



Chester-le-Street
District Council

APPENDIX A

Workforce Development Plan 2007/2009



December 2006

Contents

1. **Background and Introduction**
2. **What is workforce development planning**
3. **The Organisational context and CPA**
4. **How the Council's plan is structured & a summary of objectives**
5. **The Approach to be adopted**
6. **Drivers behind Workforce development planning**
7. **Policies/ Procedures and Practices which underpin the Corporate Workforce Development Plan**
8. **The Corporate Workforce development plan**

Part 1

- **Sickness absence**
- **Turnover**
- **Age profile**
- **Equalities and diversity**
- **Vacancies**

Part 2

- **skills/ competencies/ training and development**

9. **Proposals for skills development and training (Corporate Training and Development Plan 2007 – 2009)**
10. **Proposals for the organisational development programme 2007/08**
11. **Proposals for Service Team/ Middle Manager development**
12. **Development opportunities – supervisors and team leaders**
13. **Development of the Corporate Management Team and Executive**
14. **Member Development – post charter**

Appendices

- A Recruitment and Retention Action Plan**
- B Corporate Training and Development activities 07/09**
- C Guidance on Succession Planning**
- D Organisational development Proposals 07/08**

1. Background and Introduction

- 1.1. Effective workforce development planning is vital to the success of this Authority and to successful achievement of both corporate and service objectives.
- 1.2. In accordance with the Governments Pay and Workforce Strategy, all local authority's will be required to be able to demonstrate effective workforce development planning, and for this reason the Organisational Development Strategy has a section specifically relating to how the Authority will take forward workforce development planning.
- 1.3. In relation to our continued recovery as a Council and our aspirations to improve the Council's rating of "poor", this plan sets out how through effective workforce planning we will ensure that we have the capacity to deliver on the future agenda. It will also ensure that through leadership development, organisational and skills development our employees and members are the most valuable asset we have in making the required changes.

2. What is Workforce Development Planning

- 2.1. Workforce planning is used as a basis for developing "Workforce Development Plans", which will in turn identify a Council's strategies for building the relevant skills and capacity needed for organisational success.
- 2.2. In summary, workforce planning is the process of "getting the right people, with the right skills, in the right jobs at the right time."
- 2.3. It means:
 - Identifying the current and future skills and numbers of employees required to deliver services which in turn will assist the Authority in achieving it's objectives.
 - Analysing the present workforce's characteristics in relation to the above
 - Comparing the present workforce against the desired workforce, to highlight shortages, surpluses and skills or competency gaps
 - Looking at the Authority's diversity profile against the population
- 2.4. The plan should set out how the Authority intend to recruit, retain, support and develop employees. Some aspects of this are covered by the Organisational Development Strategy, whereas others are referred to in this document.

3. The Organisational Context and CPA

3.1. The Audit Commissions CPA process asks local authorities some key questions that directly relate to how the organisation manages it's people.

Q Does the Council have the capacity and skills it needs to achieve improvement/ change?

Q How will the Council ensure that it has the capacity to identify, implement and maintain improvements?

3.2. For this reason, and to ensure that an organisation is aware of what it has to achieve, workforce development planning should be integrated into the organisation's business planning processes (or corporate planning).

3.3. In summary this will help to identify:

- Where we are trying to get to?
- Where we are now in terms of workforce composition?
- How are we going to get there through our workforce?

4. How the council's Workforce Development Plan is Structured

4.1. The first part of this plan sets out information in relation to the current workforce composition of the Council, including how we will address any emerging issues in the future such as turnover, retirements and recruitment and retention, as well as identifying how we will continue to ensure that we are working towards a workforce which is reflective of our local community in terms of equalities and diversity.

4.2. In summary, as outlined in the Council's Recruitment and Retention Action Plan, which is attached as Appendix A, our objectives relating to this section of the plan are as follows:

- to ensure accurate corporate data collection and workforce profiling which enables the Council to plan ahead and address any risks the Council may face in the future
- to continue to work towards a diverse workforce that is reflective of our local community
- to attract high level candidates to vacancies by demonstrating that we are an employer of choice, with a range of employee benefits and employee development opportunities

- To ensure the removal of all unnecessary barriers to recruitment and retention
 - To ensure we address the age profile of the workforce and attract young people to careers in local government and the Council
- 4.3. The second part of the plan concentrates upon the organisational and workforce development which will be required if the Council are to meet the corporate objectives and aspirations for the future contained within the Council's Community Strategy. In addition consideration has been taken into account in relation to improving the "poor" CPA rating of the Council and the Council's improvement, as well as external drivers and influences.

In summary the objectives for part 2 of the plan are:

- to continue with a programme of organisational development which features around one team working and action learning and to embed the development to date and skills acquired as part of the
- to develop a programme of member development, post charter, which will concentrate on developing members for the future of local government
- to develop and introduce a programme of joint leadership development for the corporate management team and executive on transformational leadership
- to develop service team managers and introduce 360 degree appraisal
- to introduce succession planning linked to the Council's Managers Competency Frameworks, where employees can join the organisational development programme for "rising stars".
- to encourage the use of career grade posts/ career paths for identified skills shortage areas
- to ensure that the Council has a corporate Training and Development Plan (attached as Appendix B) which includes training and development linked to the achievement of the Council's corporate objectives.
- To introduce training programmes for internal trainers to deliver on key courses/ projects such as customer care.
- To continue to encourage skills for life and basic skills development through working with the Council's Trade Union Learning Representatives

- To work towards and achieve Investors In People accreditation

5. Approach to be adopted

- 5.1. The approach to be adopted by Chester-le-Street District Council in terms of workforce development planning, will be at two levels:

Level 1

A corporate workforce development plan linked to the Council's Corporate Plan and corporate objectives which will be developed and lead by the Chief Executive and Directors.

Level 2

Workforce development plans linked to the production of Service Plans and achievement of service objectives. This will be the responsibility of Service Team Managers.

- 5.2. There will also be a requirement, should the Council's Housing Stock transfer, to develop a separate Workforce Development Plan to support this transition.
- 5.3. The cycle for producing workforce development plans will be in line with the cycle which is set out in the Service Planning Guidance Document. Service Team workforce development plans will be required to be developed by managers as part of the annual review of Service Plans in the Autumn.
- 5.4. The cycle for producing the corporate workforce development plan will also take place in the Autumn and will be linked to the review of the Corporate Plan.
- 5.5. In terms of developing service team workforce development plans, guidance for managers has been developed for managers to follow during this process.

