

# **South Cambridgeshire District Council**

## **Workforce Plan**

**2006/7 to 2008/9**

(As submitted to Cabinet on 14<sup>th</sup> December 2006)

## 1.0 Introduction

- 1.1 The last twelve months have seen significant change and challenges for this Council, most of which has impacted on the current workforce and the development of future resources. In this context it is appropriate to review the original Workforce Plan, developed in June 2005, and to re-evaluate the Council's position and future workforce needs.

### Purpose – Why a Workforce Plan?

- 1.2 Workforce planning is about looking to the future, being proactive and ensuring that the Council is fully staffed by appropriately skilled and qualified people now and in the longer term. The key purpose of South Cambridgeshire District Council's Workforce Development Plan is to draw together strategically all that the Council does to recruit, retain, support and develop employees, managers and elected Members. The plan must support the evolution of the Council as it undergoes considerable change to ensure that the services it provides and the influence it has within Cambridgeshire and the 'Growth Agenda' - and more increasingly within a wider regional and sub-regional context – are effective and responsive.
- 1.3 In order to meet the challenges over the next four years, it is critical that the Council **has the right people, with the right skills, in the right jobs, at the right time** to deliver its priorities and continuously improving services. The Council's current priorities are:-
- To improve customer service
  - To increase the supply of affordable housing
  - To achieve successful, sustainable communities at Northstowe and other major growth areas.
- 1.4 The Council must be able to attract and retain talent in a highly competitive employment market place and must develop and re-skill staff to respond effectively to the Transformation change programme. In particular, new ways of working, especially within partnerships, have reinforced the need for local community leadership skills for Councillors.
- 1.5 The Workforce Plan reflects the nature of the Council, the services it delivers, the results and recommendations following inspections and the culture of the organisation.
- 1.6 The plan covers the short and medium term and it will be reviewed on an annual basis, to ensure that it remains 'fit for purpose' and that the issues it covers and the priorities it sets are the right ones for the Council, its elected Members, its senior management, its employees and most importantly the communities of South Cambridgeshire.

## 2.0 Context - Workforce Size and Composition

- 2.1 **Appendix 1** gives statistics about the Council's current workforce. The key statistics and findings are:-
- a) Over 60% of the Council's workforce is over 40. This is a particular issue for all service areas.
  - b) 50% of the total workforce has service between 5 and 20 years, so we have a good record of retaining staff in terms of skills and experience, but we do have a profile of an ageing workforce. Our average age is 47 and 38% are over 50 years. This may result in a sudden loss of skills and experience in the next few years unless we start to succession plan for the future need for professional, technical and managerial staff. There are a number of specific areas where the Council is likely to lose senior officers

in the next 2-3 years – eg: senior management; Development Services; Environmental Health; Accountancy

- c) Several categories of staff are in short supply (environmental health, planning, accountancy, trades). The Planning service is addressing this issue successfully by a policy of “grow your own”. Environmental Health teams are considering the same approach. There is also the issue of career progression for younger staff and this could be seen as a key reason for leaving. The introduction of a ‘Duty to Consider’ Policy in line with age legislation requirements could be seen as a positive step in managing retirements.
- d) The age profile of the workforce is not representative of the wider demography but is typical of local government generally. In respect of regional trends there is an ‘Age Bulge’ in the 40 – 64 age bands but an under-representation in the 16 – 30 age groupings.
- e) The district council is equally balanced in terms of gender composition with 51% being male and 49% female employees. There is predominantly more female part time employees than male. The top quartile of earners is dominated by males with only 30% of the top 5% of earners being female.
- f) Although there are 20% more females in the pay range scp 25 – 28 there are 30% less females than male in the pay range scp 29 – 36. This would indicate that although females are progressing their careers to supervisory levels they are less likely to progress into management roles.
- g) The percentage of employees declaring themselves with disabilities is 8.14% (of those who responded) compared with 10% of people who have disabilities and are economically active in the district. The 8.14% of those who responded is equivalent to 4% of the total workforce.
- h) Ethnic minority representation within the workforce (3%) is slightly lower than the estimate for the district (3.1%). However with over 100 employees not declaring their ethnic background it difficult to rely on the results.
- i) There are concerns about lack of diversity in the workforce in some services. Diversity is valuable because it enables individual services and the organisation as a whole to benefit from the different perspectives and ideas that diversity brings to the provision of services.

2.2 The Appendix shows the percentages of staff by service, which can be summarised as follows:-

Service	% of workforce
Housing	26
Environmental Services	23
Planning services	18
Corporate services	18
Revenues services	11
Community Services	4

2.3 We do not have direct comparisons to enable us to assess how the distribution of our workforce between services compares with other councils. Audit Commission spending comparisons show that the Council is in the lowest quartile of district councils for spending for all services except for planning (Development Services) and general fund housing. Our overall workforce is lower per head of population than neighbouring councils. Over the next

year we will carry out “business process reviews” for all major services and this will give us a more objective base for assessing the adequacy of our workforce to deliver the service standards required.

### **3.0 Context – Workforce Issues**

3.1 The issues in the following paragraphs have been identified as a result of:-

- (a) Discussions with SMT, Service Heads and staff.
- (b) The results of recent staff surveys.
- (c) Information giving the composition of staff
- (d) The results of staff exit interviews.
- (e) Information from the East of England Regional Assembly and DCLG

#### **External Factors**

3.2 The Workforce Plan needs to take into account factors such as:-

- (a) The Council's medium term financial position, as a result of capping and other spending pressures facing the Council.
- (b) Planning for, and meeting the needs of, new communities at Northstowe and other growth areas both in terms of the skills required to ensure appropriate development and to meet the increased service provision needs of the new population
- (c) Responding to rising expectations about the quality of services provided by the Council – for example in seeking to improve satisfaction levels.
- (d) The changing nature of local government and different range of skill sets required – including: a greater range of service provision and management models; more project based; more partnership; community leadership; more cross-cutting work; mobile working and working from home.
- (e) The national agenda on pay, pensions, retirement, work-life balance, health and child friendly policies.
- (f) The continuing need to address recruitment and retention.
- (g) The Council was subject to a Corporate Governance Inspection in October 2006. The results may require us to strengthen various aspects of our corporate working.
- (h) Continuing pressures, financial and otherwise, on councils to externalise the ownership and management of their housing stock
- (i) Equalities requirements

#### **Number and skills allocation of staff between services**

3.3 Service Heads and managers have identified a number of areas where services are at risk because of shortages in numbers and/or skills of employees:-

- (a) Growth area agenda – Northstowe and other major developments, affordable housing and Section 106 agreements.
- (b) Improving customer service
- (c) 2<sup>nd</sup> and 3<sup>rd</sup> tier Management capacity
- (d) Community Services, where the service is under continuing pressure to meet growing expectations from national and local agendas in areas such as community safety, community planning, health and the new settlements.
- (e) Capacity for corporate projects/joined up working/community strategy. Also seen as an issue by the CPA team and Peer review.
- (f) Business transformation and ICT project skills

3.4 The Council's Medium Term Financial Strategy (MTFS) and Transformation Project are addressing some of these issues. See below.

## **Succession Planning**

- 3.5 Consideration has been given to a more positive approach to resource planning to prepare officers to take over senior or specialised posts which become vacant. Officers showing potential could be identified through the appraisal process and personal development plans could be written to enable them to be in a better position to compete for posts becoming available in the Council. Management and supervisory development programmes can be formulated to address individual learning needs.

