

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 quarter 4 2005 - 6
PWS Implementation	<ul style="list-style-type: none"> • All authorities should have assessed the implications of the Strategy for their future workforce development and have plans in place to address priority issues. • Strategy agreed - post restructuring • Strategy has necessary resources for its preparation and delivery 	<ul style="list-style-type: none"> • Completed • Completed - January 2006 • Budget 	<ul style="list-style-type: none"> • Exec/PRAC • Exec/PRAC • Exec 		The People Strategy has now been approved. This underpins the Pay and Workforce Strategy and the detailed supporting actions are being developed for each of the policy areas as part of the service planning process.

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

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

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Resourcing local government	<ul style="list-style-type: none"> • Re-consider management structure post leisure trust • Consider recruitment & retention initiatives • Review Managing Organisational Change Procedures • Produce People Strategy embracing new VWHDC Management values • Address staff turnover (LPI HR1) • Equal Pay Audit • Improve sickness absence procedures • Increased diversity of senior management and workforce • Improved employee satisfaction rates • Resource local development framework for Planning • Consider recruitment difficulties arising from a shortage of affordable housing • Develop on-line recruitment 	<ul style="list-style-type: none"> • February 2006 • March 2007 • Completed • January 2006 • March 2006 • October 2006 • March 2007 • April 2006 • April 2007 • Considered Feb 2005 • March 2007 • Completed 	<ul style="list-style-type: none"> • TAS/ PRAC • JP/TB • PRAC/TB • PRAC/TB • PRAC/TB • PRAC/TB • PRAC/TB • RF/TB • PRAC/TB • Exec • Exec • TB 	<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>
Pay and Rewards	<ul style="list-style-type: none"> • Consider whether to become Employer of Choice • Equal Pay Audit • Define any further career grades • Develop Competency-bar criteria 	<ul style="list-style-type: none"> • January 2006 • October 2006 • January 2006 • January 2006 	<ul style="list-style-type: none"> • PRAC/TB • PRAC/TB • PRAC/TB • PRAC/TB 		

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