6. Drivers for workforce development activity and why the council will be adopting the practice

- 6.1. In addition to the benefits of effective workforce planning, there are many drivers, both internal and external that are linked to the commitment to undertaking workforce development planning; as outlined below:
- The process will assist the Council in it's recovery in line with the Improvement and Recovery Plans and CPA re-assessment.

- The process will ensure that the Council meet the key corporate objectives through the people resources employed.
- The process will enable the Council to be in a position to deliver modern services that lead and enable communities, fostering democratic renewal
- It will assist in looking at new ways of working linked to the delivery of services, partnership working, considering the use of new technologies, responding to the Gershon review and other efficiency drivers
- It will assist in achieving a diverse workforce that reflects the community at very level.
- Will help respond to recruitment and retention challenges in key occupational areas

7. Policies, Procedures and practices which underpin effective workforce development planning

- 7.1. The Council have many policies, procedures and practices which will underpin and support effective workforce planning; as follows:
- The Council's Personal Development and Performance Scheme (PDP) which will ensure that every employee has their own personal development plan and has a meeting with their manager every six months linked to the scheme.
 - The scheme will also assist the Council in ensuring that employees understand their contribution to the corporate and service team objectives through reference when identifying any development needs to the corporate and service plan.
 - The Council's commitment and policy regarding Trade Union Learning Representatives and the associated learning agreement.
 - Providing mentors and coaches during induction and other training initiatives. Providing coaching/ mentoring training as part of the annual training programme.
 - Regular employee communication and briefings
 - Workshops/ seminars and conferences.
 - Supporting secondment opportunities and other development initiatives
 - The use of e-learning and on the job training and development

- Training champions assigned to each service team
- Action learning.
- Opportunities for post entry training
- 360 degree appraisals and management and leadership development programmes
- Organisational development programmes
- Skills for life initiatives with trade union learning representatives
- Encouraging learning and development opportunities with other council's / partners
- Succession Planning
- The use of competency frameworks
- Securing external support eg Learning and Skills Council
- Investors in People Accreditation
- Member Development
- The Council's Recruitment and Retention Strategy which includes a range of initiatives and actions, outlined in Appendix A.
- The Council's Equalities Action Plan which includes a range of actions concerning the workforce composition compared to the economic area.

8. Developing the Corporate Workforce Development Plan

Part 1 – Current performance

- 8.1. As outlined earlier, the corporate workforce development plan will cover corporate requirements and will be linked to the Council's Corporate Plan, Community Strategy and Improvement and Recovery Plan. The following paragraphs identify some factors to consider in the development of the Corporate Workforce Development Plan .

Sickness Absence – current position

- 8.2 The Authority is currently performing at an average of 11.4 days average annually per employee lost to sickness absence, which is broken down into long term sickness absence cases and short term infrequent absence. Current performance in relation to sickness absence is detailed below:

11.4 days average per employee per annum (total), which is broken down into:

6.7 (Long term sickness)

4.7 (short term sickness)

- 8.3 Long-term sickness cases inevitably impact upon service delivery and performance. In most cases it is not possible to directly cover posts during periods of sickness due to increased costs. All cases of long-term sickness absence (i.e. any absence lasting more than 21 days) will be managed in line with the Council's Managing Attendance at Work Policy and Procedure, which provides for a formal and structured approach to managing long-term sickness including welfare visits, formal reviews and advice/guidance from occupational health. Services generally affected by Sickness absence through the use of agency workers are outlined below:

- Environmental Services
- Selby Cottage Childcare Centre
- Property Services

Sickness absence - proposals for addressing corporately

- 8.4 The Council has a comprehensive Managing Attendance at Work Policy and Procedures to address short, medium and long-term sickness absence, which includes various measures, such as:

- Sickness Reporting Procedure

- Risk assessments to identify possible problem areas
- Health Promotion Programme
- Monitoring and analysing attendance levels
- Targets and trigger levels
- Return to Work Interviews
- Welfare Meetings
- Occupational Health, including additional services such as physiotherapy
- Employee Assistance Programme
- Formal Review Meetings
- Disciplinary action for ongoing absence problems
- Phased Returns to Work/Rehabilitation
- Reasonable adjustments in line with DDA
- Redeployment Policy
- Ill-health or early retirement

- 8.5 The Council also reports on BVPI 12 - The number of working days/shifts lost in the Authority to sickness absence and has annual targets to work towards to try and reduce the number of days lost to sickness absence.
- 8.6. Finally in relation to each service area, monthly reports are provided to Service Teams which show the average number of days being lost to sickness absence within the team, how the team are performing against target and the breakdown between long term and short term absence.

Turnover – current position

- 8.7. Turnover for the Council is an average of 7.77% for the last financial year (2005/06). Trends and reasons for leaving are as follows:
- The majority of leavers were voluntary and left the Council to undertake alternative employment.
 - During the last financial year, there were a number of voluntary redundancies and early retirements as a result of re-structures across the Council.
 - Casual and temporary contracts brought to an end.
 - There have also been a number of dismissals on the grounds of capability, resulting from the conclusion of long-term sickness cases.
 - Age Retirements
- 8.8 In analysing turnover, the following areas have posts which are affected by current market shortages.

- Planning
- Environmental Health
- Senior Housing Posts

Turnover & Difficult to Recruit Posts – proposals for addressing corporately

8.9 Proposals to address this are:

- Analyse exit interview forms and develop action plans for addressing patterns of dissatisfaction eg family friendly policies/ benefits etc
- Recruitment and retention action plan will address issues identified.
- Consider career graded posts and guidance for managers
- Market force allowances to be applied where appropriate.
- Implementation of Work-life Balance Policies.
- Development of employee benefits (HCI, Childcare Vouchers, Cestria Credit Union)
- Encourage the use of Modern Apprenticeships
- Introduce Succession Planning

Age profile of staff – Impending retirements

8.10 In assessing the age profile of employees across the Council, it has been identified that there will be two age retirements within 2007 and four age retirements within 2008.

Age profile – proposals for addressing corporately

8.11 Proposals to address this are:

- Review of retirement policy
- Succession planning which will include employees who would be trained to potentially fill vacancies in the future, review of whether post needs to continue in same format or whether post is no longer needed/ consider different ways of working/ amalgamating posts etc
- Use of modern apprentices

- Partnerships with schools/ colleges etc

Guidance is attached as Appendix C to this document to assist managers with succession planning in the above circumstances.

