



***“Improvement Through People”***

***Sedgefield Borough Council’s  
Organisational Development Plan***

***2006/7 – 2008/9***



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## Foreword



Councillor R.S. Fleming  
(Leader of the Council)



Brian Allen  
Chief Executive



Alan Boddy  
Head of Organisational  
Development

Welcome to our first Organisational Development Plan, which underpins our Corporate Plan and demonstrates our commitment to the provision of quality local services by defining the Organisational Development activities we will pursue to ensure further continuous improvement.

We have made significant progress in the last twelve months. To reflect the changing needs of our customers, and to reflect key national policy drivers influencing the Council, we have reviewed our priorities to ensure we continue to deliver community focused, value for money services.

We realise we are only as good as the behaviours, skills and knowledge of our employees and elected members and we need to continuously improve our people management practices. This improvement requires the involvement of everyone, not just the Organisational Development Section. Therefore the recommendations and actions contained within this OD Plan are being integrated into the service plans of the Council and delivered through the established performance management framework to ensure the plan is embedded into the daily activity of the Council.

This OD Plan has been developed through a robust, comprehensive and inclusive process. Led by an external consultant, the OD planning process has involved Directors, Senior Managers, Trade Union representatives, Employees and Elected Members via a series of workshops and one to one interviews. In total, over 80 people were consulted and their ideas taken into account in the production of this plan. We would like to thank all those who contributed.

## Chapter 1 Background Information

### 1

## The Corporate Planning Framework

The Council's Corporate Planning framework starts with the Community Strategy and moves progressively through a series of supporting, inter-related and inter-dependent strategies and plans.

This OD Plan sits within the strategic framework and the supporting hierarchy of plans, identified within the Corporate Planning Framework (see Appendix 1).

## Ambitions, Values and Priorities

To reflect the changing needs and demands on the Council the Corporate Ambitions and Community Values have recently been refined. The revised Ambitions are set out below:

COMMUNITY STRATEGY VISION	Sedgefield Borough Council Corporate Ambition	Community Outcome
People can live healthy, active and fulfilling lives as part of vibrant and strong communities	<b>A HEALTHY BOROUGH</b>	Safeguarding public health Promoting independent living Creating leisure opportunities Promoting cultural activities
High quality businesses can prosper and local people have the confidence and skills to access the jobs that they offer	<b>A PROSPEROUS BOROUGH</b>	Promoting business and employment opportunities Maximising learning opportunities Tackling disadvantage and promoting social regeneration
The natural and built environment is valued, conserved and enhanced	<b>AN ATTRACTIVE BOROUGH</b>	Ensuring a cleaner, greener environment Improving towns, villages and the countryside Reducing waste and managing natural resources

<p>People can access the housing they want, in attractive and safe neighbourhoods</p>	<p><b>A BOROUGH WITH STRONG COMMUNITIES</b></p>	<p>Securing quality sustainable housing  Promoting safer neighbourhoods</p>
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The Corporate Values of the Council provide the principles within which the Council operates. These Corporate Values are:

CORPORATE VALUES
<ul style="list-style-type: none"> <li><input type="checkbox"/> Be open, accessible, equitable, fair and responsive to the public</li> <li><input type="checkbox"/> Invest in our people [employees]</li> <li><input type="checkbox"/> Be responsible with and accountable for public finances</li> <li><input type="checkbox"/> Achieve continuous improvement and innovation in service delivery</li> <li><input type="checkbox"/> Engage local communities</li> </ul>

The Council has been extremely successful in recent years in prioritising areas for improvement and has driven a series of core crosscutting priorities throughout its activities through embedding these arrangements into all Service Plans across the Council. These priorities include:

- Customer Care
- Efficiency
- Risk Management
- Occupational Health and Safety
- Procurement
- Equality and Diversity
- E-Government
- Youth Development

### **2006/07 to 2008/09 Crosscutting Priorities**

The crosscutting priorities identified by the Council for the period 2006/07 to 2008/09 reflect the cross service nature of the key drivers on the Council – to achieve Value for Money in service provision and to ensure that our services are customer focussed.

It is of paramount importance that these are integrated throughout the Council, are consistently applied and are embedded into the day-to-day activities carried out by the Council. As such, these new priorities are championed at the very highest level within the Council, as follows:

ISSUE	OFFICER LEAD
VALUE FOR MONEY	Mr B. Allen, Chief Executive
CUSTOMER FOCUS	Mr G. Hall, Director of Neighbourhood Services

### Service Based Priorities 2004 to 2007

The Service Based Priorities identified by the Council for the period 2004 to 2007 are identified within the table below:

SERVICE	PORTFOLIO
Carelink	Community Health
Domestic Violence	Safer Communities
Horticulture	Environment
Housing Maintenance	Housing
Neighbourhood Wardens/CCTV	Safer Communities
Regeneration – Industrial Land/Units	Corporate Strategy
Regeneration through housing	Housing
Street Cleansing	Environment
Waste Recycling	Environment

### Sedgefield Borough Council Corporate Plan

The Corporate Planning framework for Sedgefield Borough Council is detailed in appendix 1. The **Corporate Plan** is owned and delivered by Sedgefield Borough Council and provides a strategic overview of the actions within the Council and how these actions contribute to the achievement of the Community Strategy, expressed through the Council's Corporate Ambitions. The Plan does not cover all the operational aspects involved in delivery of these ambitions. It is a strategic level document and identifies the core activities and priorities of the Council and is supported by two key documents:

#### [The Medium Term Financial Plan \(MTFP\)](#)

The **Medium Term Financial Plan** is developed and written alongside the Council's Corporate Plan and defines the financial resources available to deliver upon our priorities.

#### [Organisational Development Plan \(ODP\)](#)

The **Organisational Development Plan** draws together the skills and knowledge required to deliver a modern local government service whilst

reflecting the priorities identified throughout the Corporate Plan. The ODP complements and enhances the financial resources identified within the MTFP in ensuring that the Council has...*“the right people, in the right place, with the right skills at the right time.”*

## Service Plans

Informing, supporting and delivering on the actions within the Corporate Plan is a series of **Service Plans**, which draws together the actions undertaken by individual services across the Council within the Corporate Ambitions, Community Outcomes and Corporate Values. These Service Plans are the key link at an operational level between the Corporate Plan and the activities/actions carried out by individual teams.

## Employee Development Programme

The Employee Development Programme (EDP) is the final link in the Corporate Planning Framework. Driving ambitions and priorities down the organisation and translating them into individual contributions, the EDP process identifies training needs and results in the production of departmental training plans.

## Human Resources Strategy

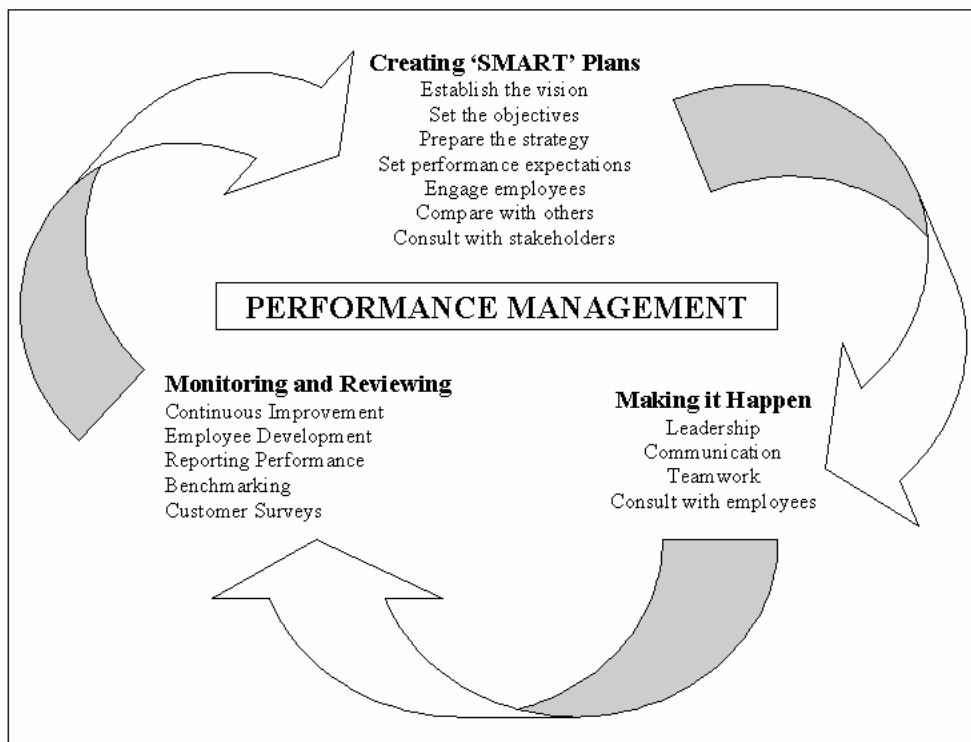
The Council's HR Strategy is integral to the strategic changes taking place within the Council. It translates the strategic aims set out in the OD Plan into relevant, realistic and achievable Human Resource aims.

The Human Resources strategic framework (See Appendix 2) provides a vehicle through which the OD Plan is delivered.

## Performance Management Framework

Performance Management is at the heart of Corporate Planning and is crucial in the drive for continuous improvement.

Sedgefield Borough Council is a progressive local authority committed to delivering on its Corporate Ambitions and Community Outcomes. The Council has developed significantly in recent years and has in place robust Performance Management systems to ensure the delivery of strategic plans. The Performance Management Framework operated by the Council is set out in the diagram overleaf.



## Key Organisational Development Achievements

### Organisational Restructure

The Council completed an organisational restructure in 2004 and has developed its senior management and departmental structures in line with the challenges facing a modern local authority. It is now divided into five departments – Chief Executive’s, Resources, Neighbourhood Services, Housing and Leisure Services. A Director (or the Chief Executive Officer) leads each department, which is supported by a number of Heads of Service (See Appendix 3).