## **Recruitment**

- 3.6 Turnover rates are stable and much reduced from previous high levels (currently about 10%) and recruitment, into entry/junior level posts, is generally not the problem it was, although difficulties are being experienced in attracting and retaining street cleaning and waste management operatives. Serious problems remain in a limited number of areas – such as senior or experienced professional technical roles and experienced managers. Over the medium to long term recruitment is likely to continue to be an issue which the Council needs to keep under review because of:-
- (a) National shortages in some technical/professional work areas are contributing to recruitment problems
  - (b) High housing costs in the area and the fact that key worker definitions do not apply to this Council.
  - (c) Competition from other employers in the area – eg from housing associations; other Councils; health sector etc.
  - (d) The possible impact of capping, transformation project, inspections and CPA reassessment.
- 3.7 The Council will continue to monitor recruitment and retention closely and review the pay scale and indexing arrangements on a regular basis.
- 3.8 Reliance upon Planning Delivery Grant and other external funding to support posts required to meet the extensive growth agenda is a continuing area of risk threatening future recruitment.
- 3.9 Another issue linked to recruitment difficulties, particularly in respect of recruiting more young people to Local Government, is the profile/image of local government. We are not generally attracting young people into the Council – we have little in the way of training/internship opportunities, work experience and apprenticeships.

## **Services facing service peaks**

- 3.10 A limited number of services are under pressure at certain times of the year – eg Elections; Accountancy; and Planning Policy. The introduction of a more flexible workforce, certainly at administrative levels, is being considered. Greater use of annualised hours, casual contracts and other forms of flexibility is being encouraged.

## **Skills identified for the Local Government Workforce**

- 3.11 The Local Government Employers have identified, nationally, the skills which need to be developed or acquired in the wider local government workforce are as follows:
- a) Organisational development and change management
  - b) Business Process re-engineering
  - c) Performance, productivity and people management
  - d) Customer relations management
  - e) Project and financial management

- f) Partnership working and community development
- g) Managing and promoting diversity
- h) Maximising the use of technology

3.12 These are skills which are very relevant to the needs of the Council and in many cases need strengthening.

### **Training and Skills**

- 3.13 The Council spends a considerable amount on training. In 2004/05 the Council spent £347 per employee. However, training has been under pressure for financial reasons and spending per employee fell in 2005/06 to £250. In the recent staff survey 66% agreed that the Council ensures that their training needs are met.
- 3.14 The Council has a corporate training budget and also service-controlled training budgets. The corporate training budget has been reduced from £58K to £38K. A review of immediate organisational needs has resulted in this money being committed to the delivery of customer service awareness, bullying and harassment, ICT and basic supervisory/team leader training.
- 3.15 The Council has been successful in gaining Building Capacity East funding for "Top Team" development and for mentoring and leadership training for Members. A bid for second tier management development was not successful, but Building Capacity East will be looking to commission a project in this area which might be helpful to the Council. However, because of the urgent need to address this need, a sum of £25,000 has been included in the budget for 2007/08.
- 3.16 Recruitment difficulties in certain areas have also led to training needs. It has been necessary to employ officers who do not meet the full essential criteria for the job. In these cases additional development needs will be identified and extra burden will be placed on training budgets in service areas. Pressure will also be placed on existing staff who will be required to coach the new team member and cover for their shortfall in skills.
- 3.17 The areas where skills development is most needed relate closely to the skills needs identified by the Local Government Employers and include:-
- (a) General management skills – for example staff management; performance management; service analysis and review.
  - (b) Customer care – for example in terms of establishing a culture of customer care; development of customer care standards; identifying customer needs; dealing with their complaints and concerns and communicating with customers.
  - (c) Financial skills among service managers.
  - (d) Project management
  - (e) Partnership skills
  - (f) Procurement skills
  - (g) ICT skills – skills need to continue to improve to maximise the benefits of ICT investment and continue to improve productivity – both at the level of the individual officer and the understanding of managers on how ICT can help achieve their business aims.
  - (h) Some specialist skills - particularly in relation to the new settlements – eg urban design, landscape design and other technical skills.
- 3.18 In response to financial pressures, the Council has decided to reduce training budgets by a further £50,000 for 2007/08, but to centralise management of training budgets to improve effectiveness in addressing the skills shortages most relevant to the needs of the Council.

### **Capability**

- 3.19 There are cases where staff are unable to perform to the required level or they have difficulty in changing or adapting if the nature of their job has changed. It must be emphasised that this applies to a very small number of staff; however, these few capacity or capability issues can have a disproportionate impact on relatively small teams and can be a major distraction for their managers. Improved support arrangements or processes need to be in place to address these situations. A review of the Capability policy will be undertaken and recommendations for improvement implemented. Stronger emphasis will be placed on utilising the performance management and appraisal route to ensure early identification of capability issues.

### **Appraisals**

- 3.20 The Council has made considerable progress in developing its staff appraisal process and extending it to all employees. Links with performance management and priorities have improved. One area, which would benefit from greater emphasis, is the impact of appraisals in promoting personal development. Investors in People accreditation has been achieved for the Environmental Health service and current improvements being made in response to CPA are putting in place arrangements, which will prepare the rest of the Council for achieving the IIP standard.

### **Management Capacity**

- 3.21 This is a significant issue for the Council. It is important to raise management capacity at corporate and at service management level to meet the challenges facing the Council in the years ahead. Areas to be addressed included improvements in service planning; performance, productivity and people management; management of financial resources; project management; and customer care.
- 3.22 A number of areas have been identified which need to be addressed to improve management capacity to tackle the future agenda of the Council:-
- (a) Robustness of current management structures.
  - (b) Providing greater clarity about the role of managers and what they are expected to deliver.
  - (c) Identifying key competencies and improving management skills.
  - (d) Reviewing the amount of time taken up with meetings and the democratic process.
  - (e) Achieving greater clarity of strategic direction and service outcomes.
  - (f) Applying a more consistent approach to performance management.
  - (g) Reviewing the balance between the roles of support services (such as finance; communications, HR and policy) and the roles of service managers. Some concerns were voiced that service managers were being asked to take on too many of these support roles and address cross cutting issues or corporate issues.
- 3.23 Improving management capacity is addressed in the Action Plan and is part of the Transformation Project.

### **Staff Survey**

- 3.24 The Council undertakes a survey of its staff every two years and the most recent full survey was undertaken in the autumn of 2004. The results of the survey were discussed with a panel of staff. There were many encouraging results from the survey. The following have been identified as the most important issues to be addressed and are included in the Action Plan:-
- a) Improving two way communication between staff and management.

- b) Ensuring greater consistency of the application of HR and management policies through the improvement of management capacity
- c) An improved and consistent approach to departmental induction for new starters.
- d) Bring forward a review of flexible working options
- e) Review and re-launch the lunchtime seminars to improve their effectiveness in addressing corporate issues and sharing ideas.

3.25 It has been decided that 'mini surveys' will be carried out to focus on key satisfaction areas such as communication. The first mini survey was undertaken in September 2006. The results are encouraging in that they indicate a positive direction of travel.

## **4.0 Council's Priorities and Workforce Requirements**

4.1 Four key objectives set the long term direction of the Council for the next five to ten years:-

- High quality, accessible, value for money services
- Quality village life
- A sustainable future for South Cambridgeshire
- A better future through partnership

4.2 The Council has agreed the following more focused priorities for the three years 2005/6 to 2007/8:-

### **Improving Customer Service**

4.3 The skills and workforce capacities that will be required include:-

- Improving the capacity of managers to give leadership to a culture of customer service; and all aspects of its implementation (including effective performance management and use of ICT)
- Continuing to keep recruitment and retention under review to ensure that the Council has a continuity of skilled staff.
- Continuing to improve the skills and motivation of staff and to develop a diverse workforce which is in tune with the needs and outlooks of customers.
- Structures, capacities and flexibility to enable the Council to adapt to meet the changing needs of customers.

4.4 It is anticipated that as processes and structures change and staff are redeployed, new skills and changes in behaviours and attitude will be required.

