

## Pay & Workforce Strategy High Level Actions

**Note: a new People Strategy has been developed and the table of actions will be revised to reflect this once it has been approved by Council.**

### PWS Priorities

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

| Actions                   | Milestones  | Target date   | Owner  | CPA Ref | CPA Action |
|---------------------------|---|---|--|---------|------------|
| <b>PWS Implementation</b> | <ul style="list-style-type: none"> <li>• All authorities should have assessed the implications of the Strategy for their future workforce development and have plans in place to address priority issues.</li> <li>• Strategy agreed - post restructuring</li> <li>• Strategy has necessary resources for its preparation and delivery</li> </ul> | <ul style="list-style-type: none"> <li>• Completed</li> <li>• Completed - January 2006</li> <li>• Budget</li> </ul> | <ul style="list-style-type: none"> <li>• Exec/PRAC</li> <li>• Exec/PRAC</li> <li>• Exec</li> </ul> |         |            |

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|---------------------------------------|--|---|--|-----------------------|--|
| <b>Developing Leadership Capacity</b> | <ul style="list-style-type: none"> <li>• Management Development Project- post restructuring and embracing new VWHDC Management values</li> <li>• Expanded Member Development Programme</li> <li>• External recruitment following restructure</li> <li>• Develop Member Skills Profiles</li> <li>• Skills and capabilities of senior HR leaders improved leading to more effective people management</li> </ul> | <ul style="list-style-type: none"> <li>• Awaiting Senior Management restructuring</li> <li>• For implementation April 2006</li> <li>• March 2006</li> <li>• April 2006</li> <li>• March 2008</li> </ul> | <ul style="list-style-type: none"> <li>• TB/TdV</li> <li>• TB/BMc/RF</li> <li>• PRAC</li> <li>• TB/DQ/RF</li> <li>• TB/RF</li> </ul> | <p>2.1</p> <p>4.2</p> | <p>Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors</p> <p>Management skills not developed</p> |

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|--|---|---|---|---------|---|
| <b>Developing the skills and capacity of the workforce</b> | <ul style="list-style-type: none"> <li>• Expanded In-House Training Programme based on performance appraisals</li> <li>• LSP2</li> <li>• Establishment of e-skills training programme</li> <li>• Production of 3-year Workforce Development Plans - post restructuring and embracing new VWHDC Management values</li> <li>• Conduct a skills audit to include skills for financial management, performance management, project management, procurement, partnership working, strategic thinking and change management</li> <li>• Improve workforce planning information</li> <li>• Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions</li> <li>• Define any further career grades</li> <li>• Develop Competency-bar criteria</li> <li>• Adopt agreed framework of leadership skills and competencies for officers.</li> <li>• Review and relaunch of Performance Appraisal Scheme to include fair but robust arrangements to deal with poor performance where it occurs</li> <li>• Consider extending flexible working arrangements</li> <li>• Implement actions in Stress Risk Assessment Action Plans</li> </ul> | <ul style="list-style-type: none"> <li>• October 2005</li> <li>• <b>March 2006?</b></li> <li>• March 2006</li> <li>• March 2006</li> <br/> <li>• March 2007<br/>- if still required after senior management restructuring</li> <br/> <li>• March 2007</li> <li>• Part of organisation development programme</li> <li>• March 2006</li> <li>• March 2006</li> <li>• Completed January 2006</li> <br/> <li>• February 2006</li> <br/> <li>• March 2008</li> <br/> <li>• October 2006</li> </ul> | <ul style="list-style-type: none"> <li>• JP / TB</li> <br/> <li>• TS</li> <li>• RF / TB</li> <li>• PRAC / TB</li> <br/> <li>• PRAC / TB</li> <br/> <li>• PRAC / TB</li> <li>• PRAC / TB/ BMc</li> <li>• PRAC / TB</li> <li>• PRAC / TB</li> <li>• PRAC / TB</li> <br/> <li>• PRAC / TB</li> <br/> <li>• PRAC / TB</li> <br/> <li>• PRAC / TB</li> </ul> | 4.3     | Capacity of key staff needs to be appropriate |