### Political Restructure

The Council revised its political structure in May 2006 to ensure a better alignment to Corporate Ambitions.

This significant change to Cabinet directly aligns Cabinet Portfolios and a Strategic Working Group Structure to the Corporate Ambitions of the Council. These changes provide the Council, for the first time, with a clear “golden thread” of accountability to the Corporate Plan at the strategic political level.

In summary the Cabinet Portfolios the Council now has are (See Appendix 4):

PORTFOLIO	CABINET MEMBER
Corporate Strategy	Councillor R.S. Fleming (Leader of the Council)
<b>AN ATTRACTIVE BOROUGH</b>	
Environment	Councillor A. Hodgson
Planning and Development	Councillor D. A. Newell



PORTFOLIO	CABINET MEMBER
<b>A HEALTHY BOROUGH</b>	
Community Health	Councillor Mrs. A.M. Armstrong
Leisure and Culture	Councillor Mrs. B. Graham
<b>A PROSPEROUS BOROUGH</b>	
Learning and Employment	Councillor R.A. Patchett
Social Regeneration and Partnership	Councillor K. Noble (Deputy Leader of the Council)
<b>A BOROUGH WITH STRONG COMMUNITIES</b>	
Housing	Councillor W. Waters
Safer Communities	Councillor M. Iveson

Corporate strategic working groups are now anchored around the Council's corporate policy arrangements and performance management framework and are designed to assist in the delivery of stated priorities. They are aligned to the Corporate Ambitions and Community Outcomes and have a clear sense of purpose with each Group having a defined function and terms of reference.

### Corporate liP Accreditation

The Council is committed to the principles embodied by Investors in People and has maintained corporate accreditation for a number of years. The supporting framework (corporate and departmental liP Groups) within the Council is held in high regard by employees and provides an effective two-way consultation tool on a whole range of other employee related issues.

### Internal Communications Strategy and Framework

The Council believes that communicating effectively with employees and involving them through comment and feedback is essential to achieving its ambitions, strengthen performance and secure long-term success. The Internal Communications Strategy was implemented in 2005 and aims to :

- Ensure a commitment to two-way communication with all staff, particularly those at the 'frontline'
- Develop and maintain a culture of effective communication

To ensure a consistent corporate approach to communication with employees, the strategy introduced a corporate communication framework which is now in place across all departments of the Council.

### E-Government/Business Transformation

The Council's approach to business transformation is foremost about people and how they can better communicate, work and access services. Integral to the modernisation of the Council's Customer Services function, business transformation is playing a key role in enabling the delivery of service improvements and efficiency gains as well as providing a basis for joined-up working with intermediaries such as Citizens Advice and other Local Strategic Partners.

The Council has embraced the principles of the Department for Communities and Local Government (DCLG) and the Local Government Association (LGA) e-Capacity Building Programme as an enabler of this transformation activity. These principles are inherent in the proposed Sedgefield Competency Framework and in the Sedgefield Leadership Programme.

## Review of Pay & Grading Structure

In accordance with the 2004 National Agreement for local authority services and in advance of the 2007 deadline, the Council implemented a revised Pay and Grading structure in March 2006. The pay and grading review took over two years to complete and involved detailed consultations with Trade Unions.

The new local pay and grading structure and accompanying set of terms and conditions is a means of ensuring that the Council's pay structure:

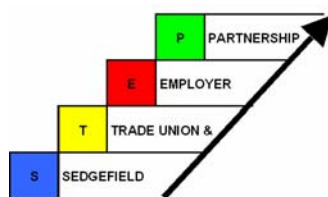
- ❑ Is fair and transparent
- ❑ Removes artificial demarcations between groups of employees
- ❑ Provides equal pay for work of equal value
- ❑ Underpins service objectives

As part of the process the Council in, an effort to encourage training and development and address concerns regarding retention of qualified employees, introduced a number of career graded posts supported by detailed skills matrices aligned to the attainment of skills, qualification and experience.

## Elected Member Development

The Council has signed up to achieving the Member Development Charter and has in place an established cross-party Member Development Group whose remit is to facilitate a co-ordinated approach to member development in accordance with the Member Development Strategy.

## Skills for Life



The Council is committed to improving the literacy, numeracy and language skills of all its employees and is working in partnership with the Trade Unions as part of the STEP Project (Sedgefield Trade Union and Employer Partnership). This group consists of Union Learning Representatives and has been successful in bidding for money from the Trade Union Congress (TUC)

Learning for all Fund for the last two years. This has enabled the development of the Learning Centre at Chilton Depot and in 2006 the Council successfully participated in Adult Learning at Work Day.

## Strategic HR Framework

The new harder test CPA demands planned outcomes from an embedded strategic policy based framework, which enables managers to fulfil their strategic management roles. In preparation for this, during 2005/6 the strategic capacity of the HR Section was strengthened and work started on embedding a people based culture of performance, service delivery and quality into operational and management practice.

The HR Strategy sets out the Council's four strategic HR aims and progress towards these aims is delivered and monitored via three Service Improvement Plans (SIP's): Equality and Diversity; Human Resources and Health and Safety.

### **Equality and Diversity**

A Corporate Equality Plan (CEP) was produced, incorporating the Race Equality Scheme. The CEP contains a detailed action plan which has so far enabled the Council to achieve Level 2 during 2005/6 and which will direct effort to achieve Level 3 during 2006/7.

### **Human Resources**

The Human Resources Strategic Framework is structured to ensure that all people management and development activities are supportive of the corporate values of the council. In particular the commitment to "invest in our employees and achieve continuous improvement and innovation in service delivery".

Human Resources has the following strategic aims :

- ❑ To ensure the council has the skills and resources needed to deliver high quality customer focused services
- ❑ To support the council's modernisation programme through the introduction of innovative HR practices
- ❑ To ensure the council maintains good employee relations
- ❑ To maintain a healthy and safe working environment and workforce.

Annual service improvement plans are developed to identify areas for continuous improvement in human resources in support of these strategic aims.

### **Health and Safety**

The Health and Safety Service Improvement Plan deals specifically with achieving the HR strategic aim to 'maintain a healthy and safe working environment and workforce' and identifies annual priorities that reflect corporate ambitions, best practice in safety management and legislative imperatives. The Health and Safety Policy and Occupational Health and Safety strategy are backed up by comprehensive procedures and codes of practice. Health and Safety performance is monitored proactively through the Occupational Health and Safety Management system.

Chapter

2

## Drivers of the Organisational Development Plan

### Issues Facing the Council

The Council is held in high regard at a local level, by stakeholder partners and by the Audit Commission. The Council was rated as “Good” through the Comprehensive Performance Assessment in 2003 and is intent on progressing to “Excellent” status. However, the CPA report highlighted a number of areas to be addressed by the Council before further progress could be achieved.

The Council has a good record of addressing challenges and issues and the steps already taken, including the management restructure, together with the enhancements to corporate and strategic planning and performance management, will strengthen the Council’s capacity to meet the additional challenges in the short, medium and long term. An essential part of this capacity building is a comprehensive Organisational Development Plan.

### National Drivers

#### A New Performance Assessment Framework

The new CPA framework, effective from 2006, introduces a more rigorous test of local authority performance which aims to address the issues that matter most to local people, while reducing the burden of regulation.

The rapidly changing environment in which local government operates is exemplified by the fact that the government now intends to replace the CPA process with a more community based assessment process with greater reliance on the audit management arrangements in place. This is to be effective from 2008.

There will nevertheless remain an essential focus on the importance of having a successful corporate “engine” to drive good direct services. There will inevitably be a requirement to measure the capacity of the council, working with partners, to deliver improved outcomes for local people. In this regard, any assessment process will look for clear accountability and decision-making to support service delivery and continuous improvement.

#### Pay and Workforce Development Strategy

The Pay & Workforce Development Strategy developed by the Office of the Deputy Prime Minister and the Local Government Employers Organisation provides a framework to support organisational transformation and reforms required to deliver improved services, greater efficiencies and better customer focus in front-line services. It identified five priority areas:

- a) **“Developing Leadership Capacity** – among officers and elected members, including attracting effective leaders into local government from outside the sector.

- b) **Developing the skills and capacity of the workforce** – across the corporate centre, specific service areas, management and the front line workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working, equality and diversity and the efficient delivery of services.
- d) **Resourcing local government** – ensuring that authorities recruit, train and retain the staff they need.
- e) **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.”

This OD Plan attempt to address many of the external challenges and key service and performance issues facing the Council, including:

- Changing skills and competencies
- Leadership development
- Partnership working
- Strategic management
- Performance management
- Capacity to manage change
- Promoting a learning culture
- ICT and e-government
- Community planning and consultation skills
- Continuous Improvement
- Recruitment problems and skill shortages

The approach to developing this Plan is to mainstream it into Council activity whilst ensuring that Service Plans contain sufficient flexibility to adequately reflect the priorities for each service area throughout the Council.

## Local Drivers

### Inspections/External Assessment

This section details the results the Council has received from external inspections and how the Council has applied recommendations from these inspections.

#### Annual audit and inspection letter – March 2006

Each year the Council receives its Annual Audit and Inspection letter, outlining progress made during the year and identifying actions for improvement.



### Progress 2003 to 2006

As mentioned earlier, the Council was categorised as 'good' in Comprehensive Performance Assessment (CPA) in 2003 and underwent a 'Direction of Travel' Assessment in 2005. This latter assessment showed that the Council has made good progress in achieving its priorities and is improving in most areas since CPA. Specifically the Council's Political Management Framework has been linked closely to its Corporate Planning Framework. A suite of Cabinet Portfolios are directly aligned to the Ambitions of the Council. These changes to the Cabinet Portfolios and Strategic Working Group Structure ensure that two portfolio holders from the Cabinet are accountable for the achievement of each ambition and groups are attended by Heads of Service and senior managers to ensure that the business of delivering on the ambition for the Council is expedited.