### **Achieving Successful, Sustainable new communities**

4.5 The ability of the Council to respond to the challenge of the new settlements and develop its services to meet growing demands will depend on being able to put in place and retain the necessary skills, either by recruitment or training. Requirements will include:-

- a) A medium term financial strategy which provides the resources to recruit the planning, community services, housing, project co-ordination skills required.
- b) The ability to recruit and retain sought after skills, for example through competitive terms and conditions and opportunities for career development.
- c) The ability to develop or buy in specialist skills.
- d) The ability to plan and develop services to meet the service needs of a growing population.



## **Increasing the supply of Affordable Housing**

- 4.6 This is a priority area for the Council. At this stage staffing levels in this area are sufficient through the establishing joint posts with Cambridge City Council and with funding from RSLs (Registered Social Landlords)

## **Working in Partnership**

- 4.7 The ethos of partnership working is evident in South Cambridgeshire District Council. There is recognition that as a small district Council, delivering key improvement to local communities requires the synergy of working with neighbouring authorities, local agencies and the voluntary sector. Partnership working is a key element in ensuring the continued delivery of community services.
- 4.8 A new community strategy is currently being prepared, which will enable the Council to review its priorities from 2008/09 onwards. The new White Paper, *Strong and Prosperous Communities*, will lead to greater emphasis on working through strategic partnerships which will require the Council to enhance capacity and skills in this area.

## **5.0 Current initiatives to address the workforce needs of the Council**

### **South Cambridgeshire District Council – Moving forward: the Transformation Project**

- 5.1 Over the last year South Cambridgeshire District Council has embarked on significant change. Some of the changes have been as a result of the Mouchel Parkman review in November 2005 which focused on organisational structure and supported the introduction of a revised service delivery model.
- 5.2 The Transformation Project will enable the Council to provide improving services through a more efficient and customer-focused structures, and in particular through more effective use and integration with the Contact Centre. In part these aims will be delivered through restructuring; in part through working differently; and in part through changes in culture. The key steps taken in the last year include:-
- a) The Council has streamlined its management team and has appointed a new Chief Executive and Executive Director.
  - b) A new second tier structure of 5 Corporate Managers with remits which will reflect the Council's priorities and allow more joined up work has been agreed. Steps are being taken to fill or assimilate to those posts through an assessment process. An Executive Management Team (EMT), comprising the current service heads, has been formed to achieve a more inclusive approach to strategic management. The new Corporate Managers will form the EMT.
  - c) Next steps will include a training and development programme for the Corporate Managers to enable them to give leadership to a changing culture based on customer service and performance management.
  - d) Business Process Reviews will be carried out for all major services to identify efficiencies and improve customer service, utilising the ICT infrastructure introduced by the Council and the Contact Centre
  - e) 7 principles have been agreed as a basis for organisational change:-

- One Council – an end to silo behaviour
  - A Clear Vision – including clearer priorities and targets
  - An Inclusive Council – where all staff and Members feel that they can contribute
  - A new “Member Contract”
  - Empowerment of staff – so that managers and their teams can take greater responsibility and control over their services
  - Service First – in everything we do, the question should be “How does this improve services to the public?”
  - A balanced medium term financial strategy
- f) Improved communications – with regular email bulletins from the Chief Executive to all staff and the re-launch of lunchtime seminars to spread learning.
- g) The development of customer service standards with staff and the launch of those standards by the Service First team.

5.2 A review of Sheltered Housing informed a change in support arrangements and partnership arrangements with the PCT. A reorganisation of the service followed with new job roles and an overall reduction in scheme managers. Given our financial position we will also need to focus on achieving savings and controlling spending.

### **Medium Term Financial Strategy**

5.3 Council Tax capping and the future financial pressures that the Council will face as a result of the planned growth areas and other factors have come together to require the Council to make substantial savings over the medium term. The savings include:-

- a) Ongoing savings of £2.6m made to meet the requirements of capping
- b) Ongoing savings of £365k (at 2007/08 prices) from the Business Process Reviews and the streamlining of the senior management team
- c) Gershon savings which meet government targets
- d) Further ongoing savings of £1.13m from 2007/08 to meet the need to balance the future Medium Term Financial Strategy.

5.4 In achieving these savings the Council is focusing on efficiencies and internal services rather than service cuts. The Council will make use of its investment in ICT; business re-engineering; better utilisation of the Contact Centre; and procurement of goods and services. The Council has tried to minimise redundancies. However, inevitably, these savings impact either directly on staff or create pressures and morale problems across the organisation.

5.5 The savings have also allowed the Council to invest in new staff to pursue its priorities

- A customer services project officer has been employed to support the implementation of customer service standards and improved complaints processes.
- The post of Web Services Officer has been made permanent in the recognition of the website as a central element of the Council's use of ICT to improve customer service.
- The post of Growth Areas Project Manager has been established to provide co-ordination and project management support to the development and planning of the growth areas.
- An Urban Design post has been agreed to provide this new skill for the planning of the new growth areas which will be more urban in character than current development in South Cambs.
- The Corporate Projects Officer post has been made permanent to provide much needed corporate support.

- The Procurement Officer post has been extended to help make savings and support the procurement activities of services.
- ICT Projects officers to support the business process reviews and Transformation Project.
- HR and Payroll support to support the payroll system and the HR implications of the Transformation Project.

5.6 The MTFS for 2007/08 and future years include additional posts which are primarily to respond to the growth areas and the Council's objectives in relation to them.

- Environmental Health Officer to release staff to support for the growth areas.
- Assistant Urban design post
- Planning posts - up to five posts.
- Legal posts - up to three posts, funded from development.
- Community Development Officer
- Revenues and Benefits officers.

5.7 These posts will, for the time being, provide the Council with sufficient capacity to address the growth area agenda. However, further needs will arise in later years of the programme. The Council will continue to seek to redirect its resources to ensure that the workforce reflects changing requirements, and in particular the growth areas.

## **6.0 Principles Underlying the Plan**

### **Importance of staff to the organisation**

6.1 The Council recognises the heavy reliance placed on its employees in delivering services to the people of South Cambridgeshire. It appreciates the valuable contribution made by staff and their skills – to the success and stature of the authority. The plan recognises that staff who develop our long term plans and those who provide the frontline services to our customers will help to shape the future of our communities. It is essential that the plan underpins and facilitates the achievement of the Council's corporate objectives and priorities. There must be strong links to :-

- Individual service plans and personal development plans set by the appraisal process so that every employee can recognise how they can contribute to the achievement of the Council's objectives
- Medium term financial strategy
- Performance management framework

### **Driving cultural change**

6.2 We recognise that changes to the way we work need to be supported by cultural change across and through the organisation. The first steps to cultural change have taken place with the formation of the new senior management team and executive management team structures. Incorporating new, open communication through the organisation; greater involvement of 2<sup>nd</sup> tier officers; and the adoption of the seven principles underlying the Transformation Project.

### **Smarter Working**

- 6.3 The Council will need to investigate, consider and implement 'smarter' ways of working which will bring improvements in terms of service delivery, or greater efficiency, or cost benefits, taking every opportunity to secure staff involvement, motivation and encouragement for change, and a greater focus on the Council's priorities and objectives. We recognise that to be successful we need to must not make the change to people – change will only be successful by involving and working with people.
- 6.4 We recognise that partnership working is the way forward delivering key improvement to services for local communities. To do this we will need to identify skill gaps and develop employees to maximise opportunities to work in partnership with other organisations. This can be achieved by:-
- a) discussion with our partners (Cambridgeshire County Council; other County authorities; voluntary sector; public sector organisations) to identify potential areas of joint working
  - b) ensuring that the process is managed in such a way to ensure that relevant staff are fully involved and that managers and elected members have the necessary leadership skills to drive the change
  - c) 'One Council' approach with an end to narrow silo behaviour at departmental and portfolio level.
  - d) an inclusive Council where all staff and Members feel that they can contribute. In particular, involving 2<sup>nd</sup> and 3<sup>rd</sup> tier officers in strategy and policy development.