Equalities & Diversity – Make up of Workforce/ community representation

8.12 Current performance is at:

BV11a Percentage of top paid 5% of local authority staff who are women

Actual - 29.60% Target 06/07 – 28% (June 2006)

BV11b Percentage of top paid 5% of local authority staff who are from black/ minority groups

Actual – 3.70% Target 06/07 – 1.98% (June 2006)

BV11c Percentage of top-paid 5% of local authority staff who have a disability

Actual – 3.70% Target 06/07 – 3% (June 2006)

BV 16 a) The percentage of local authority employees with a disability, compared with b) the percentage of economically active population in the local authority area who have a disability.

	Actual	Target	
16a)	1.08%	1.86%	(June 2006)
16b)	18.16%	NA	

BV 17 a) The percentage of local authority employees from ethnic minority communities, compared with b) the percentage of economically active (persons aged 18 -65) population from ethnic minority communities in the local authority area.

	Actual	Target	
17a)	0.87%	0.70%	(June 2006)
17b)	0.90%	NA	

Proposals for addressing corporately:

8.13 Proposals to address this are:

- Equal Opportunities monitoring of recruitment and selection, employee relations issues and exit interviews

- Commitment to an employment equality assessment of the local labour market area and equal pay review as part of the Corporate Equality Plan
- Targeted recruitment and selection via specialist publications and possibly career events for difficult to reach groups
- Continue to promote opportunities to women, black and ethnic minority groups and disabled applicants and to be a flexible employer (eg work-life balance policies)
- Evaluation of existing media used
- Reasonable adjustments to be made to enable those with disabilities to take up or maintain employment with the Council

Vacancies – current position

8.14 In December 2006 the following staff vacancies existed:

Tenant Liaison Officer	Housing
Housing Support Services Manager	Housing
Technical Services Manager	Property Services
Electrical & Mechanical Manager	Property Services
Environmental Health Officer	Environmental Health
Senior Building Control Officer	Planning Services
Local Taxation and Benefits Assistant	Revenues and Benefits
Benefits Assessor (Job Share)	Revenues and Benefits
Local Taxation Officer	Revenues and Benefits
Finance Assistant (Payroll)	Finance
Anti-Social Behaviour Officer	Community Safety
Community Safety Officer	Community Safety
Physical Activity Officer (Cardiac Rehab)	Leisure Services
Childcare Assistant x 3	Leisure Services
Cook (Selby Cottage)	Leisure Services
Leisure Services Manager	Leisure Services
Gardener 2 (Riverside)	Leisure Services
Receptionist – PT (Riverside)	Leisure Services
Regeneration Contracts Assistant	Regeneration

Proposals for addressing corporately

8.15 Proposals to address this are:

- Process to be established for reviewing position with vacancies as they arise – do they need to be filled / can things be done differently. Guidance in relation to this will be included in the Guidance for Managers document on Workforce Development Planning.

PART 2 -Current position – skills, training and development

- 8.14 The current position in relation to skills/ training and development: is set out in the following paragraphs.

Employee Competency Framework

- 8.15 The Council's Employee Competency Framework has been developed and has identified 7 key competencies required of all employees:

Communication	Covered for some employees in the One Team Inspirational Programme. To be covered for others in the IIP Workshops for all employees
Team Working	Covered for some employees in the One Team Inspirational Programme. To be covered for others in the IIP Workshops for all employees
Customer Service	Programme currently being rolled out to all employees
Flexibility	Covered for some employees in the One Team Inspirational Programme
Learning and Developing	This is currently being addressed through the IIP Workshops and will continue through the ongoing implementation of the PDP Scheme.
Making things happen	Covered for some employees in the One Team Inspirational Programme
Equalities and Diversity	All employees trained in last financial year

Whilst not detailed as a generic competency, the Council continue to work towards all employees having a basic level of competence in relation to information technology.

Managers competency frameworks & existing skills gaps identified

- 8.16 The Council's managers competency frameworks cover a range of key competencies required of our managers. Attached to each competency are the number of managers who have identified any skills/competency gaps following the recent review of managers against competencies.

Competency identified	Skills Gaps
Political Understanding	8 managers identified
<i>Motivation</i>	No established need
<i>Leading Teams</i> identified	12 managers
<i>Creates and manages Change</i>	9 managers identified
<i>Working in Teams</i>	No established need
Planning & project management identified	11 managers
<i>Communication</i>	No established need
Financial management	all managers identified
Managing self and time	7 managers identified
Problem solving	No established need
<i>Decision making</i>	No established need
Influencing identified	12 managers
Strategic awareness identified	10 managers
People Management	Various
Performance Management identified	19 managers
Risk Management identified	21 managers
Health and Safety	Required for all

Corporate Training and Development Plan 2005/06

- 8.17 The corporate training plan for 2005/06 included a range of training and development activities which were linked to achievement of the Council's corporate objectives. In addition to this, all managers received management development as part of the Organisational Development Programme. The areas covered by the programme were highlighted in italics in the table above. In addressing the remainder of the skills gaps identified for managers following the recent reviews against the competency frameworks, the target will be to address any outstanding training and development for managers by March 2007 as part of the remainder of this year's corporate training plan.

9. Proposals for Skills development and training to be included in the Corporate Training and Development Plan 2007/2009 and links to corporate priorities.

- 9.1. In addition to the competencies identified as outlined in 8.3 and the training and development/ skills gaps in relation to those key competencies, there is a requirement in developing the corporate training and development plan, to take into account the Council's corporate objectives and whether there are any other areas of skills/ knowledge development required. The Corporate Objectives are set out below, and the Corporate Workforce development plan, set out in the next section, will identify the links of activities with corporate objectives.

- Priority 1- Customer excellence
- Priority 2 - Working in partnership to deliver the community strategy
- Priority 3 - Meeting the decent homes standard
- Priority 4- Regenerating the District
- Priority 5- Neighbourhood management
- Priority 6 - New ways of working in leisure
- Priority 7 - maximising efficiencies

As well as the skills/ training and development needs linked to achievement of the corporate priorities, the Council will be required to consider any development needs linked to CPA re-categorisation/ the future of local government.

- 9.2. Other learning and development identified to be included in the workforce development plan linked to the above includes:

Transformational leadership	Change agenda & CPA
Further organisational & managerial development	Links to continuous improvement
Leadership development	Links to white paper "strong local leadership"
CMT/ Executive Development	As above & linked to CPA
Partnership working	(links to CPA & corporate priorities)
Human Rights	(links to CPA)
Coaching and Mentoring	(links to IIP and CPA)

- 9.3. Attached as Appendix B is the Council's Plan for 2007/2009 in relation to corporate training and development activities which will be included in the plan and the links with the Council corporate objectives and the Government's Pay and Workforce Strategy.