The changes to the Political Management Framework establishes the Leader of the Council with the responsibility for the key aspects of strategic policy for the Council. Additionally, the political management structure is augmented and supported by aligning the Council's Corporate Management Team with Portfolio Holders through Lead Directors being assigned to the Delivery Plans for the Corporate Ambitions.

The Council has strengthened its financial and service planning arrangements, ensuring there are clear crosscutting themes and a strong link between the Corporate Plan, Medium Term Financial Plan and Service Plans.

The Council has invested strongly in arrangements to ensure equality and diversity in its services by appointing a dedicated diversity officer, producing a Corporate Equality Plan and establishing departmental equality groups.

Sickness has also improved from 12.9 days in 2004/05 to 11.2 days in 2005/06 by working closely with the Council's occupational health provider, Company Health.

### Future Actions

The audit letter also highlighted a number of future actions required by the Council, which have been taken into consideration in the development of this OD Plan;

- Implement Organisational Development Plan and strengthen links between the employee development programme and the planning framework
- Continue efforts to reduce sickness and improve capacity
- Address areas of low and mixed performance
- Develop performance indicator quality assurance processes

### **Durham Partnerships Audit 2005/06**

The concept of partnership is a key element of the national agenda for modernising services. In 2003/04 the Audit Commission undertook a review of partnership control arrangements and community planning in County Durham. A re-inspection of the 2003/04 Audit was carried out in Autumn 2005 to test progress on the recommendations made within the original Audit Commission report. Following the re-inspection the Audit Commission noted that the Council had made good progress against implementing these recommendations with only two of the fifteen still being progressed; relating to staff and member development. These outstanding actions are addressed in this OD Plan (*Theme 1 – Management Development, Theme 5 – Member Development*).

## Performance Management Audit 2005/06

In 2004/05 the Audit Commission concluded that the Council has made progress in improving performance management arrangements. Work is ongoing within the Council to identify and create user and community focused local performance indicators.

The following area of concern is being progressed during 2006/07 and has been incorporated into this OD Plan;

- *“Performance management is still to be fully embedded into the organisation. Individual targets have not yet been introduced into the staff appraisal system although this has been recommended as part of the Employee Development Programme”*

## Use of Resources 2005/06

The Use of Resources assessment (UoR) assesses how well an authority manages and uses its financial resources. It is a more stringent test than previous audits forming part of the Comprehensive Performance Assessment.

The assessment focuses on the importance of having sound and strategic financial management to ensure that resources are available to support the Council's priorities and improve services.

The Council's overall score of three from a possible four means that Sedgefield is 'performing well' and operating consistently above minimum requirements. This is an extremely good score for Sedgefield, when compared with both neighbouring and national district authorities. Notwithstanding this, there are areas identified by the Audit Commission for improvement (Value for Money) and the Council will work on these areas in 2006/07 (*Theme 1 – Management Development*).

## Local Area Agreements

The County Durham Local Area Agreement was signed in March 2006. This was seen by key partners as "a turning point" in partnership working among councils and other public service providers in the County – an issue that impacts directly in OD.

County Durham's LAA is a joint commitment to improve services by all tiers of Local Government together with the other main public sector agencies including the Police, Primary Care Trusts and Job Centre Plus, the County Durham Strategic Partnership, Local Strategic Partnerships and the Community and Voluntary Sector who have identified a range of important priorities to which they will all be working through a framework structured around four blocks: -

- Children and Young People
- Economic Development and Enterprise
- Healthier Communities and Older people
- Safer and Stronger Communities

Embedded within these target priorities are 12 'stretch targets' where partners have agreed to work together to significantly exceed expected performance over the next three years.

If these challenging targets are met the Government will give a Performance Reward Grant of more than £14million to benefit communities still further

Over the coming year, the Council will support ongoing work to develop the governance arrangements of the LAA - linked to the revitalisation of the County Durham Strategic Partnership - and will work with partner organisations to deliver on the shared targets set out in the agreement.

## Eden Insight Report

The Eden Insight Report was commissioned to develop ways to increased capacity for Sedgefield Borough Council to fully achieve its vision and obligation to deliver e-enabled services. This included the need to address key inhibitors to business transformation including lack of capacity, lack of will and lack of understanding of e-government.

The objectives of this study were to:

- Determine the organisation's change management challenges and needs
- Relate these needs to current initiatives which have immediate change impact
- Assess the organisation's change support requirements
- Derive the focus and best strategy for subsequent change support
- Sustain local pace and momentum

The scope of this study included:

- Interviews with the Chief Executive, 4 Directors, 4 Heads of Service, and 11 Service Managers.
- A Consistency Assessment survey of Heads of Service and Service Managers (33 people)
- Evaluation/Planning workshops
- Focused discussion with the sponsors and agents of change for current change initiatives

Priorities identified by the study and incorporated into this OD plan include:

### Immediate (Short Term)

- Leadership: clarifying the roles and responsibilities of each manager in relation to all change activity (*Theme 1 – Management Development*)
- Governance: positioning governance as the primary focus for setting and managing the direction of change initiatives throughout their lifecycle (*Theme 2 – Planning*)
- Operations and Project Change Capability: releasing and reallocating management time to change commitments; establishing mandatory participation in change governance; Designing and delivering an individual and team development programme (synchronised to the targeted improvement in change capability) (*Theme 1 – Management Development, Theme 5 – Member Development*)



- ❑ Communications and Collaboration: using governance to orchestrate and synchronise core information on objectives, direction, progress and priorities (*Theme 4 – Communications*)

#### Medium and Long Term

- ❑ Visioning: linking high level vision aspirations with specific service areas; quantifying and communicating current and targeted performance – ensuring this is understood and owned (*Theme 2 – Planning*)
- ❑ People Support Capability: applying more relevant recognition and reward practices; developing more holistic performance evaluation practices that review total capability and contribution and personal development goals for Running business as usual and Changing business as usual (*Theme 3 – Performance Management*)
- ❑ Cultural Alignment: raising awareness of positive leadership, individual and team behaviours that are critical to change initiative success; reviewing performance contribution and motivation of individuals (*Theme 1 – Management Development*)

‘Transforming the organisation, Improving Performance’ places strong emphasis on business process redesign, workforce remodelling and job redesign, increasing the productivity of the workforce and understanding systematic workforce analysis and planning. As part of business transformation towards achieving core competencies in :

- ❑ Organisational development and change management
- ❑ Business process redesign and analysis
- ❑ Performance, productivity and people management
- ❑ Customer relations management
- ❑ Project and financial management
- ❑ Procurement and client side management
- ❑ Partnership working and community engagement
- ❑ Managing and promoting diversity
- ❑ Maximising use of technology

#### Improving Value for Money (VFM)

The Council has a strong track record of reviewing its spending in order to identify administrative and efficiency savings as a key element of the budget and tax setting process and will further improve efficiency by examining methods of raising productivity and enhancing VFM.

The Council recognises that it cannot work in isolation to deliver the efficiencies required and will maintain and develop its partnership working arrangements with stakeholders to ensure that opportunities for joint service delivery arrangements are identified and pursued. Collaborative working, either internally or externally, to deliver efficiency gains will be supported.

The Council’s cashable efficiency savings target is incorporated in the Council’s medium term financial plan covering the period 2006-07 to 2008-09. In future planning rounds, service and financial planning will require a sharper focus on efficiency.

A strategic approach to the Council's use of human resources will be taken via improvements being considered in workforce planning and human resources policies and strategies.

Improving VFM is an identified key priority for the Council for 2006/7 as set out in the Corporate Plan. To address this a corporate working group has been established, led by the Chief Executive and the Leader of the Council. Additionally, Financial Management has been placed at the heart of the Sedgefield Competency framework and is to be one of two pilot modules for the Sedgefield Leadership Programme.

### **Improving Customer Focus**

This is an identified key priority for the Council for 2006/7 as set out in the Corporate Plan. To address this a corporate working group has been established, led by the Director of Neighbourhood Services. Additionally, Customer Focus has been placed at the heart of the Sedgefield Competency framework and is to be one of two pilot modules for the Sedgefield Leadership Programme.

### **The Service Manager's HR Role**

It is clear that there are significant HR issues in respect of enabling Councils to achieve a strong outcome and effectively manage the many changes ahead. A people based culture of performance, service delivery and quality will need to be embedded into all operational and management practices.

Effective workforce planning, management and organisational development will be essential to achieve the flexibility, innovation and change management capacity required.

The new assessment processes will be looking for planned outcomes from an embedded strategic and policy based framework which enables managers to fulfil their service management roles.

Managers will therefore need to develop a much clearer strategic focus, monitoring the organisational profiles, planning for resource requirements and communicating with employees.

### **Capacity Building**

The Improvement Partnership in the North East is working towards building capacity within local government in the region. Various projects are underway with Sedgefield participating in those relevant to us. These include:

- District Councils' capacity building project – looking specifically at the needs of district councils which include community engagement, value for money.
- Management development for 3<sup>rd</sup> and 4<sup>th</sup> tier officers – involving skills audits and competencies which will lead to a management development programme.
- Member development – Leading Edge programme looking at equipping members with the skills they need including scrutiny, community leadership and political leadership.

In addition to this, Sedgefield have put in a bid designed to help us become more customer focused.