#### **Achieving flexibility**

- 6.5 The Council has recognised that it needs to be flexible and adaptable to enable it to be responsive to the change agenda. Our personnel policies, procedures and practices must support and facilitate flexibility in resourcing the Council's service areas.
- 6.6 The HR team, staff representatives and senior management will need to consider reviews to personnel policies to ensure that they encourage and enable the Council to be responsive to both the needs of its employees and customers.
- 6.7 Job roles should be reviewed as they become vacant to ensure that future service needs are considered, the right skills and competencies are recruited and that best use is made of temporary and fixed term contracts, partnership working and shared service initiatives. Greater emphasis placed on monitoring and review of job descriptions and person specifications, through the appraisal process, to ensure that they accurately reflect organisational needs.

#### **Developing staff, Building capacity**

- 6.8 Continued focus on the Council's commitment to developing staff with particular emphasis on ensuring that managers and staff have the necessary skills to manage change, manage projects, meet new roles, provide effective leadership and deliver high performance.
- 6.9 Focussing on:
- a) Assessing and addressing current and future skills needs
  - b) Introducing management and supervisory training and development based around core competencies
  - c) Delivering project management training
  - d) Arranging training awareness on cross crossing issues such as Equality/Diversity, ICT and Stress Management
  - e) Effective monitoring of Personal Development Plans set under appraisals

- f) Continually reviewing our job roles and focussing our job profiles on competencies

## **Barriers**

- 6.10 The main barriers to achieving the workforce for the future include:
- a) Financial pressures – affecting the Council's ability to be an employer of choice in terms of salary and benefits
  - b) Financial pressures – affecting the Council's ability to deliver technical and managerial development programmes to ensure that staff have the right skills
  - c) Financial pressures – affecting the Council's ability to take advantage of apprenticeship initiatives to 'Grow Your Own'
  - d) Marketing/Branding/Media publicity – the Council's standing in the local government and employment market place could be adversely affected by continuing 'Bad News' stories.

## **Ensuring that the Council is 'fit for purpose'**

- 6.11 The Council recognises that it is not a static organisation but one which must continue to evolve and develop in line with external and internal influences. This evolution means that it must ensure that it is organised and structured in the best way to meet both the strategic and service demands generated or influenced by:
- a) the local community – which influences the Council's overall priorities and objectives. The consultation strategy and public involvement provides the framework for continuous review
  - b) new legislation and central government requirements
  - c) 'best practice' and innovation
  - d) audit and inspection
  - e) Corporate governance arrangements to reflect the needs, and be supportive of the organisation

## **7.0 The objectives of the Plan**

### **The most important issues to be addressed by the Plan**

- 7.1 In summary, the most important issues which the Plan must address are:-
- a) The development of effective leadership and clarity of vision, together with communication and cultural change. This and the development of a whole Council approach around agreed values are essential if the Council is to remain focused on improving services and meeting future challenges such as the growth areas within limited resources.
  - b) Skills development – particularly generic and management skills such as project management, performance management, customer relations and partnership working. Supporting the development of effective management, particularly at the second and third tiers, is essential to achieving the Council's aims. However, a learning and developing approach across the whole workforce will be important in a changing work environment. It is the skills and abilities of the workforce on which the Council's future

depends.

- c) Addressing retention and recruitment will continue to be an issue. The Council's ability to keep and attract employees through competing on salary levels alone is limited because of the Medium Term Financial position. The Council's approach must therefore be one of training, development and making the Council an attractive place to work through the full package of working conditions and work satisfaction.
- d) A workforce which matches the demands upon it. This is particularly important in the context of the growth agenda, where a range of skills will be required for the planning and development of the new settlements and the workforce will need to grow in a planned and co-ordinated manner to provide services for the new residents.

### **The Objectives of the Plan**

- 7.2 In the light of the foregoing paragraphs, the following objectives reflect the needs of the Council in adapting to external pressures and meeting its objectives in the medium term:-

#### **Workforce Plan Objectives:**

**To enable the Council to achieve a workforce to deliver its objectives by:-**

- **Enhancing leadership and management**
- **Enhancing the skills and motivation of staff to meet the changing work environment and maximise performance**
- **Flexibility and the ability to achieve organisational change to reflect changing needs**
- **Working towards a staffing complement and structure which reflects the Council's objectives and future needs**

- 7.3 These objectives reflect best practice guidance from the Government that workforce plans should address the following issues:-

- Organisational development and transformation
- Leadership capacity
- Workforce skills and capacity
- Recruitment and retention
- Pay and rewards

### **Delivering the Objectives – Action Plan**

- 7.4 The Council will deliver the above objectives through the **Action Plan** set out in Appendix 2. The principal vehicle of change will be through the implementation of the Transformation Project.
- 7.5 Through the Transformation Project the Council will develop leadership and strategic capacity at the head of the organisation to develop a clearer, shared vision about what this Council aims to achieve and what it will look like in five years time. This will enable the Council to reach a clearer view about a sustainable workforce which will enable the Council to discharge its statutory obligations and continue to make progress on its priorities.

- 7.6 The work to achieve a Medium Term Financial Strategy has enabled the Council to make financial provision for skills and posts which will be required in the future, but only by making savings in current costs – sometimes affecting the jobs of current employees. The Council will strengthen the links between service planning, the Workforce Plan and Medium Term Financial Strategy.
- 7.7 The imminent business process reviews for all major services, as part of the Transformation Project, will also be an important step in shaping the structure of the workforce
- 7.8 The Council's vision is of a Council where individual services and teams take greater and responsibility for service delivery – within overall objectives and values. A large part of the Transformation Project and the Action Plan is to develop the structures, skills and culture to enable this to happen.
- 7.9 Over the next few months a number of developments will take place which may affect the future direction of the Council. These will include the government White Paper, the outcome of the Lyons review and the results of the CGI Inspection. It is possible, that these developments will require substantial changes to the Action Plan.

### **Measures of Progress**

- 7.10 How will we know we are making progress? The principal means will be through the achievement of the Action Plan. Actions in the Action Plan will be included within the Council's normal performance management framework – ie in Service Plans, appraisals and the Performance Plan and major actions included in the quarterly monitoring reports to Management Team and Cabinet.
- 7.11 Ultimately, the success of the workforce plan is measured by the effectiveness of the Council in delivering its objectives and performance in relation to performance indicators relating to service performance and service quality.
- 7.12 The Council already has a number of national and local performance indicators relating to this plan and are valuable in measuring progress on key matters relating to workforce matters. These and future targets are given in **Appendix 3**. The key indicators for the plan are:-
- Training
  - Turnover
  - Sickness
  - Satisfaction of employees with the Council as an employer
- 7.13 The regular staff survey is also a key indicator of workforce views and satisfaction.
- 7.14 It is not suggested at this stage that further performance indicators be added.

### **Reviewing the Plan**

- 7.15 The Workforce Plan will be revised annually in the period July to November to enable:-
- the review to take into account the views of Members on priorities and those of service areas on workforce needs
  - the outcome of the review to feed into the annual update of the Medium Term Financial Strategy
  - the outcome and recommendations from any inspections and audits to be incorporated.