10. Proposals for an Organisational Development Programme 2007 – 2009

- 10.1. Following on from the Council's One Team Inspirational Programme which commenced September 2005 and concluded December 2006, the Council are keen to develop and deliver a further programme of organisational development, with a continuous feature of action learning, as covered in the first programme.
- 10.2. The initial programme covered management and leadership development for all managers and supervisors as well as an opportunity for 20 non managerial employees to be trained as "Inspirers", as part of the Council's change programme.
- 10.3. In terms of the next organisational development programme this will link very closely with the approach to succession planning and will provide an opportunity for 40 employees to be involved.
- Of the 40 employees, 20 employees would be non managerial and would not have had an opportunity to participate in the previous organisational development programme. These individuals will have identified through an application that they wish to be part of the next programme and have career aspirations to be developed and to progress in the future to management level, should opportunities arise. They will have to be supported by their manager, who will also act as a coach/ mentor for them during the next programme.
 - 5 managers who were unable to attend the last organisational development programme would also be involved in the next programme
 - 5 new inspirers (non managerial employees), who have shown an interest in the next programme
 - 15 supervisors/ team leaders who have shown an interest in developing to the next level of managerial competencies, in relation to "leadership". Once again these individuals would be required to have the full support of their managers, to be developed to the next level.

The approach for the next programme

10.4 The approach adopted by the Council in 2006 regarding the One Team Inspirational Programme and subsequent action learning sets, was one of a “top down” approach, which was led and directed by the Council’s Corporate Management Team. Whilst this initial programme was extremely effective, a feature of the next programme will be to build on the success of the first programme and to utilise and embed some of the skills managers developed who were engaged in the first programme, by encouraging a shift away from the programme being heavily lead by the Council’s Corporate Management Team towards second tier managers taking ownership of the programme. Second tier managers have been equipped with the tools to be able to take this role forward and to take ownership of the next programme, with support from the Council’s Corporate Management Team as follows:

- Leadership and management development as part of the initial organisational development programme;
- Development against key managerial competencies
- Participation in the initial organisational development programme and action learning sets
- An awareness and understanding from the Council’s Corporate Management Team in relation to the corporate and strategic issues facing the Council
- An awareness of the Council’s vision and corporate priorities
- Involvement in a programme of development relating to CPI (Continuous Process Improvement)
- Training and development in relation to competencies such as; project management, risk management, performance management, people management and managing change.
- Recent discussions and agreements regarding the role of the Council’s Corporate Support Team and second tier managers in leading the organisation.

The process and timescales for the next OD Programme

10.5 The process for the next OD programme will be as follows:

Determining the projects for action learning sets

- A main feature of the first joint away day for first and second tier manager’s, will be a discussion on the next organisational development programme and how the skills and competencies acquired from the first programme can be transferred, embedded and utilised.
- Second tier managers will be advised that whilst some corporate topics for action learning sets for 2007 may be generated by the Council’s Corporate Management Team, others will be required from this group of managers, in determining key corporate or

service projects which would benefit from an action learning approach.

- The group will be required to come up with a number of topics/ projects to present to the Council' s Corporate Management Team to be included in the action learning aspect of the next programme.

Applications for the programme

Applications for the programme which would be entitled “Organisational Development (Rising Stars)”, would be required to be submitted to Corporate Management Team in March 2007. Corporate Management Team will be required to consider the applications against specific criteria. Criteria which will be considered in approving applications will include:

- learning and development to date and how individuals have used this
- how they would intend to use any learning and development from being involved in the programme
- why they wish to be involved in the programme, i.e. will the programme assist in addressing a development need, will it enhance their knowledge, competencies or other; will it better equip them to take on a different kind of role in the future or equip them for change and finally how will they use the learning to assist the Council or their team in the future.
- what the individual can bring to the programme and how they will use the learning in their contribution to the council

10.6 During May and June 2007, two separate workshops would be facilitated involving the following:

- **Workshop 1 – new inspirers, 5 managers unable to attend the last programme and the 20 non managerial staff who wish to be developed against supervisor/ team leader competencies.**

The workshop would involve a review of current skills, some work in relation to supervisor’s competencies – leading and developing others, team working, project planning and risk management. The workshop would also include some tasks in relation to team building and achieving goals/ projects using the “well formed outcome” and other skills.

- **Workshop 2 – to involve the 15 more junior managers who participated in the last programme.**

The workshop would cover an assessment of their understanding of the leadership competencies and some initial work and tasks using the leadership competencies.

This one day programme on leadership development will also be available throughout the year for any other managers, including Service Team Managers who wish to attend.

- **A joint workshop would then take place in July 2007, for both groups**, and would focus around team working, using competencies and other techniques to achieve goals/ tasks and to form action learning sets against specific corporate projects.

- 10.7 Action learning sets would then run from August 2007 until December 2007.

There would be 5 action learning sets comprising of 8 people in each, with each working towards a specific corporate initiative/ project.

Supervisors and team leaders involved in the programme, who wish to be developed as leaders, will be encouraged to lead action learning sets, providing them with an opportunity to practice their leadership skills.

Each action learning set will include:

- 1 Inspirer
- 1 Leader
- 1 Coach
- plus 5 other members

- 10.8 Once again each action learning set will also be supported by a sponsor. The sponsor will be whichever individual was responsible for determining the action learning set brief/ topic. Sponsors are likely to be a mix of service team managers/ second tier managers and the Corporate Management Team.

- 10.9 In addition to this programme, managers involved will also have the opportunity to take part in any ongoing training and development sessions being delivered as part of the Council's corporate training plan, in relation to managerial or leadership competencies.

- 10.10 Whilst this programme of organisational development will not involve all managers who took part in the previous programme, ongoing development opportunities will continue for those not involved through the courses which will be delivered as part of the Councils corporate training plan, linked to the ongoing development needs identified in May 2006 by managers against the manager's competency frameworks.

- 10.11. In relation to the Inspirers developed as part of the previous programme, these individuals will be encouraged as part of their PDP with their manager to discuss whether they would benefit from any further development and what form this may take. Discussions as to how they have applied the learning to date should also take place as part of this discussion, as well as a discussion on whether they would be keen to be part of any further development initiatives or projects as they may arise.
- 10.12. The draft Learning Strategy for the Council also recommends that an Organisational Development Group be formed, consisting of Inspirers trained as part of the initial One Team Inspirational Programme. This group would help monitor the effectiveness of organisational development activities and programmes rolled out across the Council and have an opportunity to influence any future organisational development programmes.