### **Partnership Working**

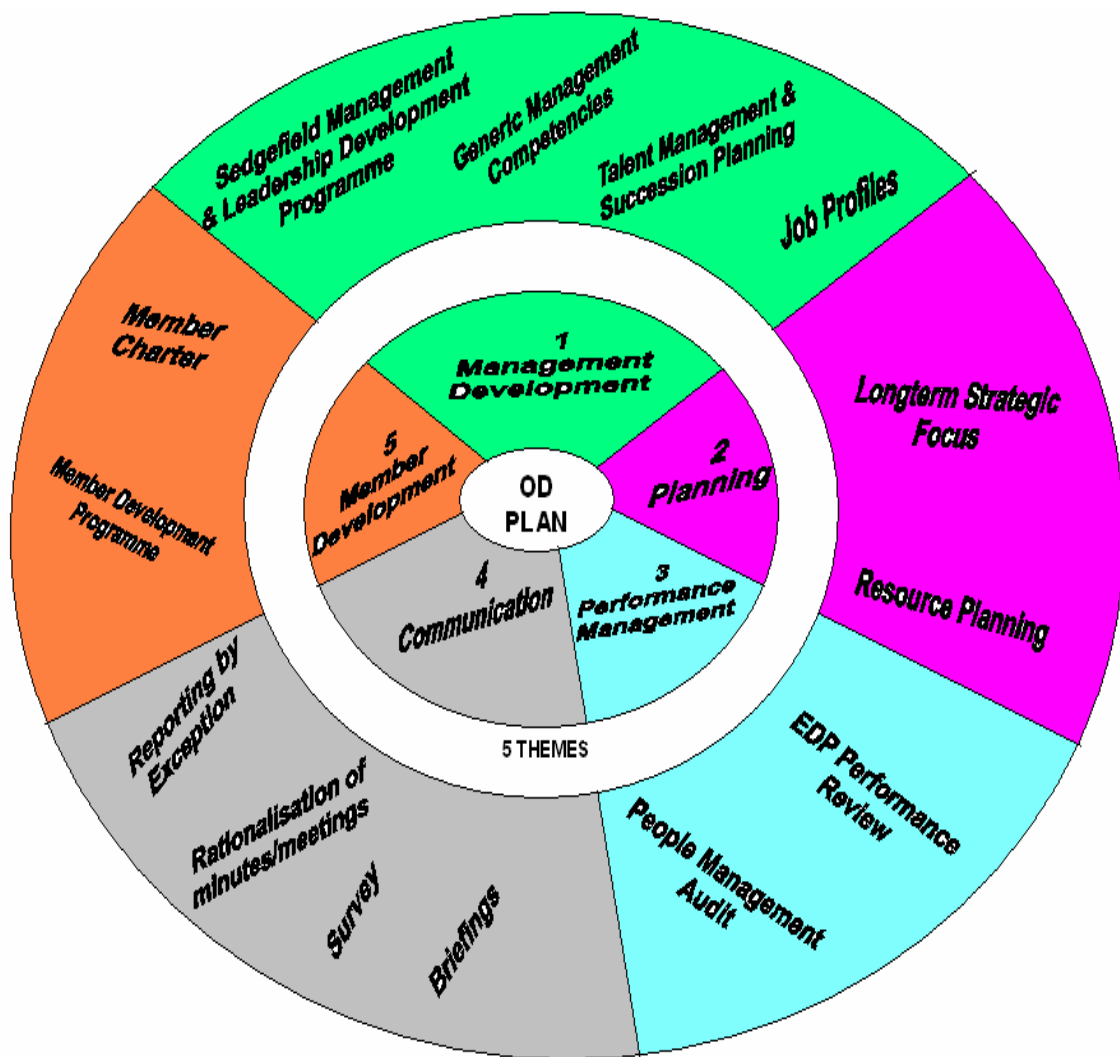
Organisational development networks have been set up at regional and district levels to which the OD specialist from the area are invited. The Local Authority Partnership Group (LAPs) includes the district councils and have a good working relationship where training issues are shared and some courses run with officers attending from other councils.

North East Regional Employers Organisation (NEREO) provide assistance and run groups such as the Member Development Officers Network where good practice can be shared. Nationally, the Employers Organisation have now merged with the IDeA (Improvement and Development Agency for Local Government) and there is an advisor in the region who co-ordinates working groups to look at strategic issues. These established networks have been tapped into by the Improvement Partnership to be part of process for capacity building.

**Chapter Findings and Actions**

**3**

The issues and resulting recommendations identified from discussions with individuals, managers, focus groups and elected members can be summarised into 5 key themes and fourteen recommendations:



## Theme 1 - Management Development

The effectiveness of management is recognized as a key determinant of organizational success. Therefore, it is anticipated that investment in management development will have a direct economic benefit to the Council. It is vital that all managers are equipped to provide clear direction, develop their staff, balance a range of priorities and demands and ensure success during times of change. By focusing on developing both current managers and managers of the future and ensuring that they have the strategic and operational management skills to lead their departments, organisational development can have a significant impact on the ability of the council to meet community needs.

### Findings

- 1.1 A high level of technical skill exists within all service areas of the Council. However, the demands of the modernisation agenda and the ambitions and targets set out in the Corporate Plan, create a need for a set of generic management competencies which will enable managers and employees to develop and maintain the essential **balance between strategic and operational management**.
- 1.2 A more pro-active, strategic and people based culture needs to be established to empower employees to contribute to their maximum potential. This can be fostered by introducing **clear corporate management principles** to support the Council's values.
- 1.3 One of the strengths of the Council is that the middle management level has a wealth of experience, usually with a long service history. To maintain this, **succession planning** should be addressed. There is a perception that Sedgefield is a fertile training ground before moving on to other organisations. This is partially due to a lack of identified development opportunity in the organisation for talented employees,
- 1.4 Whilst management remains commendably focussed on front line service delivery, there is a challenge to **broaden its horizons from functional silos**, and also to accept more responsibility. At all levels of management, there is a clear need to define roles, and associated competencies to deliver the performance challenges.
- 1.5 **Change Management** needs to be consistently and effectively delivered across the council. It is the one constant moving forward, and therefore the primary skills of a manager must be the management of resources and priorities to achieve successful improvement. All managers must be prepared to adopt, communicate and manage processes effectively to introduce change through functional demands or crosscutting strategies. Ownership of the whole agenda is critical, and performance needs to be managed accordingly against the council's expectations.
- 1.6 A balance should be encouraged between an established set of management principles and competencies, and creating a culture where managers and employees have a degree of freedom to express their needs – in other words, a **"tight-loose"** culture needs to be developed.

- 1.7 A broad based **management and leadership development program** should be introduced to ensure a continuous development process at supervisory, middle and senior management levels.

To address some of these short and long term challenges, the following actions are planned:

<b>Theme 1 – Management Development</b>	
<b>Action</b>	<b>Benefits</b>
1.	<p>Develop Job Profiles for senior managers that explicitly reflect their corporate and strategic role</p> <ul style="list-style-type: none"> <li>• Help ensure clear understanding of the nature of senior manager roles.</li> <li>• Emphasise the significance of strategic planning and management.</li> <li>• Provide a basis for assessment of management performance.</li> </ul>
2.	<p>Develop a core set of management competencies. The aim being to define clearly the behaviours expected of managers. The key competencies required are outlined at Appendix 5.</p> <ul style="list-style-type: none"> <li>• Establish a consistent set of leadership and management principles</li> <li>• Better ownership of tasks and projects, both functional and cross cutting.</li> <li>• More effective management culture.</li> </ul>
3.	<p>Develop and implement a corporate management and leadership development program. (See Appendix 6)</p> <ul style="list-style-type: none"> <li>• Increased capability of all levels of management.</li> <li>• Increased collective capacity for the council.</li> <li>• Improved change management.</li> <li>• Development of culture of ownership and corporate awareness.</li> <li>• Enhanced balance of strategic and operational management.</li> </ul>
4.	<p>Develop Talent Management and Succession Planning programme</p> <ul style="list-style-type: none"> <li>• Addressing the demographic changes facing the council and ensure progression strategies for ambitious and capable managers at 3<sup>rd</sup> and 4<sup>th</sup> tier levels</li> <li>• Use of assessment centres and career counselling to identify potential leaders of the future</li> <li>• Implement management development interventions to provide structured career development opportunities and thereby aid retention, recruitment and development</li> </ul>

		<ul style="list-style-type: none"> <li>• Review existing systems supporting/hindering talent management and succession planning including competency frameworks, workforce development plans, personal development plans, rewards systems, organisation structures, training and development strategies, communication strategies and employee feedback mechanisms.</li> </ul>
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## Theme 2 - Planning

The Corporate Planning Framework sets the strategic direction of the council and establishes the architecture for continuous improvement based around robust performance, financial and people management. The Corporate Plan is linked into the Community Strategy and our contribution to the aims of this strategy are translated into corporate ambitions. By identifying priority areas within the Corporate Plan these are further cascaded into departmental objectives through service delivery plans and on an individual basis through Employee Development Programmes.

### Findings

- 2.1 The Council is continually under demand from a number of stakeholders, all seeking to change the priorities of the organisation. The common denominator is that the Council is seen as reactive to inputs, and not investing time in anticipating and planning in a **long term horizon**.
- 2.2 In recent years, **planning cycles** in Sedgefield have improved, with the adoption of medium term financial planning and a more rigorous approach to service plans that build into, and feed from, the corporate plan. The integrated approach to corporate and strategic planning has realised many benefits.
- 2.2 There is a danger within some parts of the organisation of dependency. Within service departments managers and employees rely on central resources when dealing with operational matters relating to: HR, Equality & Diversity, Training, Finance, E-Government, Procurement, Strategic Planning, Performance Management etc.

There appears to be a view that responsibility for the development and management of key strategies related to the above areas rests with the associated central resource. There needs to be a recognition that the central resource teams add value to frontline services through the development of a **strategic framework** which enables service managers to properly fulfil their management roles which incorporate all of the above areas.