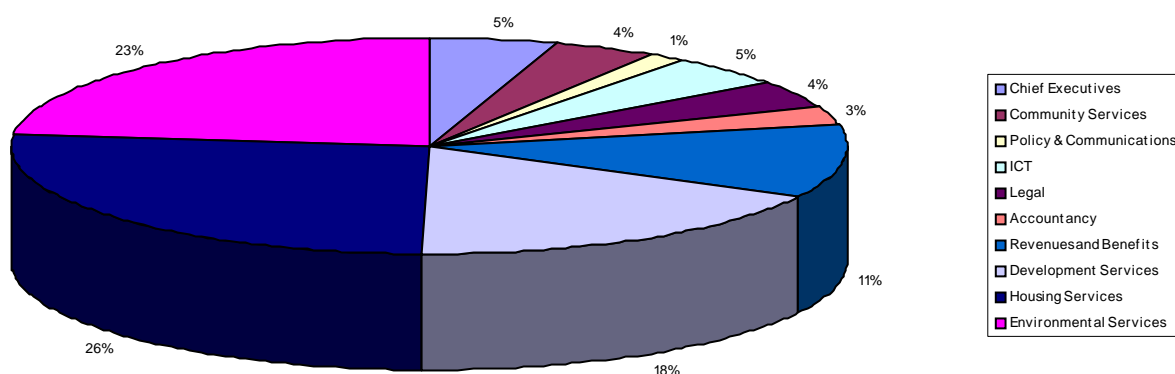
## KEY WORKFORCE STATISTICS

### Employee Numbers

The Council employs 452 people across a wide range of service areas. This figure excludes any casual employees. Department sizes show that almost half of the workforce is located within Environmental and Housing service areas and one fifth of staff are located in Planning.

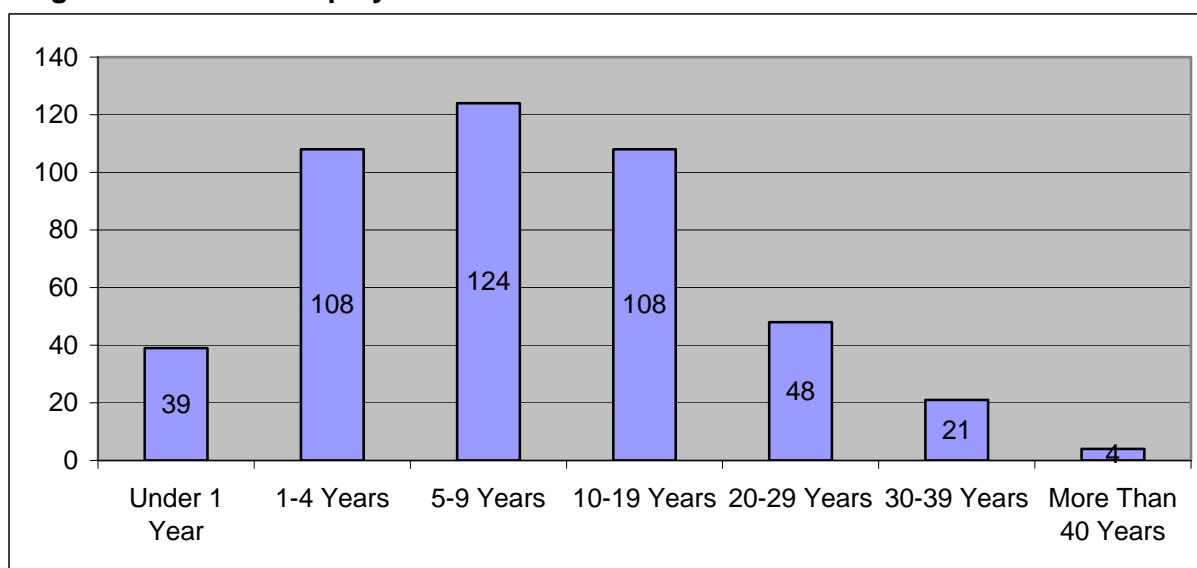
### Department sizes

Number of employees by department



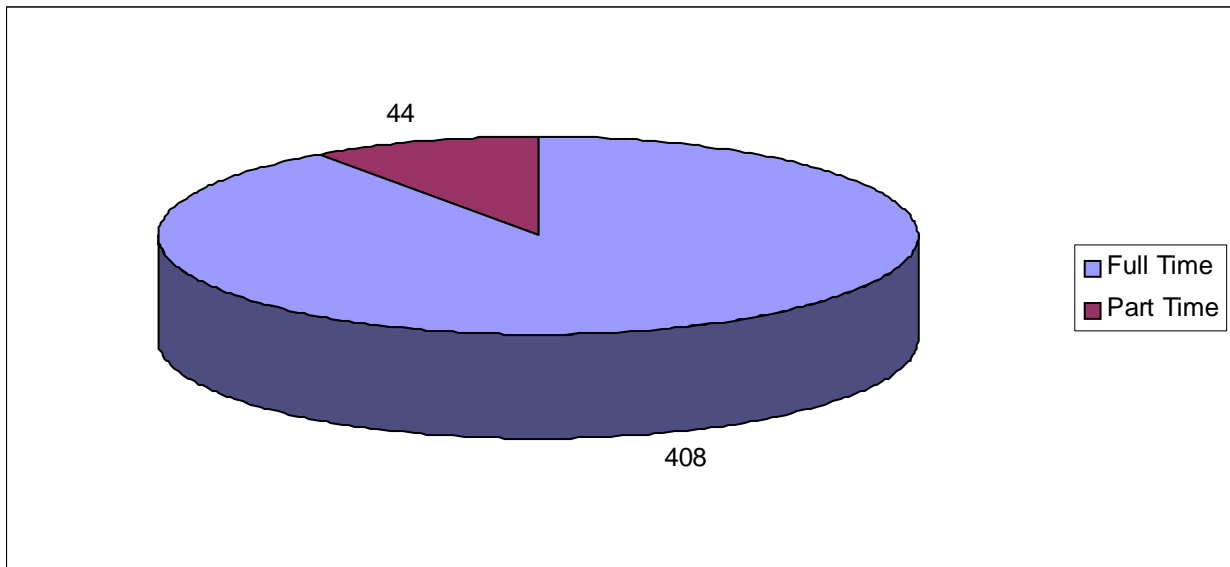
The largest department is Housing Services, with 26% of the workforce, this includes Sheltered Housing, Housing Options and property services and maintenance. The second largest is Environmental Services which provides front line services such as street cleansing, refuse collection and public environmental health. Support services represent 18% (Accountancy, ICT, Legal, Elections, HR).