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| <b>Developing the organisation</b>   | <ul style="list-style-type: none"> <li>• Investors in People Re-assessment</li> </ul>   | <ul style="list-style-type: none"> <li>• Feb 2006</li> </ul>                    | <ul style="list-style-type: none"> <li>• Exec/PRAC /TB</li> </ul> | 1.1   | Refine and simplify vision, aims, and objectives   |
|  | <ul style="list-style-type: none"> <li>• Review and relaunch of Performance Appraisal Scheme</li> </ul>   | <ul style="list-style-type: none"> <li>• February 2006</li> </ul>               | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>       | 1.3   | Implementation of Communication Strategy   |
|  | <ul style="list-style-type: none"> <li>• Equality Action plan re Workforce monitoring</li> </ul>  | <ul style="list-style-type: none"> <li>• April 2007</li> </ul>                  | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>       | 2.1   | Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors |
|  | <ul style="list-style-type: none"> <li>• Equal Pay Audit</li> </ul>   | <ul style="list-style-type: none"> <li>• October 2006</li> </ul>                | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>       | 2.1   |  |
|  | <ul style="list-style-type: none"> <li>• Communications Strategy to be formulated</li> </ul>  | <ul style="list-style-type: none"> <li>• April 2006</li> </ul>                  | <ul style="list-style-type: none"> <li>• NM/Exec</li> </ul>       | 2.1   |  |
|  | <ul style="list-style-type: none"> <li>• Structure and Staffing of Communications &amp; Consultations posts needs to be determined</li> </ul>                               | <ul style="list-style-type: none"> <li>• From November 2004</li> </ul>          | <ul style="list-style-type: none"> <li>• JP / TAS</li> </ul>      | 2.1   |  |
|  | <ul style="list-style-type: none"> <li>• Appointment of Communications officer(s)</li> </ul>  | <ul style="list-style-type: none"> <li>• Completed Oct 2005</li> </ul>          | <ul style="list-style-type: none"> <li>• TAS</li> </ul>           | 2.3   |  |
|  | <ul style="list-style-type: none"> <li>• Exploration of Partnership working</li> </ul>  | <ul style="list-style-type: none"> <li>• Annually with service plans</li> </ul> | <ul style="list-style-type: none"> <li>• Exec</li> </ul>          | 2.3   |  |
|  | <ul style="list-style-type: none"> <li>• Exploration of new ways of working using the BV 4 Cs</li> </ul>  | <ul style="list-style-type: none"> <li>• Annually with service plans</li> </ul> | <ul style="list-style-type: none"> <li>• Exec</li> </ul>          | 2.3   |  |
|  | <ul style="list-style-type: none"> <li>• Extended production of management information and access to employee data via Employee Self-Service Module of HR System</li> </ul> | <ul style="list-style-type: none"> <li>• October 2006</li> </ul>                | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>       | 3.1   | An effective change management process needs to be embedded  |
| <ul style="list-style-type: none"> <li>• Develop stress risk action plans</li> </ul>   | <ul style="list-style-type: none"> <li>• Post-restructuring</li> </ul>  | <ul style="list-style-type: none"> <li>• JP/TB</li> </ul>                       | 3.2   | Sharing lessons learnt                              |  |
| <ul style="list-style-type: none"> <li>• Introduce succession planning and have systems to identify and bring on 'high fliers' for future leadership positions</li> </ul>                            | <ul style="list-style-type: none"> <li>• March 2007 Part of organisation development plan</li> </ul>  | <ul style="list-style-type: none"> <li>• PRAC/TB/ BMc</li> </ul>                | 3.2   | Performance Management Culture needs to be embedded |  |
| <ul style="list-style-type: none"> <li>• 100% capability in electronic delivery of priority services by 2005 in ways that customers will use</li> </ul>  | <ul style="list-style-type: none"> <li>• December 2005</li> </ul>   | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>                     | 5.1   | Use management information to manage                |  |
| <ul style="list-style-type: none"> <li>• Identifying efficiency savings in the ways the Council organises, procures and delivers services in line with the Government's Efficiency Review</li> </ul> | <ul style="list-style-type: none"> <li>• Annually with the budget</li> </ul>  | <ul style="list-style-type: none"> <li>• PRAC/TB</li> </ul>                     | 5.2   | Best Value 4Cs need to be more consistently applied |  |
| <ul style="list-style-type: none"> <li>• Redesigning internal workflow processes to improve efficiency and accuracy</li> </ul>   | <ul style="list-style-type: none"> <li>• October 2006</li> </ul>  | <ul style="list-style-type: none"> <li>• TB/ Project Board</li> </ul>           | 5.3   |   |  |

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| <b>Resourcing local government</b> | <ul style="list-style-type: none"> <li>• Re-consider management structure post leisure trust</li> <li>• Consider recruitment &amp; retention initiatives</li> <li>• Review Managing Organisational Change Procedures</li> <li>• Produce People Strategy embracing new VWHDC Management values</li> <li>• Address staff turnover (LPI HR1)</li> <li>• Equal Pay Audit</li> <li>• Improve sickness absence procedures</li> <li>• Increased diversity of senior management and workforce</li> <li>• Improved employee satisfaction rates</li> <li>• Resource local development framework for Planning</li> <li>• Consider recruitment difficulties arising from a shortage of affordable housing</li> <li>• Develop on-line recruitment</li> </ul> | <ul style="list-style-type: none"> <li>• February 2006</li> <li>• March 2007</li> <li>• Completed</li> <li>• January 2006</li> <li>• March 2006</li> <li>• October 2006</li> <li>• March 2007</li> <li>• April 2006</li> <li>• April 2007</li> <li>• Considered Feb 2005</li> <li>• March 2007</li> <li>• Completed</li> </ul> | <ul style="list-style-type: none"> <li>• TAS/<br/>PRAC</li> <li>• JP/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• RF/TB</li> <li>• PRAC/TB</li> <li>• Exec</li> <li>• Exec</li> <li>• TB</li> </ul> | <p>1.2</p> <p>4.1</p> | <p>Identify resources to support and facilitate the remaining strands in the Community Strategy lead by other partners</p> <p>Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities</p> |
| <b>Pay and Rewards</b>             | <ul style="list-style-type: none"> <li>• Consider whether to become Employer of Choice</li> <li>• Equal Pay Audit</li> <li>• Define any further career grades</li> <li>• Develop Competency-bar criteria</li> </ul>   | <ul style="list-style-type: none"> <li>• January 2006</li> <li>• October 2006</li> <li>• January 2006</li> <li>• January 2006</li> </ul>   | <ul style="list-style-type: none"> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> <li>• PRAC/TB</li> </ul>  |                       |   |

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28.11.04  
Revised 22.07.05, 04.11.05, 02.02.06