



Report to: Council
Date of Meeting: 24 January 2007
Report From: Head of Organisational Development
Title of the Report: Corporate Workforce Development Plan
Agenda Item Number: **9**

1. PURPOSE AND SUMMARY

- 1.1 The purpose of this report is to present to Members a Corporate Workforce Development Plan, which has previously been considered by Executive at their meeting held on 8 January 2007.
- 1.2 It is a recommendation of Executive that Council approve the attached Corporate Workforce Development Plan.

2 CONSULTATION

- 2.1 Consultation in relation to this report and the attached documents, has taken place with the Councils Corporate Management Team and Portfolio Holder for Human Resources and Communications. In addition consultation has also taken place with other key individuals including the regional advisor for the Employers Organisation for organisational development and workforce development planning.

3. CORPORATE PLAN AND PRIORITIES

- 3.1 This report and the attached Plan will support all of the Council's corporate priorities due to the nature of the plan and the development of people at all levels across the Council through effective workforce development planning.

4. IMPLICATIONS

4.1 Financial Implications and Value for Money Statement

- 4.1.1 There will be financial implications associated with this report, linked to the costs of delivering the various training and development programmes. The costs of the Corporate Training and Development Plan will be addressed once again through the corporate training budget and are not anticipated to exceed

the costs in previous years, due to a large proportion of activities now being delivered in house. In addition to any additional expenditure for example in relation to top team development, the Council have submitted bids to the Improvement Partnership to assist with this expenditure.

- 4.1.2. There will be indirect efficiencies and value for money implications associated with this report which will be as a result of effective work force development planning and organisational development.

4.2 Legal

There are no legal implications arising from this report.

4.3 Human Resources

Human resources implications will be linked to the proposals contained within the plan regarding the future planning of the workforce, recruitment and retention, addressing sickness absence and workforce development on an organisational, team and individual basis.

4.4 Other Services

There will be implications for other services arising from this report in that all services will be expected to effectively engage with the proposals contained within the plan. The positive implications will be that services will be more prepared to deal with and address any future changes or challenges facing them, that they will have better skilled staff and that this will ultimately lead to service improvement.

4.5 Diversity

The only equality and diversity implications arising from this report are detailed within Part 1 of the Plan, which refers to how the Council will corporately be taking steps to ensure that the workforce is representative of the community we serve.

4.6 Risk

The risks associated with members not approving the attached plan are that the Council will not be effectively addressing workforce development planning which is a requirement of the Governments Pay and Workforce Strategy. In addition this would have significant implications on the capacity and capability of the organisation to make the improvements required.

4.7 Crime and Disorder

There are no known implications for Crime and Disorder.

4.8 Other Implications

There are no other known implications as a result of this report

5. BACKGROUND, POSITION STATEMENT AND OPTION APPRAISAL

5.1 BACKGROUND

- 5.1.1 There are many benefits to effective workforce development planning which is vital to business success. In addition by introducing workforce development planning, the Council will have a framework and mechanism in place to ensure that we address any workforce composition issues or risks that we may face in the future, as well as ensuring that the employees of the Council are adequately developed to make the improvements required.
- 5.1.2. To date, there have been many various strategies, systems and processes which have been developed and implemented in relation to organisational development, training and development, performance appraisal and recruitment and retention.
- 5.1.3. In order to bring all of these together into one approach as part of a Workforce Development Plan, the attached Corporate Workforce Development Plan has been developed.
- 5.1.4. In addition to the advantages listed above, the Council will be responding to one of the key requirements of the Governments Pay and Workforce Strategy and will be addressing one of the areas of Comprehensive Performance Assessment, which relates to workforce development planning.
- 5.1.5. In summary, the Council's Corporate Workforce Development Plan will ensure:
- The Council have mechanisms in place to identify current and future skills and numbers of employees required to deliver services.
 - The Council pro-actively analyses the current composition of the workforce and considers future changes and identifies how these may be addressed.
 - The Council compares the present workforce against the desired workforce, to highlight shortages, surpluses and skills or competency gaps and takes measures to address these.

5.2 POSITION STATEMENT

- 5.2.1. The Council have now developed a framework for introducing workforce development planning which is at two levels:
- Level one – The development of an annual corporate workforce development plan which outlines how corporately workforce

composition issues will be addressed, as well as corporate proposals for organisational, team and individual training and development.

- Level two - The requirement for service teams to develop annual service workforce development plans which link closely with the development or revision of service plans. These plans would set out the key human resource issues and training and development required to deliver the individual service plan objectives.

5.2.2. Council are being asked to approve the approach to be adopted as well as the "Corporate Workforce Development Plan" and proposals set out within this.

5.2.3. The Corporate Workforce Development plan attached as Appendix A, is set out in two parts. Part one relates to the workforce composition issues, including equalities and diversity, the effects of sickness absence, anticipated retirements and recruitment and retention. This section also outlines how the Council will respond corporately to these issues through various initiatives and action plans.

5.2.4. Part two includes a substantial amount of detail in relation to the skills, competencies and training and development which will be required and includes proposals which address:

- Further organisational development
- Introducing Succession Planning
- Embedding action learning and Continuous Process Improvement
- Engaging all employees of the Council in organisational development activities
- Corporate Management Team and Executive Development Programmes
- Middle manager development and the introduction of 360 Degree Appraisal
- Further member development

5.2.5. The Corporate Workforce Development Plan will support and be very closely linked to the delivery of the Organisational Development Strategy.

5.3. **OPTIONS APPRAISAL**

5.3.1. There are no options to appraise in relation to the introduction of workforce development planning.

6. **RECOMMENDATIONS**

6.1 It is recommended that the attached Corporate Workforce Development Plan is approved.

7. BACKGROUND PAPERS / DOCUMENTS REFERRED TO

- 7.1 Chester-le-Street District Council Organisational Development Strategy
- 7.2 Chester-le-Street District Council Corporate Plan
- 7.3 Chester-le-Street District Council Sustainable Community Strategy
- 7.4 Chester-le-Street District Council Improvement and Recovery Plan
- 7.5 The Governments Pay and Workforce Strategy

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