### Length of service of employees



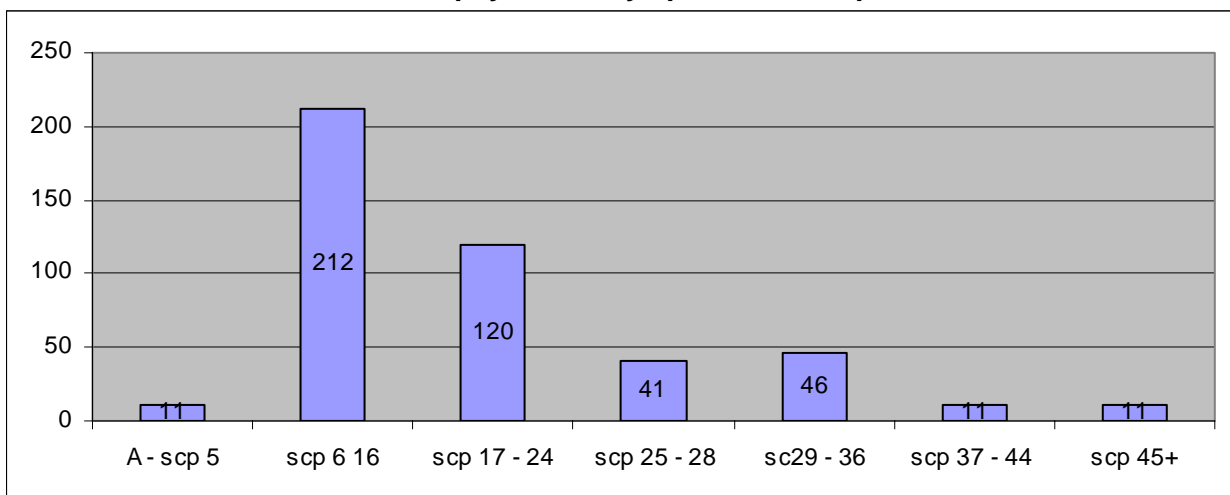


## Breakdown of Full and Part time employees



There are 8 part time men and 36 part time women employed by the Council

## Breakdown of number of staff in pay bands by spinal column point

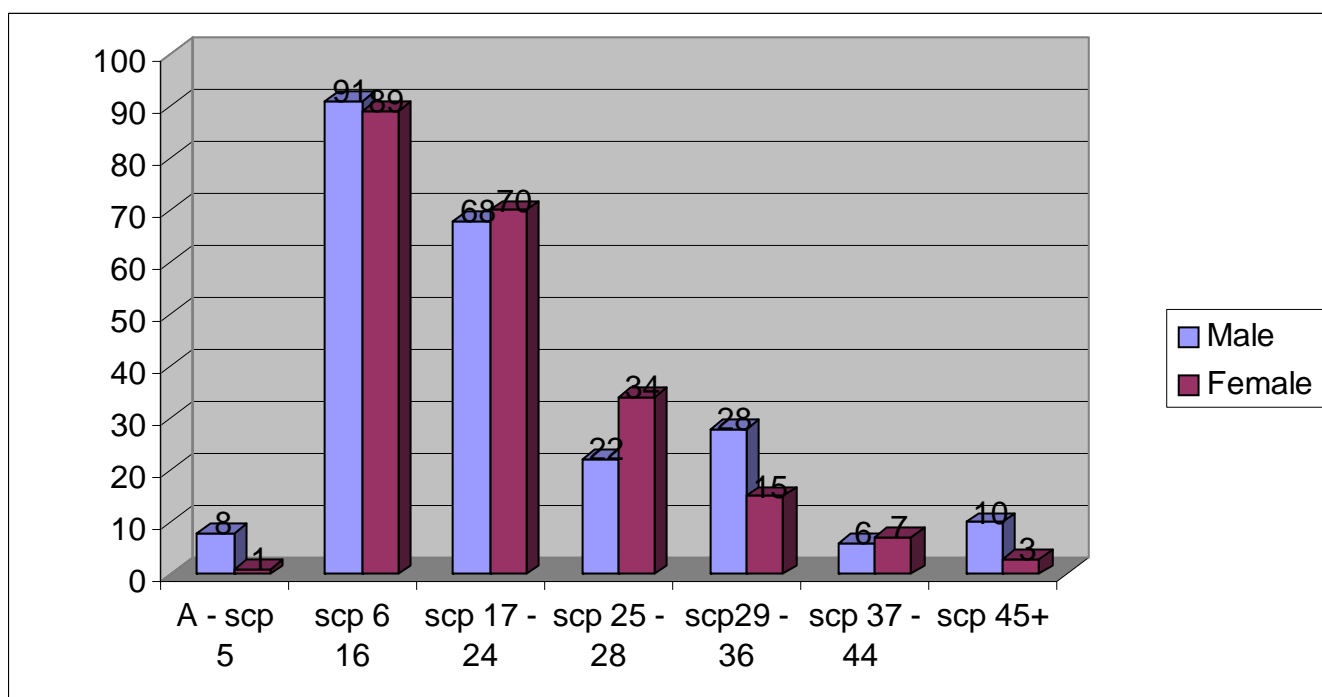


## Breakdown of gender and age by pay bands

Age range						
Male	16 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 +
Pay ranges						
A - scp 5			2	2	1	3
scp 6 16		22	13	21	29	6
scp 17 - 24	1	8	21	9	23	6
scp 25 - 28		1	5	8	8	
scp 29 - 36		1	4	10	12	1
scp 37 - 44				1	5	
scp 45+			2	2	6	

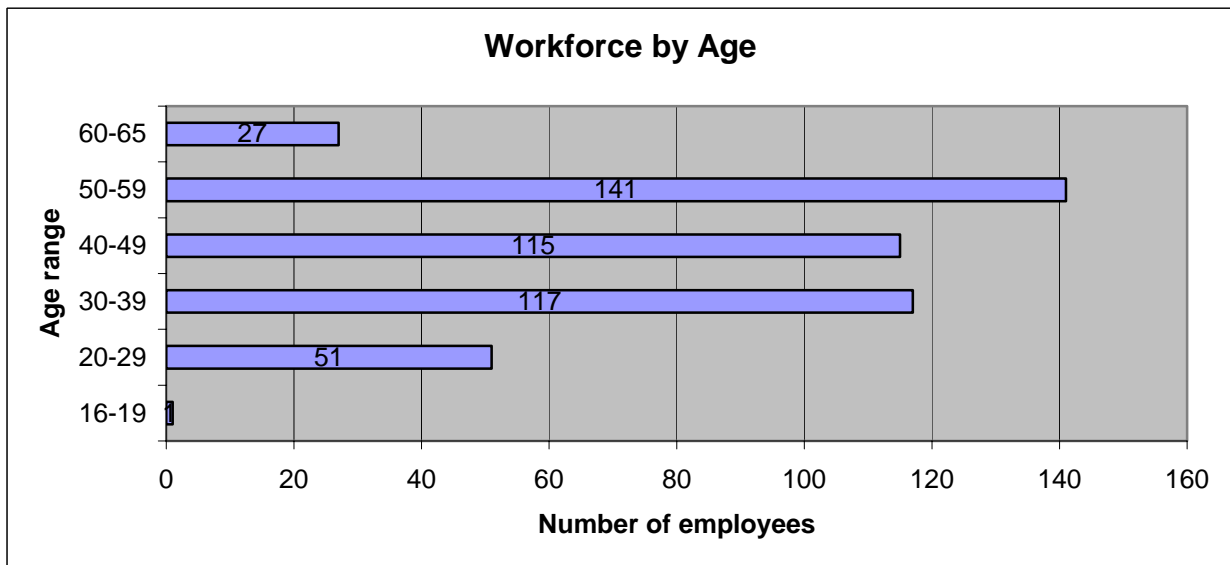
Age range						
Female	16 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 +
Pay ranges						
A - scp 5	0	1				
scp 6 16	0	9	30	39	1	10
scp 17 - 24	0	2	22	12	34	
scp 25 - 28	0	6	9	3	16	
scp 29 - 36	0	1	8	4	1	1
scp 37 - 44	0			3	4	
scp 45+	0			1	2	

### Comparison of pay ranges by gender



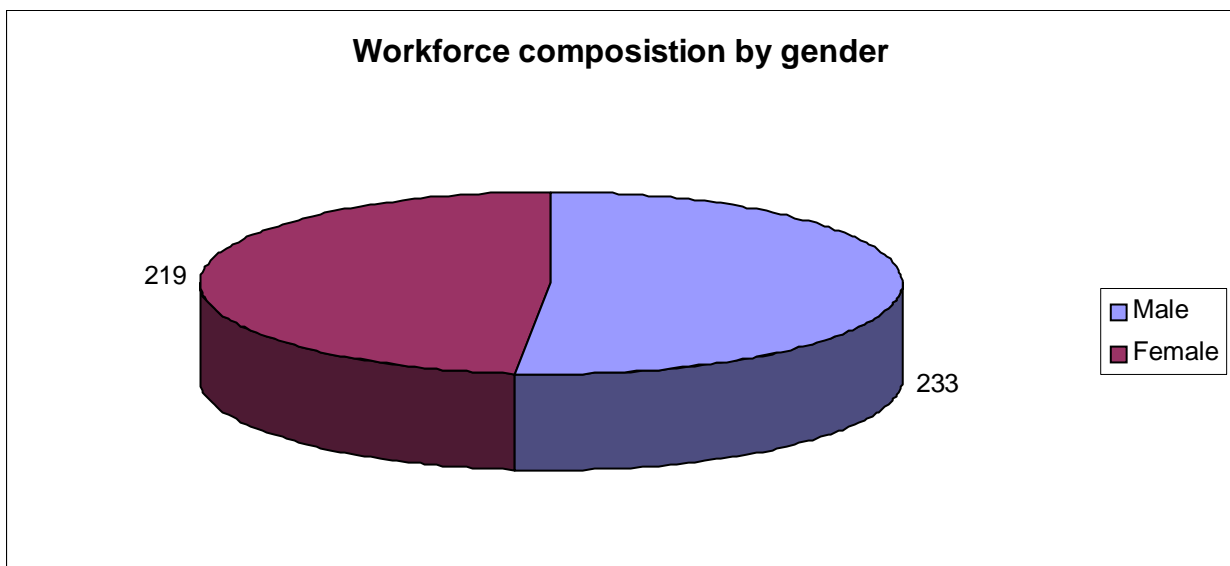
The data shows that SCDC has 39% males and 40% females in the pay range scp 6 – 16. This consists of predominantly waste management, general trades and sheltered housing staff. There is a greater percentage of females than males in the pay ranges 17 – 24 and 25 – 28. These pay ranges are generally populated with technical professional and team leader/supervisor roles. However, the number of females occupying some management and senior management pay bands is significantly less than males. This could be an indication that far fewer females are making the transition from team leader to management roles.