With such a complex agenda, combining crosscutting themes (like e-government agenda, procurement, HR) and functional responsibility for frontline services, it is apparent that the **demands are currently outstripping the capacity and capability to manage the programme**. This has created the dependence on central functions to help with operational

implementation and thus impacts the time spent on forward planning of change.

- 2.3 There is a need to monitor the existing skills and knowledge base amongst the Council's workforce, related to the corporate values, objectives and ambitions. The annual budget process identifies the resources levels associated with the departmental pay bills. A **more detailed assessment** is needed to provide an evaluation of **future resource levels and skill requirements** to meet the changing work programmes and priorities within each service area.
- 2.4 Each service area should be aware of the employee profile, current trends in relation to turnover, and should consider actions necessary in relation to skill shortages and difficult to recruit areas. This will inform the **workforce planning process**.
- 2.5 Labour market intelligence is essential for effective workforce planning. The Council already faces several of the problems identified regionally and nationally:
- An **ageing workforce** and the difficulties of attracting and retaining young people to jobs in local government
  - **Skill shortages** in such areas as:
    - Environmental health
    - Planning
    - Craft skills
    - Contract management

<b>Theme 2 –Planning</b>	
<b>Action</b>	<b>Benefits</b>
1. Introduce service based resource plans (See Appendix 7 for example) and incorporate into the corporate planning framework via service planning process. Summary resource plan to feed into the Organisational Development and Medium Term Financial Plan.	<ul style="list-style-type: none"> <li>• Integrate Human Resource requirements into the Council's Corporate and financial planning, framework.</li> <li>• Highlight changing competency requirements.</li> <li>• Highlight/address recruitment and retention issues.</li> <li>• Highlight potential new service delivery models based on partnership working.</li> </ul>



### Theme 3 - Performance Management

Effective performance management systems at all levels within the council are essential in achieving objectives in an increasingly competitive and volatile environment where the clear focus is on quality and customer care. Performance appraisal through the EDP process seeks to raise the overall performance level of the organisation as a whole by optimising the performance of individuals and teams in the pursuit of organisational goals.

#### Findings

- 3.1 There is a comprehensive corporate performance management framework within the Council.
- 3.2 Several managers and employees have recognised that there is need to strengthen their approach to performance management, particularly related to the **Employee Development Programme** process. However, no action has been taken at a service department level, relying instead on the “Corporate Process”.

This dependency culture is further exemplified by the expectation of many managers that **Central HR will undertake operational management** actions related to recruitment and selection, grievance and discipline and absence management. The HR team are actively developing policies, procedures, guidance and training that develops management ownership of HR and OD issues specific to their departments.

This dependency culture appears to have led to a **reactive sub culture** with a lack of recognition of the need for and importance of planning at the strategic level to ensure continuous service improvement and development. This ability to react and “crisis manage” has diminished the importance which employees and managers should place on partnership working and the development of innovative alternatives to service delivery.

- 3.3 Increasing and often conflicting priorities have caused managers and employees to fail to achieve targets and objectives, weakening the performance culture of the organisation.
- 3.4 The Council is driven by BVPI measures to assess and improve a very wide range of service related issues. Accountability for delivering these is claimed by managers, members and other groups within the organisation. However it is important that team and individual objectives and targets are **directly cascaded from the corporate and service plans**. Feedback suggested there is room for improvement with the current **EDP process**. It was introduced with the aim of defining relevant training and development needs for employees and is **not widely used to manage individual performance** in the organisation. It is **inconsistently applied** through the Council, the **quality of the review varies**, and the development needs are **not widely delivered**. The Council is committed to undertaking a thorough review of the EDP process to embed best practice in staff appraisal and development, ensuring that all objectives are focused towards continuous improvement in value for money, customer focus and performance management.

<b>Theme 3 –Performance Management</b>	
<b>Action</b>	<b>Benefits</b>
<p>1. Develop an integrated performance review process for managers and employees – incorporating performance, objectives, competency review and EDP discussion.</p> <p>Introduce a verification process to the EDP process to identify % of objectives and training needs completed.</p>	<ul style="list-style-type: none"> <li>• Clarify performance targets for managers and officers.</li> <li>• Assist the identification of competencies, thereby assisting the recruitment and development of employees.</li> <li>• Provide a quick and easy review process for senior managers to assess the delivery of objectives and training plans.</li> </ul>
<p>2. Implement a “People Management Audit” to “test the temperature” of the organisation and ensure that best people management practices are consistently applied. The audit will involve interviews with a cross section of employees to evaluate the effectiveness and consistency of HR Policies and practices and to “test the temperature” of the organisation in respect of employee relations, morale, motivation and communication. The “audit” reports can be used by the Chief Executive as part of the Director and Senior Management Team appraisals.</p>	<ul style="list-style-type: none"> <li>• Ensure the “single employer” ethos is established and maintained.</li> <li>• Ensure that HR Strategy adds value</li> <li>• Will complement the liP Audit and inform the work of the established liP Groups.</li> </ul>

### Theme 4 - Communication

The communication challenge is magnified in Sedgefield (and in many councils) by the organisation structure, with remote locations, partnership organisations, and the variety of services being delivered. Add to this internal logistics such as differing shift patterns and a range of current communication channels, the challenge of improving communication becomes apparent.

#### Findings

- 4.1 The **Communication Strategy is not applied consistently** across the Council, which limits the capacity for effective two way exchange of views. Employees would appreciate a vehicle for hearing relevant news in a formal way, i.e. from their manager rather than through the rumour mill.
- 4.2 The Council uses a variety of methods of communication to employees, and the wider community. These include forums, a newsletter, an intranet system, and conventional meetings. Such **diversity of approaches is effective in pockets.**

- 4.3 Reference was made in the course of the research to the ways in which “minutes of meetings are circulated”, and it is apparent that this is seen as a conduit for communicating information and actions. However, the volume and widespread distribution of minutes makes it easy for some elements of the content **to be missed**.
- 4.4 There was general consensus among both officers and members that the current practice of performance/service improvement reporting has improved. Progress reports (for service plan reviews) are often comprehensive and detailed in every aspect. The corporate performance management framework requires progress reports to be prepared and presented on a regular basis often to two or three different bodies. These interim reports are comprehensive, covering all aspects of the plan in detail. However, the length and content of these can make the process **onerous and inefficient** for both the officer producing the report and the members or committees that have to read and review the material.

<b>Theme 4 – Communication</b>		
<b>Action</b>		<b>Benefits</b>
1.	Feed the key points/decisions of meetings into the downward communication framework. The onus should be on more effective briefing from management on areas of interest. Minutes can then be confined to those who have relevant action points to complete.	<ul style="list-style-type: none"> <li>• More relevant/targeted communication and less time wasted on reading irrelevant material</li> </ul>
2.	Introduce a systematic process for performance reporting based on a principle of reporting by exception – i.e. the items that are not on target, unplanned activities and changes in priority.	<ul style="list-style-type: none"> <li>• Less time reading irrelevant material and therefore more time for other activities.</li> <li>• Uniform approach and consistency in style of reporting.</li> <li>• Shorter and more focussed review meetings.</li> <li>• Reduced preparation time for officers.</li> </ul>
3.	Communication Strategy to include a timescale of one week following Section Head/Service Performance meetings to cascade news and views to all employees. This needs to be tailored to the needs of the audience and a bulletin provided for those who cannot attend the meeting.	<ul style="list-style-type: none"> <li>• This “Team Brief” becomes the formal news channel, and can be 2 way, with feedback encouraged.</li> <li>• Reduces the impact of the “grapevine”</li> </ul>
4.	Survey employees to determine	<ul style="list-style-type: none"> <li>• Survey of frequency and content</li> </ul>

<p>their preferred methods for receiving information (performance, ideas, informal, announcements and formal news)</p>	<p>would be perceived as effective involvement of employees.</p>
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## Theme 5 - Member Development

Political leadership in local government has never been more important than it is today and the development of effective leadership from elected members is essential to improve local democracy and the quality of local public services. The changes to the political management structure following the 2005 direction of travel assessment have provided even more impetus for member development that ensures that local councillors are able to exhibit a range of competencies including providing vision, analytical skills, communication skills, partnership working, political understanding and managing performance (*IdeA – Inside Top Teams Research Report 2006*)

- 5.1 Elected Members need support to develop and maintain the range of skills required to fulfil their role. There is already commitment to the **Member Development Charter** and the associated **Personal Development Plans**. This is co-ordinated between Democratic Services and the Council's OD Manager to establish programmes of planned training covering:
- Strategic Planning and policy development
  - Performance Management
  - Employer roles
  - Representational roles
  - Financial management
  - ICT
- 5.2 In addition, an ongoing programme of internal Member training and development events keep Members up to date in respect of topical issues and new initiatives.
- 5.3 It is recognised that the elected members of the Council are challenged with many responsibilities. In addition to being a community representative, they are also to function as an employer, a decision maker, a policy maker and, in many cases, hold a position in cabinet or have responsibility for a portfolio that will require skills in chairing meetings, communication, leadership and other management competencies.
- 5.4 Training and development programs for members need to be coordinated, starting from a consistent and thorough induction program to **generic competencies**, and those skills determined necessary to fulfil certain positions.
- 5.5 A **Member Charter** is currently being developed and will outline the expectations and standards in performance and behaviour for members.

