

Report of	Meeting	Date
Corporate Director (Human Resources & Organisational Development) Introduced by Executive Member (Resources)	Executive Member (Resources)	26 <sup>th</sup> March 2009

## DEVELOPING EMPLOYEES AND ELECTED MEMBERS

### PURPOSE OF REPORT

1. This report sets out performance against the Councils first Workforce Development Plan since it was produced and adopted in May 2008.

### RECOMMENDATION(S)

2. That the report be noted.

### REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

3. To facilitate the ongoing analysis and management of the Councils performance.

### ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

4. None

### CORPORATE PRIORITIES

5. This report relates to the following Strategic Objectives:

Put Chorley at the heart of regional economic development in the central Lancashire sub region		Improved access to public services	
Improving equality of opportunity and life chance		Develop the character and feel of Chorley as a good place to live	
Involving People in their Communities		Ensure Chorley is a performing Organisation	✓

### BACKGROUND

6. The Local Government Pay and Workforce Strategy identified a 10 year vision for Local Government that aimed to ensure that all Councils had 'high performing, citizen centred, skilled and motivated staff'. The Strategy required local authorities to produce a Workforce

Development Plan to clarify how they would anticipate and address both current and future key workforce challenges.

Staff and the Trade Union were consulted on the plan which contained details of the Authority's present workforce, speculated the requirements to meet future challenges and identified the methods that would be employed to meet the requirements.

The Workforce Development Plan is an essential part of the Council's improved planning by ensuring that the Authority possesses the skills, attitudes and commitment needed within the workforce to deliver the Council's vision.

The Plan is a key project within the Corporate Strategy to support the long-term outcome to provide and procure high quality, priority services.

## **REPORT OVERVIEW**

7. The attached plan identifies the actions that have been completed in Year 1 since the adoption of the workforce development plan. In addition to those a number of planned actions have also taken place:

- Project Management Skills
- Climate Change Awareness
- Equality and Diversity Training
- NVQ2 Business Improvement Techniques

The plan will be updated to reflect the changing priorities from the Corporate Strategy, actions identified from each Directorate Business Improvement Plan and individual performance and development appraisals.

In January 2009 the Organisational Development programme was launched which is aimed at Managers and Officers who have a significant influence on the direction and outcome of the organisation, including those without management responsibility. The programme focuses on achieving people's own and their team's full potential, involving them in shaping the Council's response to its key challenges and developing their attitude, skills and knowledge.

The programme runs over a two year period, with a half-day session every six to eight weeks. Each session is evaluated to identify further development needs, which will be met outside the scope of the programme.

To meet the diverse and challenging objectives of the programme, each session is based on one of the following key themes:

1. Organisational Skills/Best Practise
2. Managing People
3. Personal Leadership

## **ELECTED MEMBER DEVELOPMENT : LEARNING OPPORTUNITIES 2008/09**

8. There has been a comprehensive programme of Member development in the last Council year continuing the Council's commitment to improving elected member skills and knowledge both in their roles as ward members and decision makers. The programme has included a mix of both skills and initiative based training with a particular focus on supporting neighbourhood working and a review of individual Member training needs.

In summary, activities have included:

- A comprehensive induction programme for new Members in 2008
- 100% response to the Member training and development assessment process through either individual interviews or questionnaire responses and the production of personal development plans.
- Supporting the introduction of neighbourhood working with an introductory session to the seven neighbourhood areas; the carrying out of ward walks in all 20 wards in the Borough; and a neighbourhood bus tour to launch neighbourhood action plans.
- Skills based training for communications, chairing skills, licensing practice and planning practice, new ICT arrangements
- Initiative and knowledge based sessions including the LSP, Understanding MATAC, Families First project, new Waste and Recycling service, Accessing Ward Resources.
- Linking into a range of countywide training opportunities through Team Lancashire's Community Champions programme.

## ATTAINING LEVEL 2 CHARTER STATUS

9. The Council is due to be reassessed for Level 1 of North West Employers Member Development Charter in 2009 and as agreed under the Corporate Strategy, will also be seeking attainment of the higher Level 2 Charter. This requires the Council to demonstrate the impact of Member training and development around one key initiative. The Member Support Working Group is leading on this project and is using Member development towards Neighbourhood Working as its main theme. There is also the need to show continued improvement and initiatives like intheknow and the Planning in Practice training for both District and Parish Councillors will be used to demonstrate this. The application will be submitted by the end of April and the assessment process will take place over the summer.