## Breakdown of current workforce by age



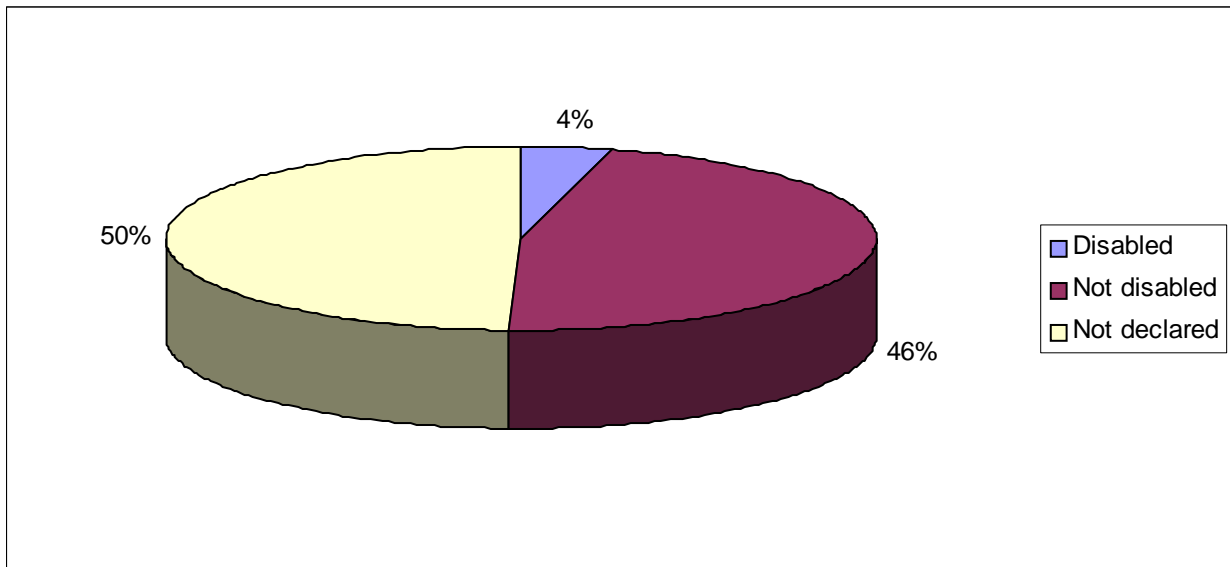
The table above shows the breakdown of employees by age, the highest being in the 50 years plus group where this represents 38% of the workforce. Employees in the 40 – 49 years group represent 25% and those in the 30 – 39 group account for 26%. Less than 11% of the workforce are below 29 years. A high number of retirements are predicted in the next 5 to 8 years. 62% of the workforce is over 40 years.

## Gender composition



The total workforce is fairly evenly split in terms of gender ( 51.5% male and 48.5% female). There are predominantly more men in the following service areas: ICT, Housing Repairs, Environmental Health and Waste management. Women represent a high proportion of the workforce than men in Revenues and Benefits and Sheltered Housing service areas. This is a normal trend in these occupational areas.

## Percentage of staff declaring that they have a Disability

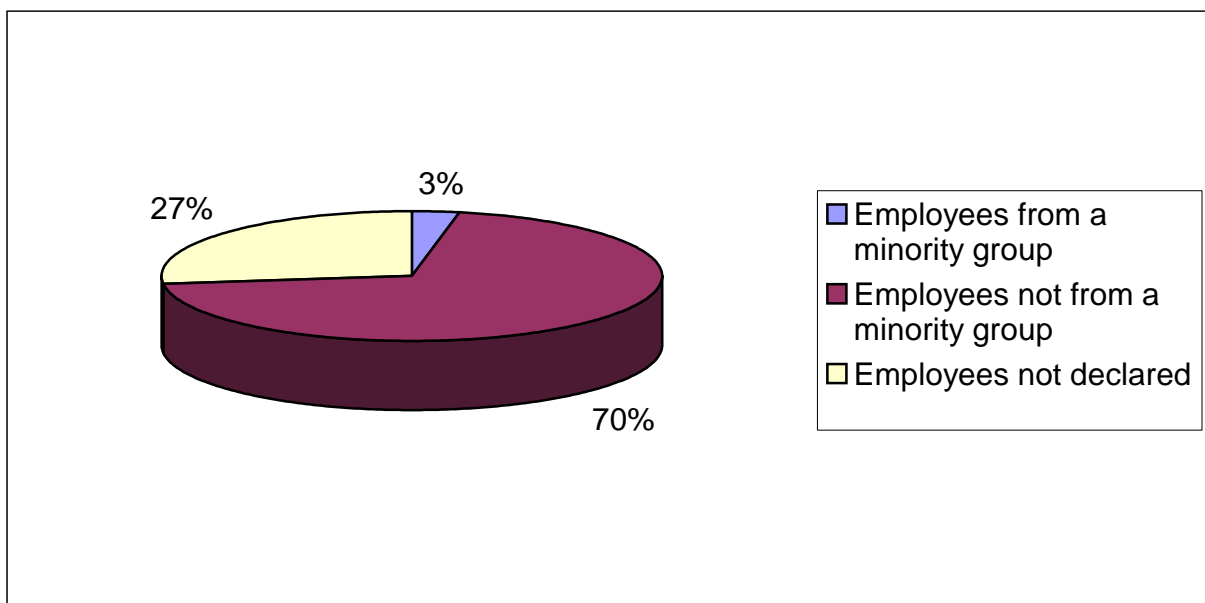


Employees are asked to declare whether they consider themselves to have a disability as defined under the Disability Discrimination Act 1995,

*“a person has a disability for the purposes of this Act if he has a physical or mental impairment which has a substantial and long-term adverse effect on his ability to carry out normal day-to-day activities”.*

19 Employees declared that they consider themselves to have a disability, 209 employees did not consider that they had a disability and 224 did not declare.

## Ethnicity



The Council collects data on employee breakdown by ethnic group as defined by the census. Currently 14 employees have declared that they consider themselves to be from a minority ethnic group. 122 employees did not declare.

## **Turnover**

Staff turnover Voluntary leavers is stable at 10%, this is an improvement on previous years. There are no particular trends for reasons for leaving. Voluntary leavers have, in the main, cited 'Career development' and 'personal reasons' for leaving. The majority of our leavers during the last twelve months have been for redundancy related reasons.