<b>Theme 5 – Member Development</b>		
<b>Action</b>		<b>Benefits</b>
1.	Member job profiles to be defined and performance development plans introduced.	<ul style="list-style-type: none"> <li>• Clear competency requirements for roles on cabinet and other committees.</li> <li>• Member training needs can be identified and developed thereafter.</li> <li>• Role clarification.</li> </ul>
2.	Develop and Implement a structured member development program.	<ul style="list-style-type: none"> <li>• Enhanced capacity to fulfil the defined expectations of the role.</li> <li>• Fulfil requirement of the member development charter.</li> </ul>

## Implementation and Delivery

By its very nature, this OD plan is a strategic overview and is therefore supported by a series of detailed **delivery plans** (See example at Appendix 8). It is essential that the OD Plan is an integral part of the effective delivery of local services and that progress against it is monitored and updated on a regular basis.

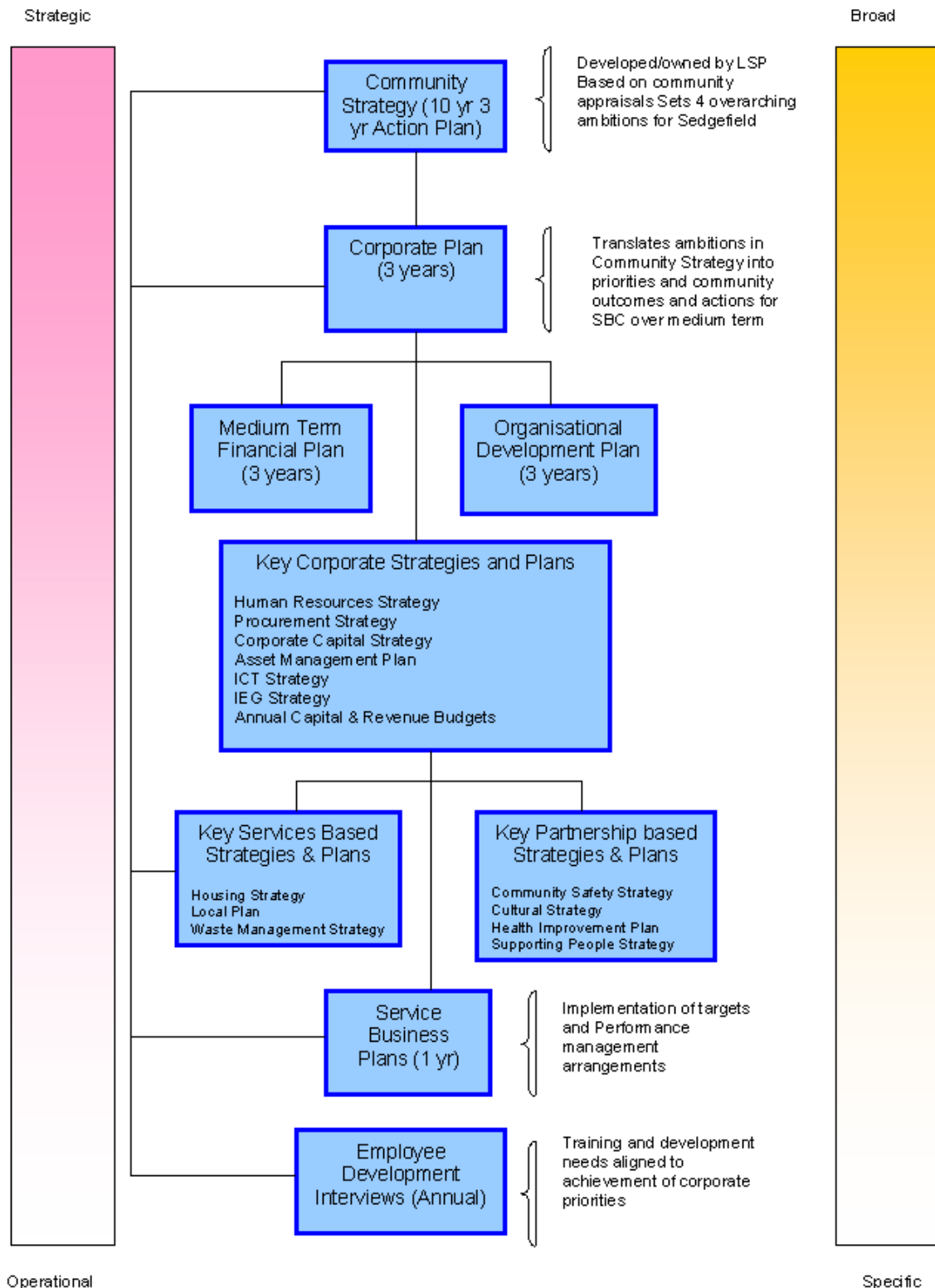
The OD Plan is approved by Cabinet, thereafter the strategic lead is provided via the Leader of the Council within the Strategic Leadership portfolio. The delivery plans supporting the OD Plan will be co-ordinated by the OD Officer who will apply project management principles to ensure effective delivery of the actions. This framework will ensure a collective effort to deliver sustainable and effective change.

However, the introduction, management and review of change has to be a shared responsibility for all managers in the Council, therefore the main driver of OD activity is identified as the **Heads of Service group** with a project sponsor responsible for each of the 5 themes contained within this plan .

<b>Chapter</b>	<b>Appendices</b>
<b>4</b>	

Appendix <b>1</b>	<b>Corporate Planning Framework</b>
Appendix <b>2</b>	<b>Human Resources Strategic Framework</b>
Appendix <b>3</b>	<b>Political Management Structure</b>
Appendix <b>4</b>	<b>Departmental Management Structure</b>
Appendix <b>5</b>	<b>Sedgefield Competency Framework</b>
Appendix <b>6</b>	<b>Guide to Sedgefield Leadership Programme</b>
Appendix <b>7</b>	<b>Resource Plan Example</b>
Appendix <b>8</b>	<b>Delivery Plan Example</b>

## CORPORATE PLANNING FRAMEWORK



**APPENDIX 2**

**Organisational Development Plan (supported by Service Based Resource Plans)**

**Human Resources Strategic Framework**

**Corporate Aim:** Quality Services for Local People  
 "Working towards a more healthy, prosperous and attractive Borough with Strong Communities."

**Corporate Values:** "in doing so we will invest in our employees and achieve continuous improvement and innovation in service delivery."

We will achieve this by adopting the following Human Resource Strategic Aims:

"To Ensure the Council has the skills and resources needed to deliver high quality customer focused services."

"To Support the Council's modernisation programme through the introduction of innovative HR practices

"To ensure the Council Maintains good Employee relations."

"To maintain a healthy and safe working environment and workforce

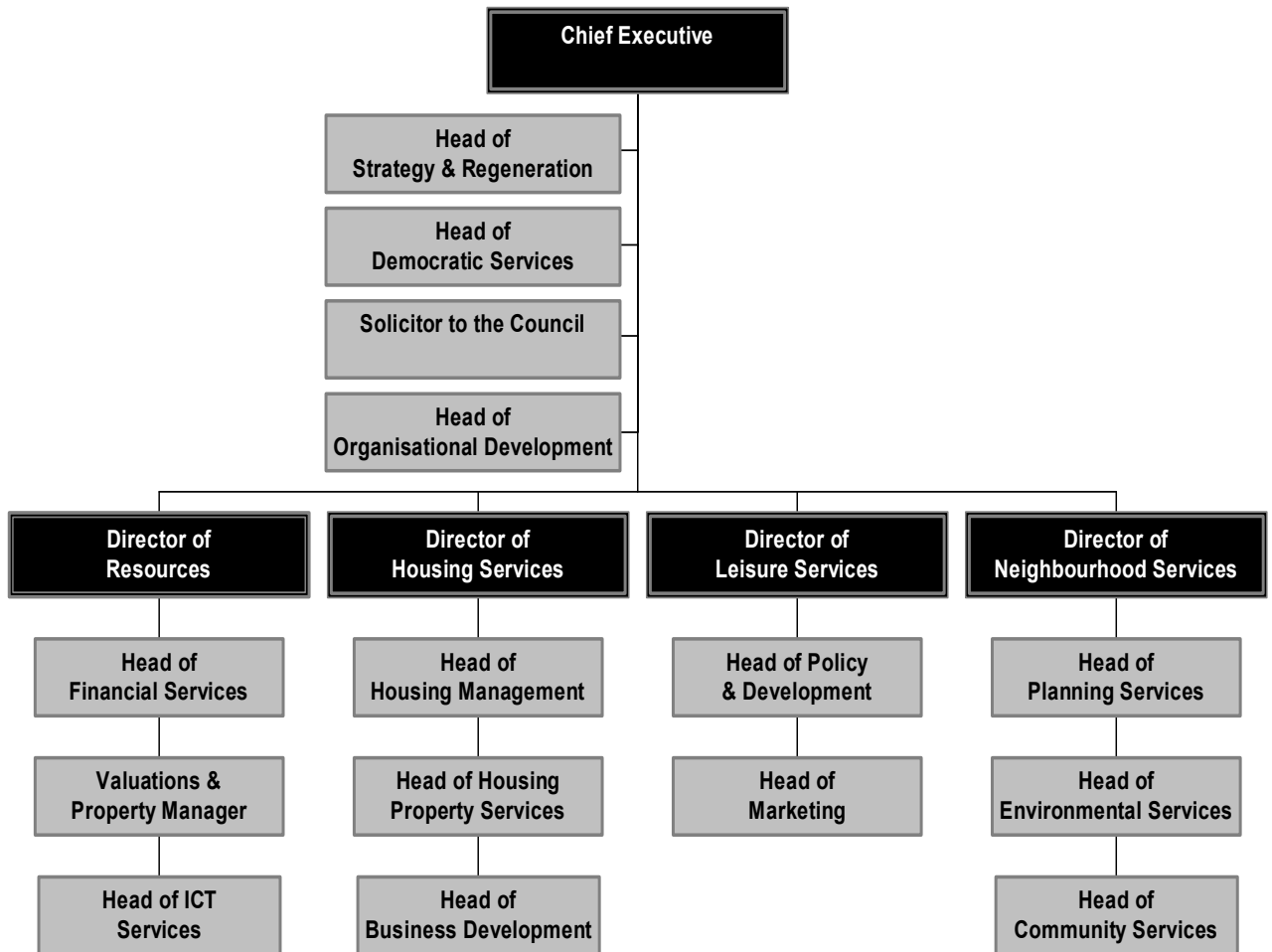
All policies negotiated and endorsed via **Trade Union and Employee Involvement and Consultation Framework**