Other Action Learning

- 10.13 As part of the work on service plans and producing workforce development plans, Service Team Managers will also be encouraged to identify any opportunities for action learning within their teams against achievement of specific service team objectives.

ORGANISATIONAL DEVELOPMENT PROGRAMME 2007

PROCESS & TIMESCALES

January 2007	Service Team Managers briefed about next OD programme
February 07	Employees advised of programme and how to apply
March 07	Topics for action learning sets submitted to CMT & approved
March 07	Applications from groups
April 07	Applications considered and approved
May 07	Workshop for groups (team working)
June 07	Workshop for group (leadership)
July	Joint workshop for all groups
Aug – Dec	Action learning sets

Engagement of all other Council employees

- 10.14. In order that all other Council employees will have an opportunity to contribute to the success and continued improvement of the Council, a suggested approach would be a revision to the existing quarterly employee corporate briefings, as well as other workshops and training on key issues which will affect all employees.

The proposals for this are outlined below:

January 07	-	IIP workshops for all employees (HOD)
February 07	-	Corporate employee briefings – pre CPA inspection
		(normal format but will include briefing on CPA & achievements to date)
		Sessions to be held at Civic Centre Bullion Depot Sacriston Depot Leisure Services
May 07	-	Corporate employee briefings – (CE/ Leader) Post CPA & IIP LSVT
August 07	-	Corporate employee briefings (CE/Leader) (normal format) Include updates on leisure options and LSVT
October 07	-	Corporate employee briefings (CMT) (2 hours workshop on review of corporate plan & action planning of employee survey results

11 Proposals for Service Team Manager/Middle Manager Development

- 11.1 Initial proposals in addition to those outlined in section 10 for management development will be concentrated upon Service Team Managers and other middle managers.
- 11.2. These individuals have undertaken initial management development as part of the One Team Inspirational Programme, against specific managerial and leadership competencies, followed by a review in May 2006 as part of the PDP meetings. In terms of any outstanding needs identified, these have been collated and will be addressed as part of the corporate training and development plan for 2006/07.
- 11.3. In addition to the above, Service Team Manager's also attended workshops on Investors in People which also served as a refresher for people management responsibilities.

11.4. With regards to further development for this group of managers, the following development is proposed:

Timescale	Activity	Outline of development activity	Who
Jan 2007	Joint CMT/STM session	Content to be agreed	CMT/STMs
March 2007	Two day workshops (map) – “Managerial Assessment of Proficiency)	Day one – managerial assessment which takes participants through a one day assessment, combining case studies against specific managerial competencies. Produces a profile for each manager identifying strengths & development needs	Service Team Managers
		Day two – Day involves feedback for managers and development around common competencies and behaviours associated with “outstanding managers”	Service Team Managers
April 2007	Joint CMT/ STM session	Content to be agreed	CMT/ STMs
March – June 2007	Group 1 – Participation in NE Excellence Manager Programme	Programme funded from the Improvement Partnership. Attendance with managers from other Councils. 3 sessions covering: Session 1 – Impacting as an excellent manager Session 2 – Getting the best from others Session 3 – Achieving Change	Identified Service Team or other middle managers
July 2007	Joint CMT/ STM session	Content to be agreed	CMT/ STMs
October 2007	Joint CMT/ STM Session	Content to be agreed	CMT/ STMs
October - December 2007	Group 2 – Participation in NE Excellence Manager Programme	Content as Group 1	Identified Service Team or other middle managers
Dec 07/ Jan 08	360 degree appraisal as part of annual PDP	360 Degree appraisal	Group two of managers
Jan 08 onwards	Assessment of further development required		

- 11.5. The development programmes proposed are intended to build upon the development to date, and commence with a review for each manager against the managerial competencies which apply to them, having completed the initial management and leadership development programmes as part of the One Team Inspirational Programme.
- 11.6. The programme as outlined on the previous page, commences with a two day workshop, which uses real life scenario's and case studies to help assess individuals against key competencies as outlined below:

- Six people handling competencies –
 - Listening and organising; giving clear information; getting unbiased information; training, coaching and delegating; appraising people and performance and disciplining and counselling
- Six Task Handling Competencies-
 - Time management and prioritising; setting goals and standards; planning and scheduling work; identifying and solving problems; making decisions and weighing risk; clear and analytical thinking
- Leadership and management style –
 - Theory x and theory y
- Personal and communication styles
 - Empathic; critical; searching; thinker; intuitor; sensor; feeler

The workshop will assist managers in identifying their strengths and highlighting any areas for further development, in working towards being an excellent manager.

- 11.7. This initial two day workshop will then be followed on by the North East Excellent Managers Programme which is being funded through the Improvement Partnership and involves three modules which will enhance the initial development covered by Q Learning in the previous Organisational Development Programme. As this is a regional programme, our managers will also work with and learn from managers in other Councils within the region.
- 11.8. 360 Degree appraisal will take place during the next annual round of PDP's in December 2007/ January 2008 following attendance on both programmes and will form the basis of any further development needs of this key group of managers.
- 11.9. In addition to the above, a programme of joint Corporate Management Team and Service Team Manager sessions will be held throughout the year to work jointly on corporate initiatives.

12. Development opportunities for all other Managers/ Supervisors and team leaders.

12.1. Through the annual corporate training and development plan, the following workshops/ sessions will be delivered, with clear links to management competencies:

- Equalities and Diversity for managers
- Project Management
- Financial Management
- Performance Management
- Risk Management
- Health and Safety for Managers
- *Partnership Working*
- *Coaching and Mentoring*
- *Change Management*
- *Leading Teams*
- Various People Management sessions

Those indicated in italics may require external facilitators.

12.2. In addition to the above, as outlined in section 10 “Organisational Development Proposals”, there is an opportunity for development of supervisors/ team leaders through the Organisational Development Programme 2007/08 in relation to leadership competencies. A specific one day workshop on Leadership will be delivered in house.

13. Draft programme of Development of Corporate Management Team and Executive

- 13.1. A short programme of **transformational leadership** will be sourced and provided to Executive and Corporate Management Team, commencing June 2007.

The programme will involve one day workshops based around the theory of leadership within local government, and the leadership required for the future of local government; the main dimensions of transformational leadership; influential leadership and inspirational leadership.

The key learning outputs from the programme will need to be determined at the outset and these will need to result in effective transformational leadership styles being applied in moving the Council forward, whilst addressing the key challenges which face local government and the Council.

