



ROCHFORD DISTRICT COUNCIL

WORKFORCE DEVELOPMENT PLAN 2004-2009

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INTRODUCTION

The workforce development plan addresses the following five priority areas set out by Central Government that are critical to the improvement of local authorities and to improve the delivery of customer focused services:

- a) **Developing leadership capacity** – among both officers and Members, including attracting effective leaders into government from outside the sector.
- b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and front line workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working and delivery of customer focused services.
- d) **Resourcing local government** – ensuring that authorities can recruit, train and retain the staff they need and address equality and diversity issues.
- 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.

Rochford District Council's Workforce Development Plan meets the needs of the Pay and Workforce Strategy for Local Government. It is our vehicle to integrate these priorities into our forward planning and improve our ways of working. It is also our HR strategy for the future.

Delivering improvements and building capacity will only be realised if clear links are defined between our service plans and our people plans.

The plan will continue to develop as circumstances demand, as the national picture changes and the Council's priorities develop. It will be refined each year to become better integrated with the service planning process, the 5-year budget strategy and our workforce profile.

The following documents underpin proposed actions in the Workforce Development plan:

- ❑ Performance Plan
- ❑ Service plans
- ❑ Human resources strategy
- ❑ CPA Improvement plan
- ❑ 5 year budget plan
- ❑ Corporate equalities policy
- ❑ IEG statement
- ❑ Member development plan

WORKFORCE PROFILE

We need to improve our workforce information base. This is a priority for the organisation and a new HR/Payroll system is to be introduced between November 2004 and January 2005. This will enable us to access information more easily, thereby helping us to systematically collect and address workforce issues more effectively.

We do however have some useful information from performance indicators and other information we currently keep.

- The percentage of the workforce who have a disability is 3.71% compared to 11.26% of economically active disabled people in the local community.
- The percentage of the workforce from ethnic minority groups is 3.65% compared to 1.55% economically active ethnic minority population in the local community.
- The percentage of top 5% of earners that are women is 12%.
- The percentage of top 5% earners from the minority ethnic population is 0%
- The average number of working days lost due to sickness absence per employee, per year was 9.82 (in the year ending March 2004).
- Turnover for the year ending March 2004 was 14.84%. There were two main reasons given for leaving during exit interviews - career prospects and personal reasons. Job satisfaction was the third reason given.

OUTCOMES TO DATE

We have already made significant progress with the plan and some of the achievements to date are:

- ❑ A revised corporate induction process is now in place. Corporate induction takes place monthly or as required (including a presentation/question and answer session with the Chief Executive).
- ❑ 57 staff have completed the European Computer Driving License qualification and 11 staff are currently doing so
- ❑ A fortnightly electronic staff newsletter has been introduced.
- ❑ Social events are organised regularly.
- ❑ A new sickness absence procedure has been rolled out and briefings have been carried out for managers
- ❑ A new recruitment portal has been set up with all other Essex authorities (partly funded by a bid to the ODPM) to promote careers in

local government. An advertising campaign will take place in November and December to bring attention to the site.

- ❑ We have now outsourced our recruitment pages to jobs go public so that we have immediate access to an on-line application process and wider advertising of vacancies.
- ❑ The Revenues and Benefits department have undergone a restructure to enable it to better meet service demands
- ❑ A new staff suggestion scheme has been rolled out
- ❑ A staff sounding board is in operation to take forward staff views, both positive and negative – with a feedback mechanism to CMB.
- ❑ Staff briefings have been held on Job Evaluation, Investors in People, Sickness procedures and Housing Option Appraisal.