<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> <li>Organisational Development Plan (incorporating Resource Plan, Sedgefield Leadership Programme – Management Competencies)</li> <li>Training and Development Policy</li> <li>Recruitment and Selection Code of Practice</li> <li>Stability Policy (incorporating Retirement policy, redeployment/retraining arrangements, PCL arrangements)</li> <li>Performance Management Framework</li> <li>EDP Process</li> </ul>	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> <li>Pay and Grading Structure supported by Job Evaluation</li> <li>Flexible Working Policies</li> <li>Job Share Policy</li> <li>Adoption Leave Policy</li> <li>Bereavement Leave</li> <li>Code of Practice – Maternity</li> <li>Confidential Reporting Policy</li> <li>Dignity at Work Policy</li> <li>Equality and Diversity Polices</li> <li>Race Equality Scheme</li> <li>Capability Procedure</li> <li>Parental Leave</li> <li>Paternity Leave</li> <li>Unpaid time off for Dependants</li> <li>Employee Communication Strategy</li> <li>Reward/Recognition Schemes</li> </ul>	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> <li>Code of Conduct for employees</li> <li>Time off for TU duties</li> <li>Disciplinary Rules &amp; Procedures</li> <li>Grievance Procedure</li> </ul>	<p>Policies/Procedures in place:</p> <ul style="list-style-type: none"> <li>Health and Safety Policy and related procedures</li> <li>No Smoking Policy</li> <li>Protection of Staff Against Violence At Work</li> <li>Sickness Absence Code of Practice</li> <li>Occupational Health and Safety Strategy</li> <li>Occupational Health and Safety Management System</li> </ul>
<p>Policies/Procedures to be Introduced:</p> <ul style="list-style-type: none"> <li>Guidelines on the management of fixed term/temporary employment</li> <li>Member Training and Development Strategy</li> <li>Secondment Policy</li> </ul>	<p>Policies/Procedures to be Introduced:</p> <ul style="list-style-type: none"> <li>Homeworking Policy</li> </ul>		

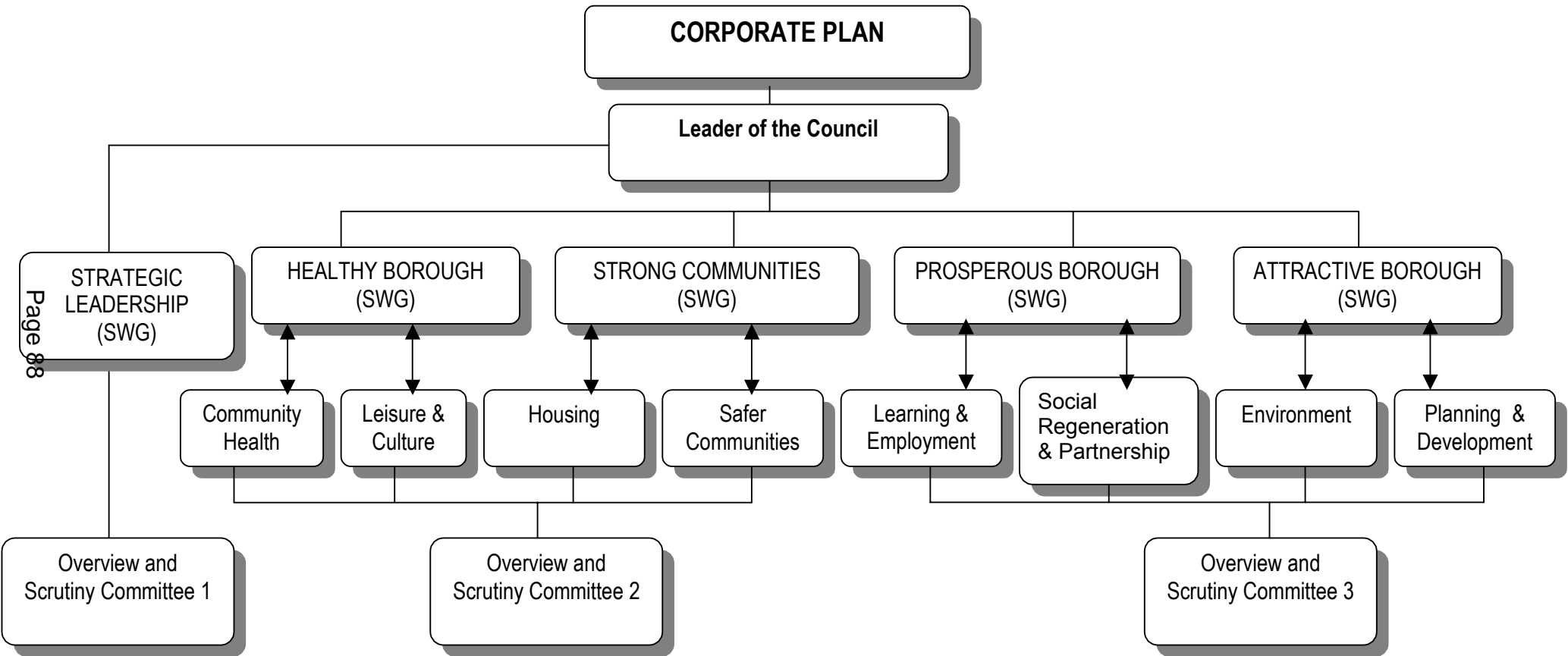


**Appendix 3**

**Departmental Management Structure**



**STRATEGIC POLITICAL MANAGEMENT STRUCTURE**



Page 88

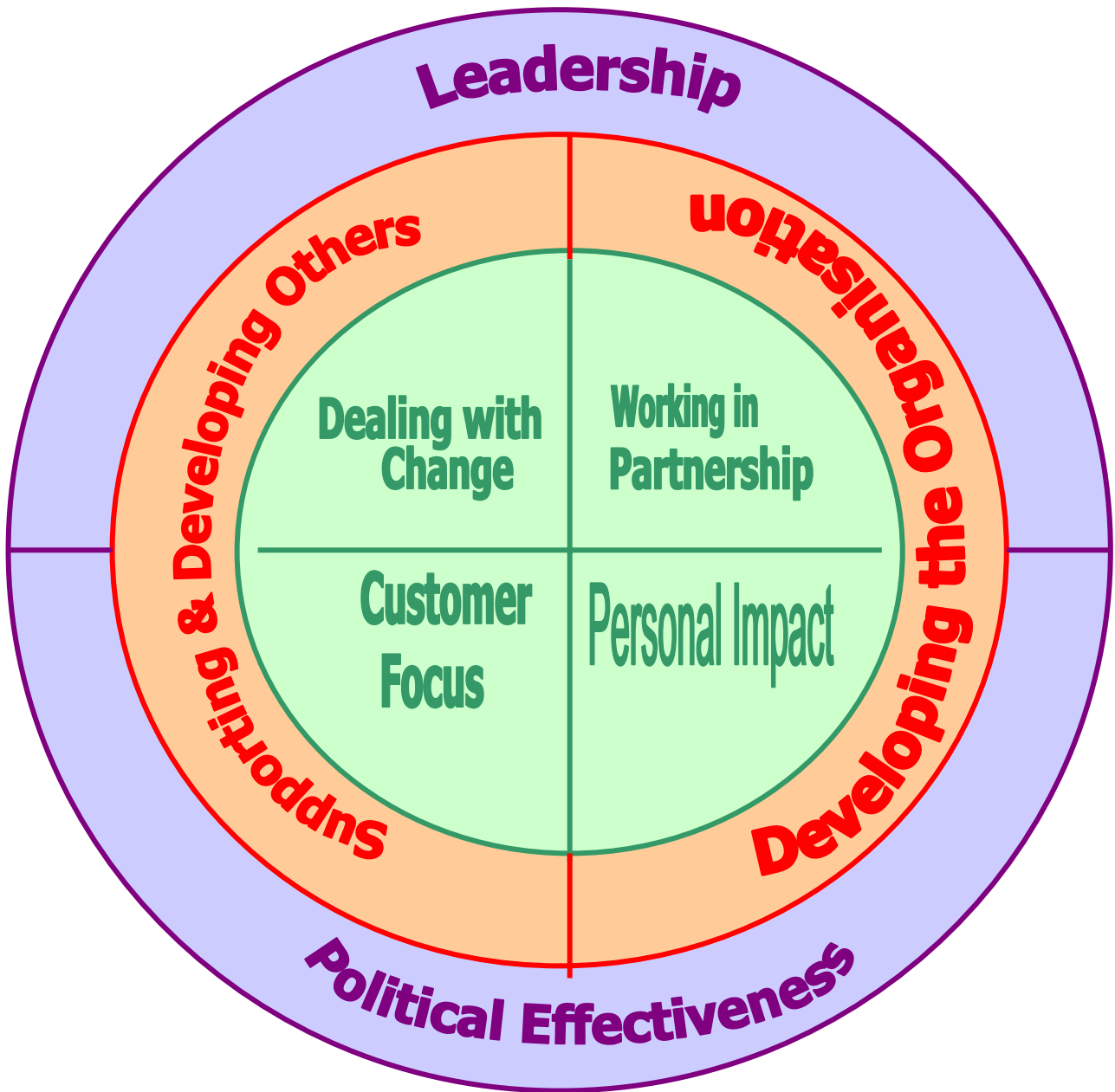
Quality Services for Local People

"Working towards a more healthy, prosperous and attractive Borough with strong communities"

**Quality Services for Local People**

"Working towards a more healthy, prosperous and attractive Borough with strong communities"

## SEDFIELD COMPETENCY FRAMEWORK



Green – All Employees

Red – All Managers

Purple – Senior Managers

## Guide to the Sedgefield Leadership Programme

### Aim

The aim of the programme is to address real management issues through experiential learning to support service development objectives. In addition, Management Development forms part of a broad organisational management process that will support performance improvement in the demanding performance management culture we work in. It will encourage the types of behaviours required by managers to meet the current and future challenges of local government and also provide techniques and strategies to enable effective achievement of organisational goals.