- 13.2 Prior to this developmental programme commencing, it is proposed that joint working and development continues, linked to the joint Corporate Management Team and Executive Away Days, the format being based around the guidance produced from SOLACE in relation to “top teams.”
- 13.3. The guidance recommends four key components to successful joint leadership for politicians and managers; as follows:

■ **Planning for success**

This is based around the need for officers and members to determine at the outset how they would like to work together and what relationship they want. It emphasises the need to agree on what you are trying to achieve, who is responsible for what, how things will be measured and what information is needed.

■ **Leading**

Relates to leadership responsibilities and styles of both politicians and officers, requiring a style of leadership that is engaging and facilitative but also clear and constant.

■ **Managing relationships**

This relates to the reality of local government, of working with partners and trying to influence agencies not in your control

but crucial to success. It focuses on the scope and effectiveness of your relationships with partners

■ **Managing transition**

This relates to the skills required to work in times of significant upheaval and reflects those times of change when the resolve of officers and politicians, their unity and commitment, is tested by inevitable disruption and change causes.

- 13.4. The proposal would be that away days would alternate between “business days” and “business and development days”.
- 13.5. It is proposed that the first joint away day of 2007 would be a “business day” focused around preparation for CPA.
- 13.6. The next away day would be a “Business and Development Day” focused around “Planning for Success”, and would include the following:
 - **What are we trying to achieve and how will we work together to get there**
 - This would involve:
 - Identifying and agreeing the vision, strategy and priorities
 - Considering CPA, The White Paper, the Community Strategy and the Corporate Plan in agreeing a deliverable agenda
 - Identifying what needs to be done as:
 - a) separate groups
 - b) as one group
 - c) to achieve what is required
 - There needs to also be some work done in relation to communication and information needs
- 13.7. In terms of agreeing on communication needs, it is intended that this would include agreeing on methods of communication of corporate values, priorities and progress with employees, as well as identifying how members can be more visible in leading the Council and demonstrating that they value the skills and experience of employees.

- 13.8. It would be proposed that the third away day would be a “Development Day”, focused around team working and relationships.
- 13.9. Topics for the remaining away days to be jointly agreed.

14. Proposals for the Further Development of Members

- 14.1. Building upon the Modern Member Programme which members attended in 2006, a further programme of development, focused on further development in line with the “White Paper” will be delivered and will cover the following:
- Community Leadership and advocacy
 - Community Engagement & Effective Partnerships
 - Mediation and conflict resolution/ promoting cohesion
 - Local Area Agreements & the Local Strategic Partnership – the leading role of elected members
 - Effective case work and advice surgeries
- 14.2. The programme will focus upon building capacity through developing the skills required of elected members in the future of local government.
- 14.3. New Elected Members
- Aspects from the initial Modern Member Programme and scrutiny development, as well as a tailored induction programme would be available for any new elected members joining the Council.

APPENDIX A

ACTION PLAN – RECRUITMENT & RETENTION

Objective	Associated Actions	Timescale	By Whom	Comments
Ensure the Councils Recruitment & Selection Procedure and practices conform to best practice, ensuring that all officers involved in the process are provided with the necessary support.	Review the Councils Recruitment and Selection Procedure and make necessary amendments.	February/ March 2005	Human Resources Team	Complete Reviewed in January 2005
Ensure the procedure and associated actions actively prevent discrimination in any form.	Review recruitment documentation and develop a brand image for recruiting to Chester-le-Street District Council.	February/ March 2005	Human Resources Team	The Corporate Recruitment Information Pack is complete.
Attract candidates of the calibre required by promoting the Council and local government as an employer, through improved recruitment documentation sent to interested parties.	Develop corporate recruitment pack to include various sources of information for candidates, promoting the benefits of local government and the Council.	April 2005	Human Resources Team	Complete
	Continue to deliver quarterly	Ongoing	Human Resource	Ongoing

Objective	Associated Actions	Timescale	By Whom	Comments
Encourage minority groups to consider applying for vacancies	<p>training to managers on recruitment and selection</p> <p>Council's application form to be available for completion on- line.</p> <p>Links via Sector One Web Site for jobs with "your able. Com" (disability)</p>	<p>March 05</p> <p>complete</p>	<p>and Policy Manager</p> <p>Human Resources Team in partnership with Pearson's Advertising</p>	<p>Completed June 2005</p> <p>complete</p>
Ensure job descriptions and person specifications are an accurate reflection of the requirements of a post and do not unnecessarily rely too heavily on public sector experience.	A systematic review of job descriptions/person specifications ensuring they are up to date and reflective of the requirements of posts within the authority. Person specifications to be addressed where they are heavily reliant upon public sector experience.	To commence immediately as vacancies arise	Human Resources Team and Service Team Managers	Ongoing
Ensure the removal of all unnecessary barriers to recruitment and retention	The process of continuous policy, procedure and best practice review to continue	Ongoing	Human Resources Team	ongoing

Objective	Associated Actions	Timescale	By Whom	Comments
	having special regard to the removal of unnecessary barriers to the recruitment and retention of employees			
The promotion of terms and conditions particularly leave entitlements and work life balance benefits	Include in recruitment and marketing campaigns and in the corporate recruitment packs.	April 05	Human Resources Team	Complete - Included in the corporate recruitment pack
Ensure the Council addresses the age profile of the workforce and develops excellent partnership arrangements with schools and colleges	<p>A review of work placement opportunities and further links with schools and colleges</p> <p>Address age profile through workforce Planning</p>	To commence May 06	<p>Human Resources Team with assistance from Service Team Managers</p> <p>Head of Organisational Development</p>	Ongoing
The introduction of flexible and family friendly policies, e.g. home working and tele-working	Conduct a review of current policies/ procedures and arrangements and make recommendations to develop further	Underway – to be complete by April 05	Human Resource and Policy Manager	The Flexible Working Hours Scheme has been revised together with a revised

Objective	Associated Actions	Timescale	By Whom	Comments
				Policy for Flexible/Part time and Job Share working. A policy on Career Breaks and Secondments has been drafted. A Home/Remote Working pilot is currently underway. Complete

Objective	Associated Actions	Timescale	By Whom	Comments
<p>The development of corporate and directorate based monitoring systems, including analysis of exit interviews and reporting to COMT</p>	<p>Human Resources to develop quarterly monitoring systems for analysing staff turnover and associated reasons, poor responses to adverts and report to managers periodically.</p> <p>Managers take on responsibility for identifying any patterns, problems within their areas and notify the Human Resources Team</p>	<p>Underway – first reporting March 05</p> <p>To commence immediately and be ongoing</p>	<p>Human Resources Team</p> <p>Service Team Managers</p>	<p>Data is captured on a monthly basis and reported quarterly via the HR Report. HR representatives also regularly attend DMT meetings. Issues relating to staff turnover or poor responses to adverts are dealt with on an ad-hoc basis as required with the managers concerned and recruitment statistics provided by Pearsons support this process. Exit interviews will be conducted by HR from 1st Jan 06</p>