### Workforce Plan 2006/7 to 2008/9 - Action Plan

The following action plan is based on the four objectives of the plan. The Action Plans in the Disability Equality Scheme and the Race Equality Scheme also include relevant actions.

Action		Who	When			Resources required
			06/7	07/8	08/9	
Objective 1: Enhance leadership and management (including improved clarity of vision and communication) through the Transformation Project.						
1	Implement BCE bid for leadership development; councillor mentoring and Top Team development.	Geoff Bridgeman	✓	✓		Covered by BCE funding
2	Agree generic job descriptions with defined competencies for Corporate Managers and appoint second tier.	Greg Harlock Susan Gardner Craig	✓			-
3	Introduce management development programme, starting with Corporate managers.	Susan Gardner Craig	✓	✓	✓	£15k pa; £25k allowed in 2007/08
4	Supervisor/Team leader development programme to be introduced for newly appointed or those aspiring to move into team leader roles. To include corporate membership to Institute of Leadership and Management (pilot in 2006/2007)	Susan Gardner Craig	✓			£10K per annum
5	Continue to improve clarity of Council's priorities and targets and links to service plan and appraisal process.	Paul Swift	✓	✓	✓	-
6	Continue regular Chief Executive's email briefing to all staff, supplemented by face to face briefing sessions when appropriate.	Greg Harlock	✓	✓	✓	-
7	All Service managers to ensure that all staff are covered by a team briefing process which enables staff to be informed of important corporate issues and to feed their views to management.	Service Heads	✓	✓	✓	-
Objective 2: Enhance skills and motivation to meet the changing work environment and maximise performance						
8	Consolidate training budgets and develop a training policy to ensure a consistent approach to the allocation of training and value for money	Susan Gardner Craig		✓		-
9	Carry out a skills audit to identify current skills level across the organisation	Susan Gardner Craig		✓		

	Action	Who	When			Resources required
			06/7	07/8	08/9	
10	Improve induction for new starters, including by review and re-issue of induction checklist and the provision of a welcome pack	Jill Mellors	✓			
11	Revise and up date the capability policy and procedure	Susan Gardner Craig	✓			
12	Introduce flexible working practices (eg compressed hours, annualised hours and review of core hours) to aid diversity and recruitment/retention	Susan Gardner Craig		✓		
13	Investigate the feasibility and report on a flexible benefits scheme – ie enabling staff to choose from a range of benefits – including a career break scheme.	Susan Gardner Craig			✓	Potential cost. Will investigate
<b>Objective 3: Flexibility and the ability to achieve organisational change</b>						
14	Identify generic/core skills (competencies) for different posts within the Council for use at recruitment, appraisal and supported by a rolling training programme	Susan Gardner Craig			✓	-
15	Develop change management procedures and policies and develop change management capacity within the Council.	Susan Gardner Craig		✓		
16	Review of retirement policies and develop policy in the light of Age discrimination legislation	Susan Gardner Craig		✓		Potential cost. Will Investigate
17	Implement improved monitoring reports covering turnover, vacancies and departmental profiles to Directors and Management Team, made possible by the new HR system.	Susan Gardner Craig	✓	✓	✓	
<b>Objective 4 – work towards a staffing complement and structure which reflects the Council's objectives and future needs (including recruitment and retention)</b>						
18	Identify service staffing requirements and structures through business process reviews.	Geoff Bridgeman	✓	✓		
19	SMT and Corporate managers to incorporate workforce planning as a key part of the service planning process and budget review. All Service Plans to include workforce requirements for service areas, including addressing issues of succession planning.	Corporate Managers	✓	✓	✓	
20	Implement new posts/other staffing arrangements included in the MTFs for 2006/07 and 2007/08	Service heads	✓	✓		
21	Continue to assess workforce needs and include in reviews of Workforce Plan and Medium Term Financial Strategy	Paul Swift		✓	✓	

	Action	Who	When			Resources required
			06/7	07/8	08/9	
22	Review the continuation of the pay and grading review, taking into account experience with recruitment and retention	Susan Gardner Craig	✓			
23	Keep under review the use of fixed term and casual contracts	Susan Gardner Craig	✓	✓		Potential implications if contracts replaced by permanent posts
24	Introduce a structured approach to career development ("grow your own") drawing on secondments, mentoring plus establishment of career grades and consider application to all appropriate areas where recruitment/retention has been a problem.	Susan Gardner Craig		✓	✓	Potential costs, but depends on application
25	Develop a proactive approach to absence management, including support for healthy lifestyles in accordance with emerging government advice	Susan Gardner Craig		✓	✓	Potential relatively small cost
26	Develop personal development plan aspect of appraisals, including the scope to develop individuals for succession planning purposes.	Susan Gardner Craig		✓		
<b>Other</b>						
27	Continue to work with and develop the officer group responding to the staff survey towards a staff forum to act as a sounding board on matters affecting the workforce.	Susan Gardner Craig	✓			
28	Revise the Workforce Plan by November 2007 (and annually thereafter) to include:- <ul style="list-style-type: none"> <li>Three year projections of workforce requirements.</li> <li>An assessment of future needs arising from the new settlements and more generally from population increase.</li> <li>Staffing requirements to achieve performance indicator targets</li> <li>Impact/requirements for Medium Term Financial Strategy</li> </ul>	Susan Gardner Craig /Paul Swift	✓	✓	✓	



# APPENDIX 3

## Workforce Related Performance Indicators – From the Best Value Performance Plan 2006

#	PI Description	Past Performance					Future Targets		
		04/05			05/06		06/07	07/08	08/09
		Target	Actual	Upper Quartile	Target	Actual	Target	Target	Target
BV12	Working days lost to sickness per FTE employee	8	13.1	8.48	11	10.75	10.5	10	9.5
SF713	Average spending on training per employee	£400	£347		£400	£250	£450	£450	£450
SF714	% staff who think Council is good employer to work for	80%	80%		2 yearly		88%	2 yearly	83%
SX5	% employees leaving voluntarily (turnover)	12%	8.1%		10%	10.1%	13%	13%	12%
SX20	% staff with completed staff appraisal	100%	97%		100%	70% Note	100%	100%	100%
BV2a	The authority's level of the CRE's Standard	0	0	No data	1	0	1	2	2
BV2b	Score against a Race Equality Scheme checklist	15%	11%	63%	15%	26%	35%	45%	45%
BV11a	% top-paid 5% of LA staff who are women	18%	23.08	28.93%	30%	30%	35%	37%	38%
BV11b	% top 5% of LA staff who are from an ethnic minority	0.2%	0%	1.98%	0.2%	0%	4%	4%	4%
BV11c	% top-paid 5% of staff who have a disability			New 5/6	Not set	0%	4%	4%	4%
BV14	% employees retiring early (excl: ill-health retirements)	0%	0%	0%	0%	0%	0%	0%	0%
BV15	Ill health retirements as % of total	0%	0.4%	0%	0.4%	0.4%	0.4%	0.4%	0.4%
BV16a	% staff meeting the Disability Discrimination Act 1995 definition	6.5%	8.45%	4.1%	9.75%	8.14%	9.5%	10%	10.5%
BV16b	% economically active residents disabled as proportion of total	9.1%	9.1%	No data	10%	10%	10%	10%	10%
BV17a	Ethnic minority community staff as % of total	1.6%	1.1%	2.5%	1.8%	1.36%	1.5%	1.8%	2%

#	PI Description	Past Performance					Future Targets		
		04/05			05/06		06/07	07/08	08/09
		Target	Actual	Upper Quartile	Target	Actual	Target	Target	Target
BV17b	% economically active ethnic community people		3.1%	No data	3.1%	3.1%	3.1%	3.1%	3.1%

**Note:** - Some parts of the organisation had difficulty in completing appraisals by the end of April 2006, due mainly to workload and restructuring issues. Therefore the Chief Executive agreed that the deadline for completion should be extended to 31st May for 2006 only.