### Content and Structure

This is a 12 month programme delivered via a series of themed modules. Each module will focus on a key organisational issues in line with the Organisational Development Plan as translated into the Sedgefield Competency Framework.

The programme will initially focus on 3<sup>rd</sup> and 4<sup>th</sup> tier managers and on the following 7 modules:

1. Delivering customer focussed services
2. Managing Change
3. Personal effectiveness and development
4. Working in Partnership
5. Delivering effective project and financial management (See Appendix 6.2)
6. Managing and developing people
7. Planning and Organising

### The Facilitators

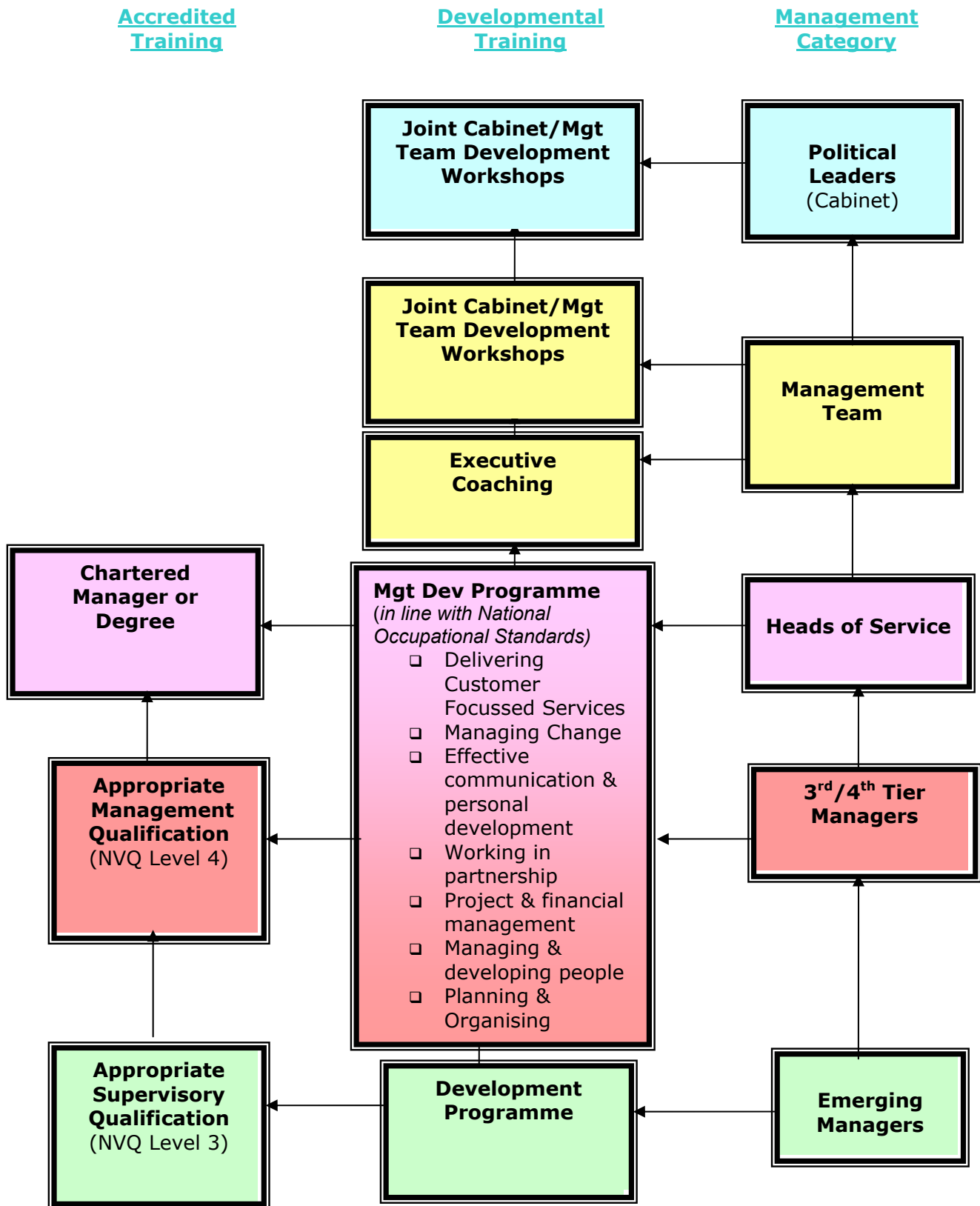
The programme will be jointly facilitated by an external management consultancy, and the in-house Organisational Development Team.

### The Participants

A pilot programme will take place from September – December 2006 focussing on the “Delivering Customer Focussed Services” module and will involve approximately 15 3<sup>rd</sup>/4<sup>th</sup> tier managers from across the Council. In selecting participants in the pilot, consideration will be given to:

1. Managers who have been identified via EDP as requiring management development.
2. Managers who are new to the role
3. Managers who are involved in outward facing service delivery
4. Willing volunteers

## SEDGEFIELD LEADERSHIP PROGRAMME FRAMEWORK



**Sedgefield Leadership Programme**  
**Project and Financial Management Module**  
**Proposed Outline – Project Management**

**Objective of module :**

To implement an effective approach to the delivery of all Council projects (definition of a project to be agreed) using a tailored but tried and tested methodology.

**Programme**

1. All Level 3 and 4 managers to attend half day workshop (approx 50 managers/supervisors)
2. Employees involved in a project by taking on one of the defined roles to attend 1 day workshop.
3. Employees who require an awareness of the methodology but who are not directly involved in a project - 2 hour briefing
4. Employees who are identified as needing a full understanding of Prince2 methodology to attend an external Foundation or Practitioner courses.

**Facilitator**

Business Solutions (Sunderland College) supported by Organisational Development Officer and e-Government Project Manager.

**Timescale**

Module to commence September 2006

## RESOURCE PLAN EXAMPLE

### SERVICE PLAN :

HUMAN RESOURCES																					
1	<table border="1"> <tr><td>Total Number of Employees</td><td></td></tr> <tr><td>Full-time Employees</td><td></td></tr> <tr><td>Part-time Employees</td><td></td></tr> <tr><td>Male staff employed</td><td></td></tr> <tr><td>Female staff employed</td><td></td></tr> <tr><td> </td><td></td></tr> <tr><td>2<sup>nd</sup> Tier (Head of Service)</td><td></td></tr> <tr><td>3<sup>rd</sup> Tier (Section Head)</td><td></td></tr> <tr><td>4<sup>th</sup> Tier (Line Manager)</td><td></td></tr> <tr><td>Other</td><td></td></tr> </table>	Total Number of Employees		Full-time Employees		Part-time Employees		Male staff employed		Female staff employed				2 <sup>nd</sup> Tier (Head of Service)		3 <sup>rd</sup> Tier (Section Head)		4 <sup>th</sup> Tier (Line Manager)		Other	
Total Number of Employees																					
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4 <sup>th</sup> Tier (Line Manager)																					
Other																					
2a	<table border="1"> <tr><td>Age Profile</td><td></td></tr> <tr><td>Under 20 yrs</td><td></td></tr> <tr><td>21-30 yrs</td><td></td></tr> <tr><td>31-40 yrs</td><td></td></tr> <tr><td>41-50 yrs</td><td></td></tr> <tr><td>50+ yrs</td><td></td></tr> </table>	Age Profile		Under 20 yrs		21-30 yrs		31-40 yrs		41-50 yrs		50+ yrs									
Age Profile																					
Under 20 yrs																					
21-30 yrs																					
31-40 yrs																					
41-50 yrs																					
50+ yrs																					
2b	<p>Issues arising from age profile of workforce for succession planning</p>																				
3a	<p>% turnover (leavers as a percentage of average headcount – please see HR for assistance)</p> <p>Does the service experience turnover problems? If yes go to Q.3b. If no go to Q.4</p>																				
3b	<p>What feedback has been received from exit interviews identifying reasons for turnover?</p>																				
3c	<p>What actions have been taken to address these issues ?</p>																				



<b>HUMAN RESOURCES</b>	
4.	Does the service experience any skills shortages?
5.	Number of protected employees employed within the service?  Please indicate arrangements/plans for eradicating protection (retraining etc.).
6.	Indicate high risk positions within the service and outline succession plan arrangements.  'High risk' is defined as a position which if left vacant for a period of 1 month or more would cause significant problems for maintaining service levels.

	<b>FINANCIAL RESOURCES</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
7.	Annual Budget  <u>Risks to Budget:</u>  Estimated Pay Award  Employer Pension Increase  Cost of Turnover (based on average costs of recruitment)  Sickness Absence (No of days)  Cost of Sickness Absence			

	<p style="text-align: center;"><b>CHANGES TO SERVICE</b></p> <p>Please outline any anticipated service changes (e.g. new initiatives, projects, outsourcing, partnering etc.) and any resulting implications eg. recruitment and retention, re-skilling, structural change.</p>
8a	<p><b>2006/7</b></p>
8b	<p><b>2007/8</b></p>
8c	<p><b>2008/9</b></p>



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