Objective	Associated Actions	Timescale	By Whom	Comments
<p>Encourage those employees who have been developed/ gained qualifications with the Council to remain with the council</p> <p>Succession planning is used to help ensure capacity is maintained within the Council and to assist with employee satisfaction and morale</p> <p>The Council are able to attract and retain and fill “difficult to recruit to posts”</p>	<p>A review of current ‘claw back’ arrangements for training</p> <p>Guidance document/ policy produced for Succession Planning</p> <p>Career graded posts Guidance</p>	<p>April 07</p> <p>October 2006</p> <p>October 2006</p>	<p>Training and Development Officer</p> <p>HOD</p> <p>HR Manager</p>	<p></p> <p>Guidance In Draft</p> <p>Complete</p>
<p>Attract/ retain the relevant calibre of employee</p>	<p>The introduction of Market Forces in extreme circumstances</p>	<p>Effective from approval of this strategy</p>	<p>Head of Organisational Development and Chef Officers</p>	<p>Complete</p>

Objective	Associated Actions	Timescale	By Whom	Comments
Encourage the use of the Council's Modern Apprenticeship Policy	System to be developed when a vacancy arises that requires managers to consider whether this can be filled by a Modern Apprentice in the first instance	Commenced," Request to Fill Vacancy" form has been reviewed to include this	Service Team Managers	Complete
Ensure the Council have adequate support systems in place for employees	Counselling Service/ Managers to be responsible for supporting staff within their areas, including identifying any workload issues, training requirements etc	Ongoing	Human Resources Team and Managers	The Stress Working Group and the Lancaster Group Counselling Service have been re-launched. Training for managers on the management of stress has been arranged for September 2005 and the pdp process has been amended to incorporate a discussion around workload issues. An article outlining the support available to staff

Objective	Associated Actions	Timescale	By Whom	Comments
Ensure the Council have adequate and effective communication systems in place	This strategy must link to the Council's communication plan in terms of PDPs, team briefings, one to one meetings, corporate briefings etc	Ongoing requirement	Managers and COMT	was published in the November 2005 issue of Team Talk and will be done every 6 months. The SWG have also introduced a Well Being at work Day programme. Complete/ongoing
Ensure the Council have an adequate Pay and Reward system in place which is fairly implemented	Review of pay systems required under Single Status by 2007.	To be completed by 2007	Head of Organisational Development	On target
Ensure the Council attract and retain managers with the right competency and skills required.	Development of Management Competency Framework to be used in recruitment and selection, training and development and succession planning.	June 2005	Head of Organisational Development and COMT	Complete

APPENDIX B CORPORATE TRAINING AND DEVELOPMENT ACTIVITIES 2007 - 2009

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies	
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7		Employees Competencies	Managers Competencies
	Employees		✓	✓										✓	
Equalities & Diversity	New Employees		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Customer Care	New Employees		✓	✓	✓		✓	✓	✓			✓		✓	
Health & Safety Awareness	New Employees		✓	✓	✓							✓		✓	
Appraisee Training	New Employees		✓		✓										
Stress Awareness	New & existing employees		✓		✓										
ICT	New & existing employees		✓	✓	✓							✓			

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies		
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7		Employees Competencies	Managers Competencies	
Time Management	New & existing employees		✓			✓										
Human Rights	All employees & managers		✓			✓		✓	✓	✓	✓	✓	✓			
Organisational development/ Team working/ / where are we going	All employees 4 sessions per annum		✓	✓		✓	✓		✓	✓						
	Managers		✓													
Equalities & Diversity	Managers	✓	✓	✓		✓	✓		✓	✓						✓

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies	
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7		Employees Competencies	Managers Competencies
Project Management	Managers & Key officers	✓	✓	✓		✓	✓		✓	✓					✓
Financial management	Managers & key officers	✓	✓	✓		✓			✓	✓					✓
Performance Management	Managers & key officers	✓	✓	✓		✓				✓					✓
Risk Management	Managers & key officers	✓	✓	✓		✓				✓					✓
Health & safety	Managers & key officers	✓	✓	✓		✓									✓
Partnership working	Managers & key officers	✓	✓	✓		✓	✓		✓	✓					✓
Procurement & standing orders	Managers & key officers	✓	✓	✓											
Constitution	Key officers	✓													

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies	
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7		Employees Competencies	Managers Competencies
Coaching & mentoring	Managers	✓	✓	✓											
Political awareness	New officers & managers	✓													✓
Community Engagement/consultation	Managers & key officers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Change Management	Managers	✓	✓	✓	✓										✓
Leading Teams	Managers	✓		✓											✓
People Management-		✓													✓
Dignity At Work	New managers	✓	✓	✓											
Recruitment & selection	New managers	✓	✓	✓											

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies	
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7		Employees Competencies	Managers Competencies
Discipline & grievance	New managers	✓	✓	✓											
Appaiser/ PDP	New managers	✓	✓	✓	✓										
Managing Attendance	New managers	✓	✓	✓	✓										✓
Management Development (content to be determined)	New & existing managers	✓		✓					✓						
	Service Team Managers														✓
Emergency Planning	Service Team Managers	✓													
Service planning	New STMs	✓		✓	✓	✓	✓	✓	✓						

Training and Development Activity	Who	Links to Pay & Workforce Strategy				Links to Corporate Objectives							CP A	Chester-le-Street District Council Competencies						
		Develop Leadership and Management Capacity	Develop the Skills of the workforce	Develop the Organisation		1	2	3	4	5	6	7			Employees Competencies			Managers Competencies		
Leadership development	STMs	✓		✓		✓	✓	✓	✓	✓										
	CMT/ Executive	✓		✓																
Leadership development	CMT & Executive/ STMs	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Transformational leadership	CMT/ Executive	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Chester-le-Street
District Council

APPENDIX C

Succession Planning Guidance



December 2007

CONTENTS

- 1. INTRODUCTION**
- 2. WHAT IS SUCCESSION PLANNING**
- 3. HOW WILL THE COUNCIL APPROACH SUCCESSION PLANNING**
- 4. HOW THE COUNCIL WILL TAKE FORWARD SUCCESSION PLANNING**
- 5. ROLES & RESPONSIBILITIES**
- 6. LINKS TO OTHER POLICIES AND PROCEDURES**
- 7. MONITORING AND REVIEW**
- 8. EQUALITIES AND DIVERSITY**

1. INTRODUCTION

- 1.1. Chester-le-Street District Council recognises the need to be able to find the right people with the right skills and competencies to be able to fill key posts as they arise. One specific aspect of effective workforce development planning is the practice of “Succession Planning”, which the Council intend to embrace in order to help to build the necessary capacity required.

