

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Workforce Development Strategy Plan on a Page
Meeting/Date: Employment Panel – 3 February 2016
Executive Portfolio: Organisational Change and Development – Cllr S Cawley
Report by: Corporate Team Manager
Ward(s) affected: All

Executive Summary:

This report outlines progress that has been made relating to the Workforce Development Strategy and presents the Workforce Development Strategy Plan on a Page which has been developed to give staff and members an overview of the full strategy.

Recommendation(s):

That members of Employment Panel consider the report and appendix, making any salient observations or recommendations.

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1. WHAT IS THIS REPORT ABOUT/PURPOSE?

1.1 This report outlines some of the key activities we have done and those we plan to do as shown in the Workforce Development Strategy Plan on a Page (WDSPP).

1.2 It is designed to be read in conjunction with the WDSPP, a document that gives a comprehensive overview of the full Workforce Development Strategy.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 To make members aware of the steps we are taking to ensure Huntingdonshire District Council's vision for its employees is realised.

2.2 The WDSPP states the organisation's vision for its workforce is

'To create a leaner organisation, comprising a flexible, agile and engaged staff which is responsive to changing demands; uses technology to deliver services differently; seeks opportunities for more flexible working and is both commercial and customer focused.'

3. ANALYSIS

3.1 The Workforce Development Strategy was approved by Employment Panel in February 2015 and over the last year there have been various areas of work to drive forward change and improvement. These include:

- A new appraisal process that includes 360 degree feedback, SMART objectives, an abbreviated form for frontline employees (such as those in Operations) and more focus on maximising career potential and capturing other skills
- Centralised coordination of training plans to enable greater understanding of the training needs within HDC and ensure staff are notified when a LGSS training course that meets their needs is available
- More robust management of the LGSS contract to gain more value from the training and development opportunities that are available
- Senior Management Team (SMT) driving the corporate training agenda to ensure corporate training needs are addressed – this includes bespoke training on setting SMART objects and stretch targets, Commercialisation and Bullying and Harassment awareness
- SMT taking an active role in identifying individuals who would benefit from development and staff being offered these opportunities – examples include Presentation and Personal Impact Skill training, qualifications with the Institute of Leadership and Management
- SMT are also looking to reward staff with opportunities and this was demonstrated by entering a team in the Local Government Challenge and from other development opportunities such as being a member of a job evaluation panel or being involved in an HR case, for example leading a grievance or disciplinary investigation
- All services now have a service plan with clear links to the Corporate Plan and the Customer Service Strategy

- Improved Council-wide communications have been introduced to increase and promote engagement between staff and management. This includes the introduction of *Key Issues*, a monthly staff newsletter covering all services areas, and *Top Blogs*, a more informal medium for letting staff know what members of CMT have been doing – written by the Managing Director
- Introduced an IT system to allow staff full access to the HDC network at partner sites such as South Cambridgeshire District Council, Cambridge City Council and Cambridgeshire County Council. This is in addition to the option for homeworking and gives staff a full range of flexible working options
- Undertaken analysis of all employees working patterns in order to facilitate further hot-desking opportunities and generate income from space utilisation

4. COMMENTS OF OVERVIEW & SCRUTINY PANEL

4.1 This report is not going to an Overview and Scrutiny Panel.

5. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

5.1 The key impacts are outlined in the vision for the WDSPP.

5.2 To ensure we remain focused on the Key Metrics shown in the WDSPP, two Heads of Service will attend each Employment Panel (one from each Directorate) to present an update of their service area in relation to appropriate Key Metrics. This will ensure significant issues are addressed and challenged where necessary.

5.3 The key risks are that we don't continue the momentum we currently have and don't continue to drive change and improvement.

5.4 These risks will be monitored by the Key Metrics identified in the WDSPP which should reduce the risk that we don't continue to deliver against our vision. The presentations by Heads of Service against those metrics will also reduce risk. There will be more work done on some metrics as they are introduced.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 Progress against the plan will be monitored and further options to enable and advance our staff explored as and when identified.

7. LINK TO THE CORPORATE PLAN

7.1 The WDSPP is driven by the Council's four corporate plan priorities which underpin the Workforce Development Strategy and the WDSPP's strategic priorities.

8. CONSULTATION

8.1 The Workforce Development Strategy, which the WDSPP acts as an overview to, reflects a broad range of views resulting from consultation with the senior management team, staff, managers, the Staff Council, Cabinet and the Employment Panel. There will be no further consultation on the WDSPP.

9. LEGAL IMPLICATIONS

9.1 No legal issues have been identified at this stage.

10. RESOURCE IMPLICATIONS

10.1 There are no additional resource implications, but there is a time commitment across the organisation

11. OTHER IMPLICATIONS

11.1 The Plan going forward enables our training and development to be equally accessible regardless of pay grade, gender, service or employment type.

12 REASONS FOR THE RECOMMENDED DECISIONS

12.1 That members of Employment Panel consider the report and appendix, making any salient observations or recommendations.

13. LIST OF APPENDICES INCLUDED

Appendix 1 – Workforce Development Strategy Plan on a Page

BACKGROUND PAPERS

Workforce Development Strategy – Employment Panel – 11 February 2015

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