Strategic Workforce Development Plan

Corporate Objectives						
Pay and Workforce Strategy Five Priority Areas	Quality Cost Effective Services	Safer and More Caring Community	Green and Sustainable Environment	Thriving Economy	Improve Quality of Life	Maintain and Enhance Local Heritage and Culture
Leadership Capacity	<ul style="list-style-type: none"> ❑ ODPM Bid – Leadership programme to be used as part of succession planning ❑ Members Development to ensure effective political leadership 					
Skills and capacity of the Workforce	<ul style="list-style-type: none"> ❑ Systematic training needs analysis to ensure planned development and training to meet individual, team and organisational goals ❑ People Management training for all managers ❑ ECDL for staff to ensure all staff have a basic level of IT skills ❑ Gain and maintain Investors in People accreditation ❑ PDR paperwork and process review and roll out of revised system ❑ Develop range of development activities used by staff 					
Developing the Organisation	<ul style="list-style-type: none"> ❑ Purchase integrated payroll/HR system. ❑ Improve Communication across the organisation e.g. creating departmental champions, regular briefings ❑ Develop policies to support work life balance e.g. nine day fortnight and homeworking ❑ Carry out qualification and skills audit ❑ Review of accommodation including improvement in the equality of work environments ❑ Development of manager's guide ❑ Improve provision of information to new starters through development of Staff Handbook 					
Resourcing Local Government	<ul style="list-style-type: none"> ❑ Obtain ODPM Funding for Environmental Health Placement ❑ Promote benefits of working for RDC ❑ Recruitment and selection training for all managers who interview ❑ Offer work placements at all levels ❑ Develop career grades where appropriate 					
Pay and rewards	<ul style="list-style-type: none"> ❑ Conduct Pay and Grading review in line with National Pay negotiations including implementing and maintaining a Job Evaluation system. ❑ Development of benefits package and internal/external promotion of it 					

Rochford District Council Workforce Development Plan 2004/2009

Outcome	Action	Link with: Corp. Plan	Resources/Budget	Dates	Lead Officer	Progress
Develop Leadership Capacity						
Effective political leadership	<p>Continue to develop and enhance our programme for Elected Members, by delivering a competency based programme especially around Overview and Scrutiny, decision making, chairmanship and leadership</p> <p>Evaluate progress at the end of 2005/6 programme and amend accordingly for 2006-7</p>	All corporate objectives	<p>Elected Members training budget plus officer time</p> <p>Additional costs required have been fed into this years budget process</p>	2004-2009	HAMS	
Effective leadership and management	<p>As a result of the IIP survey a people management course to be made mandatory for all managers</p> <p>Leadership/management development to be researched</p> <p>Costs and format to be agreed</p> <p>Programme be rolled out.</p>	<p>All corporate objectives</p> <p>All corporate objectives</p>	<p>To be resourced from central training budget reserves</p> <p>Officer time</p> <p>Costs of programme – from central training budget</p> <p>Officer time</p>	<p>Nov/Dec 2004</p> <p>Feb 2005</p> <p>April 2005</p> <p>May 2005</p>	<p>HRM/TDSO/All managers</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p>	

	<p>Evaluation of Leadership/management development programme. Changes to programme to reflect changing priorities and evaluation findings.</p> <p>Programmes to be refined as a result of evaluation and internal/external requirements. To run annually</p>		<p>Officer time</p> <p>Officer time</p>	<p>onwards</p> <p>April 2006 onwards</p> <p>2006-2009</p>	HRM/TDSO	
Development of succession planning to ensure a future pool of talent for key positions in the Council	<p>Service heads to identify potential individuals for key positions</p> <p>ODPM development programme to be used to provide a basis for their development plus internal and external courses plus other development activities</p> <p>Review and evaluation of programme</p> <p>Further development of potential senior managers on-going using a variety of methods e.g. mentoring and coaching</p>	All corporate objectives	<p>Officer time</p> <p>£1000 per place</p> <p>Officer time</p> <p>Officer time</p>	<p>Nov 2004</p> <p>Dec 2004</p> <p>Dec 2005</p> <p>2006-2009</p>	<p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p>	
Developing the Skills and Capacity of the Workforce						

