

Appendix Two – Workforce Development Action Plan

Organisational Development

Effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Anticipate and tackle current and workforce challenges	Develop succession plans for middle managers and heads of service	Karen Jenkins	2008 and annually
	Develop succession plans for other levels in key professional areas (where recruitment/retention is an issue)	Karen Jenkins	2008 and annually
	Regular updating of OD Strategy and Workforce Development Plan	Karen Jenkins	Annually
Developing an organisational climate that encourages innovation and involves staff in service transformation.	Introduce 'Systems Thinking' into all service areas supported by relevant reviews and training to achieve cultural shift in how we deal with customers	Denise Lyon	By end December 2009
.	Becoming a top 20 Council and encouraging staff feedback through Best Council submission annually. Taking action on issues arising following full scale analysis.	Karen Jenkins	2008/09

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Support staff through organisational changes, managing anxieties and promoting high performance practices.	Ensure an HR Business Partner is allocated to the 'Systems Thinking' reviews to help staff through this change process and ensure that any structural changes are implemented sensitively and in line with legislation	Karen Jenkins	For the duration of the review and at any future point where our ongoing systems thinking culture leads to radical change
Progress up the levels of the Generic Equality Standard.	Deliver Equality Impact Assessments for key service areas.	All Service Heads with support from Peter Jeffs/Sally McAuley	By end of December 2008
	Refresh the Equality Steering Group and ensure representatives from each area are progressing the equality agenda.	All Service Heads with support from Peter Jeffs/Sally McAuley	2008/11
Ensuring salaries enable us to recruit and retain the right people	Review market supplements and regularly review salaries against the market	Karen Jenkins	2008 and annually

Leadership Development

Building visionary and ambitious leadership which makes the best use of both the political and managerial role, operating in a partnership context

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Taking effective action to attract, develop and retain the leaders of today and the leaders of tomorrow	Research merits of performance related pay at Head of Service and Director level.	Karen Jenkins	2008/09
	Build on current leadership programmes to develop skills in managing, mentoring and coaching to achieve culture change.	Sally McAuley	2008/09
	Focus on the development of skills highlighted as national priorities, such as working in partnerships, including shared services, and community engagement and empowerment.	Sally McAuley	2008/09
Fostering the development of leadership skills and leadership behaviour/competency at all levels in the authority	Develop 360 degree feedback into a rolling programme (preferably on line) so that managers can gain feedback every two years.	Sally McAuley	2008/09
	Embed coaching and mentoring policy and train an in-house team of mentors	Sally McAuley	2008/09

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Embedding policies, cultures and practices that effectively increase the % of women, people from black and ethnic minority background and people with disabilities in leadership positions.	Review Human Resources policies and outcomes using Equality Impact Assessments.	Karen Jenkins	2008/09
	Implement actions from Equal Pay Audit	Karen Jenkins	2008/09
Leading the implementation of flexible and mobile working. Changing mindsets to gain the maximise capacity and work smarter.	Continue to promote and refine home working policy and assist managers in managing a remote workforce.	Karen Jenkins	2008/09
Possible move to new location	Act as HR Workstream manager for office relocation.	Karen Jenkins	2008/10

Skills Development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Defining the most important current and future skills needs	Through ensuring that workforce planning and development is considered in Service Planning	Karen Jenkins	2008/09
Assessing our current capability, so as to identify their most critical skills gaps	Designing a skills audit process and carrying out skills audits in key areas starting with Street Scene	Sally McAuley	2008/10
Taking action to develop to attract, develop or share the skills we need	Introducing 3 apprentices into EDDC in 2008/9 for a three year period to help 'grow our own'.	Sally McAuley	2008/09
Developing our workforce's 'skills for life' and offering qualifications to those who have none	Implementing a skills/career pathway framework for frontline staff	Sally McAuley	2008/11

	Offering basic numeracy, literacy and ICT skills via Plymouth College.	Sally McAuley	2008/11
	Work with ICT to develop a mini learning centre at two sites convenient to Street Scene staff	Sally McAuley	2008/11
	Become accredited with the Local Government Go Award to demonstrate that everyone at EDDC has opportunities to develop their 'Skills for Life' to Level 2 and beyond with opportunities to gain a national qualification in literacy and numeracy recognised by all employers.	Sally McAuley	2008/00
	Offer NVQs across the organisation and specifically target those in lower paid roles.	Sally McAuley	2008/11
Ensuring there is equity of access to development opportunities (including for part time staff)	Carry out Equality Impact Assessments on training take up and monitor this quarterly	Sally McAuley	2008/11

Recruitment and Retention

With partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Identifying future workforce requirements as part of partnership, corporate and service planning	Through the Workforce Development Plan and Service Planning	Karen Jenkins and all Heads of Service	2008/09
Analysing age profiles, turnover rates and diversity profiles in their key occupational areas, so can anticipate and take action to address significant issues	Regular production and analysis of People Data	Sarah Bolt	2008/11
Promoting key future jobs and careers to local schools, colleges and universities	Twice yearly attendance at recruitment fairs	Sarah Bolt	2008/11
Running school work experience programmes, student placements	Continue to offer work experience placements	Karen Jenkins	2008/11
Positive action for diversity	Advertise 30 posts in Equality Britain which is an equalities directory of employers and training providers	Karen Jenkins	2008/09
Ensuring salaries enable us to recruit and retain the right people	Review market supplements and regularly review salaries against the market	Karen Jenkins	2008 and annually

Pay and rewards

What action needs to be taken?	How will we do this?	Lead Officer(s)	Timescales
Maintaining the job evaluation process for all new or revised posts	By ensuring new or revised posts are evaluated using the GLPC scheme	Karen Jenkins	2008/11
Investing in training managers to appropriately and fairly manage the performance of employees against objectives and competencies and understand that increments are linked to performance	Annual training for preparation for the Performance Excellence Review	Sally McAuley	2008/11
Ensuring equality in pay and reward processes.	Carry out Equal Pay Audits annually. Implement actions to address inequality	Karen Jenkins	2008/09
Continue to promote benefits provided by the Council.	Regular promotion of our benefits such as health cash plan, bike scheme and nursery vouchers. Research possibilities for flexible benefits.	Terry Wilson	2008/09