key Area	5. SUPPORT TO SERVICE CRITICAL AREAS		
Outcome	5.1 Agreed action plan for each area		
Current Position	Planned Action	Lead Officer	Date
Some support has been given to previous service critical areas. In some areas this has led to the development of action plans. For libraries they now no longer consider themselves to be service critical – as a result of work undertaken. Social Care/social work have resourced their action plan by funding an OD post and commitment has been secured from Planning to do the same. Services have been asked to reconsider which of their areas are service critical.	<ul style="list-style-type: none"> e) Seek analysis from 'service critical' managers using checklists f) Collate workforce data and measures (inc exit interviews) g) Investigate professional body guidance h) Seek comparator data i) Seek feedback from staff j) Develop and implement specific plans (identify resource) k) Review impact through service and performance plans 	<ul style="list-style-type: none"> • J Shores 	
Key Area	6. DEVELOPING JOINT APPROACHES		
Outcome	6.1 Defined scope for potential joint approaches		
Current Position	Planned Action	Lead Officer	Date
The strategy has been approved by the Project Board and needs to go to CMT and Cabinet. A conference is planned for 7 November, funded by LSC and delivered with partners to explore possible joint approaches to our workforce challenges.	<ul style="list-style-type: none"> a) Launch strategy and action plan b) Run conference with stakeholders to define possible joint approaches (funding, communication, recruitment, development,) c) Implement joint approaches d) Monitor achievement of strategy/plan 	<ul style="list-style-type: none"> • J Shores 	

APPENDIX 2

DIAGRAM - Monitoring and Measuring the Value of Workforce Development



This diagram depicts the current 'products' forming the suite of approaches under development, as part of the Workforce Development Plan, and their role in the achievement of top ten performance. As shown on the diagram, service and performance planning plays a key role in monitoring the effectiveness of and planning the implementation of these approaches.

APPENDIX 3

Relationship to other Documents and Processes

Clearly this Workforce Development Strategy does not stand in isolation. The diagram below attempts to show the linkages to key documents and processes.