Investors in People accreditation gained and maintained	Staff survey to be sent out, analysed and results published	All corporate objectives	Officer time	Sept 2004	TDSO	Complete
	Managers to develop action plans if not done so already to ensure implementation by February		Officer time	Oct 2004	All managers	
	Corporate action plan to be fully implemented		Officer time	Jan 2005	HRM/TDSO	
	Assessment to take place		Officer time. Cost of assessment. Approximately £3500 (money already available in development and training budget)	February 2005	HRM/TDSO	
	Further action plan or maintenance/continuous improvement action plan to be developed		Officer time. Resources to implement action plan	April 2005	HRM/TDSO	
	Annual continuous improvement plan to be written and implemented		Officer time. Resources to implement action plans	2006-2009	HRM/TDSO	
Effective PDRs taking place with all staff	PDR process and paperwork to be reviewed	All corporate objectives	Officer time	Nov 2004	HRM/TDSO	
	PDR training to be provided to reviewers and reviewees		Officer time/Training fees	On-going 2004-2009	TDSO	
	Managers to carry out		Officer time	May/Octob	All managers	

	qualitative PDRs in line with timeframes for completion			er – On-going (2004-2009)		
	Survey on quality of PDRs to be undertaken annually		Officer time	Oct 05 (05-09)	TDSO	
Wide range of development opportunities used to meet development needs across the organisation e.g. mentoring, coaching, work shadowing	Mentoring scheme to be developed - making use of mentors at Essex County Council where necessary and developing a scheme in partnerships with authorities across Essex.	All corporate objectives	Officer time	1 Aug 2005	HRM	
	Training for mentors		Training costs plus officer time to arrange Officer time	As required	TDSO	
	Managers to be trained in coaching skills		Training costs plus officer time to arrange	May 05 onwards as part of MDP	HRM	
	Work shadowing policy/procedures to be written		Officer time	1 Mar 05	HRM	
	Secondment policy to be developed with Essex Personnel Officers		Officer time	1 March 05	HRM	
All staff have basic level of ICT skills	All staff whom require development in this area to undertake the European Computer Driving License qualification and advanced	All corporate objectives	Officer time £50 per person (subsidised by Learn Direct) Paid for from existing training	2004-2009	TDSO	57 people have completed the qualification to date. 11 staff currently attending. Advanced

	European Computer Driving License where appropriate		budget			course being investigated/planned
Corporate and service training needs are identified and planned for systematically	OMT discussion regarding impact of development and training provision on team and organisation and future corporate and service training needs identified	All corporate objectives	Officer time	1 Dec 2004 Annually 2004-2009	HRM/TDSO/ OMT	
	Audit of PDRs for individual training needs		Officer time	Nov/Dec 2004	TDSO	
	Training plan drawn up for consideration by OMT		Officer time	1 Feb 2004	TDSO	
	Training programme published		Officer time and printing costs	Mar 2004	TDSO	
	Annual training needs analysis and programme development		Officer time	2004-2009 On-going		
Developing the Organisation						
Good information about skills and qualifications of staff is available for workforce planning	Qualifications and skills audit carried out to obtain an up to date corporate record of our employee's qualifications and skills.	All corporate objectives	HR system will need to have been purchased plus officer time to carry out audit and input information	December 2005	HRM/TDSO	
Staff can ensure work-life balance as a result of flexible working arrangements – leading to improved recruitment and	Broaden scope of the Extended Working Hours scheme so that flexi time can be accrued to 6pm and 2 days can be carried forward.	All corporate objectives	Officer time. Extension of Vivista contract	Jan 2005	CMB	
	Develop a career break scheme		Officer time	Nov 2004	HRA/HRM	