## IMPLICATIONS OF REPORT

10. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources	✓	Equality and Diversity	
Legal			

## COMMENTS OF THE CORPORATE DIRECTOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

11. Contained within the report.

LORRAINE CHARLESWORTH  
CORPORATE DIRECTOR HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Lorraine Charlesworth	5159	11 March 2009	***

Priority Area	Objective	Action	Progress
1. Organisational Development	Building Capacity	Develop the skills and behaviours of managers and employees <ul style="list-style-type: none"> <li>• Update competency framework</li> </ul>	Competency framework adopted and embedded within recruitment and selection, and performance and development appraisals
	Building better partnerships	Neighbourhood Agenda / Community Engagement <ul style="list-style-type: none"> <li>• Recognise the skills for developing and sustaining partnerships and relationships in practice.</li> <li>• Explore the characteristics of an effective partnership</li> <li>• Collaborative working skills</li> <li>• Customer focus and empathy skills</li> </ul>	All modules included within Organisational Development programme attended by 90+ Managers and Senior Officers



	<p>Workforce that reflects the diversity of the Community</p>	<p>Achieve level 3 of the Equality Standard</p> <ul style="list-style-type: none"> <li>• Liase with the Council's Equality Forum</li> <li>• Review of recruitment and selection policy</li> <li>• Liase with LCC WorkRight to</li> <li>• encourage applicants with Disabilities</li> </ul>	<p>IDEA Level 3 assessment scheduled for 1<sup>st</sup> or 2<sup>nd</sup> April 2009.</p> <p>Self assessment and evidence has been submitted.</p> <p>Recruitment on the Equality Forum's Forward Plan.</p> <p>Recruitment and Selection Policy revised</p> <p>All desk based employees have completed an online equality training package which has been tailored to the Councils needs.</p> <p>Non desk based staff will also receive equality and diversity training.</p> <p>Managers will receive training on equality and diversity as part of the Organisational Development programme.</p>
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Climate Change briefings delivered to Strategy group and all Middle Managers.	Management behaviours identified within competency framework	All modules included within Organisational Development programme attended by 90+ Managers and Senior Officers	Skills audit completed as part of annual performance and development appraisal 81% PDPs completed
Educate and inform staff on the implications of environmental issues in relation to their work and personal life	Leadership Development Actions <ul style="list-style-type: none"> <li>Competency Model</li> </ul>	Developing productive working relationships <ul style="list-style-type: none"> <li>Defining communication and the importance of it</li> <li>Influencing and negotiation skills to achieve results</li> <li>Building productive working relationships</li> <li>Communicating assertively</li> <li>Understanding and influencing cultures</li> <li>Impact of Leadership on Culture</li> </ul>	Update skills data <ul style="list-style-type: none"> <li>Identify any critical skills gaps</li> <li>Actions to plug the gaps</li> </ul> Future workforce needs identified via PDPs <ul style="list-style-type: none"> <li>95% Completion</li> </ul>
Environmental Awareness	Develop next generation of leaders	Promote Cultural Change	Building Capacity
<p><b>2. Leadership Development</b></p> <p><b>3. Skills Development</b></p>			

	Skills for Life	Identify those without minimum NVQ2 <ul style="list-style-type: none"> <li>• Achieve Get On Award</li> </ul>	Analysis of skills audit completed NVQ2s introduced Skills Pledge signed Commitment made to progress Skills for Life in NweO GO Award
	Eliminate critical skills gaps	Competency Framework	Completed and embedded in recruitment and selection and performance appraisals
<b>4. Recruitment and Retention</b>	Attract more young people into Local Government	Increase modern apprenticeship opportunities in line with LAA targets	8 apprentices recruited in 08/09

<p style="text-align: center;"><b>5. Pay and Rewards</b></p>	<p>Workforce reflective of the community</p>	<p>Explore student placements, graduate projects and work experience</p> <ul style="list-style-type: none"> <li>• Forge better links with schools and college</li> </ul>	<p>1 graduate recruited as part of the National Graduate Scheme</p> <p>Expanded on work experience with local schools</p> <p>Pilot 2 placements from Future Horizons programme</p> <p><b>Attendance at local career events promoting employment within the Council.</b></p>
	<p>Modern Pay System to reflect new priorities and new ways of working</p>	<p>Maintenance of new pay structure</p>	<p>Maintained through the job evaluation of any new or changed job role.</p>
	<p>Workforce reflective of the community</p>	<p>Develop assessment based progression</p>	<p>Progression through career graded posts in Planning, Revenues and Benefits and Customer services determined at the annual appraisal by duties, size and complexity of the role to enable career development and succession planning.</p>