2 WHAT IS SUCCESSION PLANNING

- 2.1. Succession planning can be broadly defined as identifying future potential leaders and managers to fill key positions as they arise. The practice can help organisations to ensure that they have the right people of the right calibre and skills to be considered for senior vacancies as they arise either through retirements or natural wastage.

3 HOW WILL THE COUNCIL APPROACH SUCCESSION PLANNING

- 3.1. Succession planning will only be effective if it is integrated into corporate and service planning and is the responsibility of senior managers within the Council.
- 3.2. As part of the preparation of service team workforce development plans, service team managers will be required to consider the workforce composition for their specific teams, considering issues such as:

Pending retirements;
Sickness absence (long term)
Turnover and patterns
Difficult to recruit posts and market shortages
Ongoing vacancies
- 3.3. In preparing workforce development plans, consideration should be given as to where through further support, training and development, existing employees may be have the potential to be considered for more senior or key posts as they arise in the future.
- 3.4. This approach will enable the Council through effective forward planning and risk management, to prepare for future changes in the workforce by developing existing employees, who show an interest in possible career advancement, to a position where they may be able to be considered for future management vacancies.

4 HOW WILL THE COUNCIL TAKE SUCCESSION PLANNING FORWARD

- 4.1. By having clear competency frameworks for managers and leaders which detail the competencies required. These frameworks should be readily available to all employees.
- 4.2. By having an ongoing annual programme of training and development activities against specific managerial and leadership competencies. This will provide ongoing opportunities for non managerial employees, who wish to consider career advancement to a management position, to attend various training and development activities and events with a view to enhancing their skills and competencies, subject to management approval.
- 4.3. Through effective application of the Personal Development and Performance Scheme, in particular in relation to discussing during the PDP interview, any career aspirations employees may have which are realistic and which the Council could assist with. In particular, this would need to be in line with the requirements of the Council. The Personal Development Plan can be used to record any information of this nature. Consideration in relation to costs will however need to be a factor, due to limited budgets within the Council. Where possible, development against competencies should be through in house training courses and other opportunities such as “on the job” training and secondments.
- 4.4. Through offering secondment and acting up opportunities during temporary periods for lower level staff, with the appropriate support programmes in place.
- 4.5. Through the continued use of Career Graded Posts, whereby higher level posts, in particular those which are difficult to fill due to market shortages, are redesigned into career graded posts. This will provide opportunities for employees to be appointed at a lower level and to gradually move up a scale towards management levels through acquiring various competencies, skills and knowledge.
- 4.6. Lateral moves to be encouraged for groups of posts where by the same competencies are relevant, however an opportunity arises in a different work area.
- 4.7. What if opportunities do not materialise?

The purpose of workforce development and succession planning is to ensure that the Council have employees with the required

skills and competencies to be considered for high level posts which may arise in the future and which have been highlighted.

- 4.8. Where opportunities, for what ever reason do not materialise, there remain advantages with the approach being adopted, as employees continue to be developed to reach their full potential, which not only has an impact upon their performance but also has benefits in terms of employee satisfaction and morale. Managers will be encouraged when supporting and developing employees, to consider methods which are cost effective; eg attendance on in house sessions linked to management competencies; secondment opportunities, on the job training, coaching and mentoring.
- 4.9. In addition to the above, there will also be an opportunity for employees and managers to apply to be part of the “Organisational Development Programme –Rising Stars” for 2007/2008, which will be closely linked to opportunities for succession planning.

5. FAIRNESS AND TRANSPARENCY

- 5.1. In order that succession planning, does not carry any risks, it imperative that the process is seen as fair, open and transparent by all employees.
- 5.2. Where a permanent position arises in the future, an employee who has been subject to succession planning and received development, will still be subject to the Council’s Recruitment and Selection Procedures and will still be required to demonstrate that they meet the essential criteria for the post. There will still be a requirement to advertise the post, at least internally, and where the post is of a highly specialist nature, and depending upon the level, the post may need to be advertised externally also.

6. RECORD KEEPING

- 6.1. Various mechanisms for record keeping are likely to be the result of succession planning including:
- Service Team workforce development plans
 - Individual employee’s “Personal Development Plans”
 - Records of Achievements
 - Applications for training and development activities demonstrating the relevance of the training

7. LINKS TO OTHER COUNCIL POLICIES AND PROCEDURES

- Guidance for Managers on Workforce Development Planning
- Training and Development Strategy
- Post Entry Training Policy
- PDP Scheme
- Induction Policy and Procedure
- Recruitment and Retention Strategy
- Guidance on Career Graded Posts
- Guidance on Secondments and “Acting Up Arrangements”

8. MONITORING AND REVIEW

- 8.1. This policy and its application, will be monitored on an ongoing basis by the Head of Organisational Development. A review will take place every 24 months.

9. EQUALITIES AND DIVERSITY

- 9.1. The application of this policy and the information collated from monitoring its application will take into account all equalities and diversity issues.

APPENDIX D ORGANISATIONAL DEVELOPMENT PROPOSALS 2007 -08

DATES	Existing OD Programme	New OD Programme	All staff development	Service team manager development	CMT/ Executive Development
Oct 06					
Nov 06	Pioneering day All managers/ supervisors & Inspirers				
Dec 06					
Jan 07			IIP Workshops	Joint CMT/ STM session	
Feb 07	CMT Feedback - ALS		Corporate Briefings		
March 07		Applications for new prog		MAP Session	
April 07		Workshop 1		Joint CMT/STM session	
May 07		Workshop 2	Corporate Briefings	Group 1 - NEEP	
June 07		Joint workshop		Group 1 – NEEP	CMT workshops x2 Executive workshops x 2
July 07		ALS		Joint CMT/STM session	Joint CMT/ Executive workshops x 2
Aug 07		ALS	Corporate Briefings		
Sept 07		ALS			
Oct 07		ALS	Extended Corporate Briefings	Joint CMT/SMT Group 2 – NE Excellence Programme	
Nov 07		ALS		Group 2 NEEP	
Dec 07		ALS		Group 2 NEEP	
Jan 08				360 appraisal (all)	