retention and service delivery	to be considered by CMB as part of the 'Manager's Guide'		Officer time	Dec 2005	HRM	
	Home-working policy to be developed and implemented Research into all types of flexible working e.g. term time working, annualised hours, hot desking/teleworking etc. Report and suggested policies to be put to Policy and Finance Committee.		Officer time	Dec 2005	HRM/HRA	
Good communication exists across the organisation	Protocol/guidance notes for team meetings to be drafted and sent to all managers		Officer time	Nov 2004	Communications Group	Team meeting protocol developed
	Departmental champions nominated from each area to be the first point of contact for "who deals with that" type question. Personnel directory to be produced for each area giving list of duties and specialist knowledge. To be kept up to date by the champion		Officer time	Mar 2005	As above	
	Staff briefings – to be planned annually		Officer time. Venue costs. Working time lost. Covered by current budgets	April 2005	CMB/HRM	
Managers are clear about their responsibilities and	Development of manager's guide	All corporate objectives	Officer time	Dec 2004	HRM/HRA	

carry them out in accordance with Council policy and best practice						
Improvement and Equality in work environment	Review of offices, equipment and furniture as part of accommodation review including looking at whether a shower facility and area to keep bikes can be provided.	All corporate objectives	Officer time. Cost of new accommodation, equipment and furniture	March 2007	CMB/OMT	
Good HR information supports workforce planning	<p>HR and payroll to purchase Selvern workforce database</p> <p>Information to be transferred from current excel files</p> <p>Workforce profile data to be presented to CMB/OMT</p> <p>Workforce planning data to be fed into continuous development of Workforce Development Plan actions</p>	All corporate objectives	<p>Cost of IT system</p> <p>Officer time</p> <p>Officer time</p> <p>Officer time</p>	<p>Nov 2004</p> <p>Feb 2005</p> <p>May 2005 (Ongoing 2005-2009)</p> <p>2005-2009</p>	<p>HRM/HFS</p> <p>HRSO</p> <p>HRA</p> <p>OMT/WDG</p>	
Resourcing Local Government						
Career paths available to staff to aid recruitment and retention	Roll out career grades where appropriate.	All corporate objectives	Officer time	December 2005	HoS in conjunction with HRM/HRA	
Number of young people entering RDC has increased	Monitor jobs go public site over the year to see how many vacancies are filled as a result of the site. Review whether to renew the contract next year.	To provide quality cost effective services	Officer time	Oct 2005 (and each year until 2009)	HRM/ITM	
The Council has a						

diverse workforce that reflects the community it serves	Review use of recruitment portal – number of hits.				HRM	
Increased staff retention especially in areas of occupational shortages	Obtain ODPM match funding for environmental health placement year Placement set up and managed	All corporate objectives	Officer time Officer time plus match funding	November 2004 June 2005- June/Sept 2006	HHH&CC	
Pay and Rewards						
There is a recognisable benefits package for RDC	Investigate cost efficient benefits e.g. health insurance, subsidised gym membership with Holmes Place, childcare vouchers Promote benefits package through Website and Jobs Go Public Report to Members on possible options Promote benefits internally via the intranet Review benefits annually	All corporate objectives	Officer time. Officer time Officer time Officer time	Jun 2005 Sept 2005 Dec 2005 2006-2009	HRM/HFS HRM/HFS HRM HRM/HFS	
A fair and equitable pay system exists for all staff	Implement a job evaluation scheme as part of meeting the requirements to carry out a Pay and Grading Review.	All corporate objectives	Costs of implementation. Report to Members outlined estimated costs of Whitley Council scheme. Costs of implementing HAY	Jan 2005 - 2007	HRM	

			for senior managers Cost of Robert Chamberlain and internal officer capacity to set up and maintain the Whitley Council scheme.	2005-2009	HRM/HRA	
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Key to abbreviations:

CMB	Corporate Management Board
OMT	Operational Management Team
WDG	Workforce Development Group
CD(LP&A)	Corporate Director (Law, Planning and Administration)
HAMS	Head of Administrative and Members Services
H&HM	Head of Revenue and Housing Management
HFS	Head of Financial Services
HHH&CC	Head of Housing, Health and Community Care
HRM	Human Resources Manager
ITCM	IT Client Manager
TDSO	Training and Development Support Officer
HRA	Human Resources Advisor
HRSO	Human Resources Support Officer
APRM	Audit, Process and Review Manager
CPM	Corporate Policy Manager