



Corporate Resources Scrutiny Committee Briefing Paper

Report of: Rachael Gill, Human Resources Officer

Date: Thursday, 11th February 2010

Open

Draft Workforce Plan 2010-2012

1. Summary

- 1.1 To present to Members the draft Workforce Plan 2010 – 2012 as attached at Appendix A.
- 1.2 The purpose of workforce planning is fundamental to achieving service improvement, modernisation and efficiency by attracting, retaining developing and motivating skilled people.

2. Background

- 2.1 The draft Workforce Plan 2010-2012 is the Council's second Workforce Plan which was developed as a result of 'The Pay and Workforce Strategy 2003'.
- 2.2 The aim of the Workforce Plan is to identify key challenges facing the authority over the next two years in terms of recruiting and retaining the workforce. Workforce planning is about getting the right people with the right skills in the right place at the right time.
- 2.3 The Plan builds upon the previous Workforce Development Plan and also takes into account the findings from recent assessments and consultation e.g. CAA Assessment, Quedis Report (Transformational Change Agenda) and the employee survey.
- 2.4 The workforce plan includes a profile of our workforce including: age, gender, disability, ethnic minorities and females in senior posts. The plan also sets out a programme of action for the future.

3. Key Issues

- 3.1 The drivers for workforce planning include: the modernisation agenda, technological changes, labour market and trends.
- 3.2 The absence of the authority currently having a workforce plan was highlighted in the recent organisational assessment comprehensive assessment

4. Options

- 4.1 That the Corporate Resources Scrutiny Committee recommend to Cabinet that the draft Workforce Plan 2010-12 be adopted by Council.

5. Consultation

- 5.1 CMT
- 5.2 Alison Braithwaite, Corporate Development and Improvement Manager

6. Related Decisions

- 6.1 None

7. Relevant Council Policies/Strategies

- 7.1 Mobile Flexible Working
- 7.2 Transformational Change Programme
- 7.3 Improvement & Efficiency Action Plan

8. Implications

- 8.1 Modernisation Agenda
- 8.2 Technological change
- 8.3 Labour market trends

9. Equality Impact Needs Assessment

- 9.1 An Equality Impact Assessment (Screening) has been undertaken for the draft workforce plan 2010-12. This identified that there would be no adverse impact on the six equality strands.

10. Wards affected

- 10.1 Internal Policy

11. Appendices

- 11.1 Draft Workforce Plan 2010-12

12. Background Papers

- 12.1 Workforce Development Plan

Consultees

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Workforce Plan

2010 - 2012



Wyre Forest District Council

Chief Executive's Directorate
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1.0 What is Workforce Planning?

WHAT IS WORKFORCE PLANNING?

*“Getting the **right** people with the **right** skills in the **right** place at the **right** time”.*

Our Aim

- To identify key challenges facing Wyre Forest over the next two years in terms of recruiting and retaining the workforce we require.
- To ensure we equip our employees at all levels with the appropriate skills, knowledge, experience and behaviour to meet existing and future requirements of the Council.
- To maximise the role of ICT as a channel to increase access to a wide range of learning opportunities for all employees.

Why undertake Workforce Planning?

Effective people management and development is fundamental to achieving service improvement and unless Wyre Forest can attract, retain, develop, manage and motivate skilled people, it will find it difficult to keep pace with the increased demands for high performance, improvement, modernisation and efficiency.

Drivers for Workforce Planning:

- Modernisation Agenda – has implications for the skills needed by local government employees.
- Technological change is leading to changes in service delivery, and changes in ways of working and the skills needed in the workforce.
- Labour market trends which have implications for the recruitment and retention of employees and demographic and social change.

2.0 Pay and Workforce Strategy

The Pay and Workforce Strategy 2003 was developed by the Office for the Deputy Prime Minister and the Local Government Employers. It identified five priority areas that are critical to the improvement of local authorities and to improving the delivery of customer focused public services:

- 1) **Developing Leadership Capacity** – among both officers and members, including attracting effective leaders into local government from outside the sector.
- 2) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and the frontline workforce.
- 3) **Developing the organisation** – to achieve excellence in people and performance management, partnership working and the delivery of customer focused services.
- 4) **Resourcing local government** – ensuring that authorities recruit, train and retain the employees they need and address diversity and equality issues.
- 5) **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.

These areas have been used as a basis to develop our Action Plan.

3.0 Profile of Wyre Forest

A profile of the workforce identifies how the council is made up. It is important to identify 'problem areas' that may impact on service delivery. The information comes from the Human Resources database and the payroll system (CHRIS).

EMPLOYEE NUMBERS

Wyre Forest District Council employs 447 people (equivalent of 344.41 full time posts) this includes temporary employees as at December 2009.

2008/09 - 497 people (equivalent of 443.30 full time posts)

2007/08 - 521 people (equivalent to 462.20 full time posts)

SIZE OF DIRECTORATES

The largest Directorate is Resources with 163 employees, the smallest Directorate is the Chief Executive's with 10 employees.

WORKFORCE PROFILE – As at December 2009

	F/T MALE	P/T MALE	F/T FEMALE	P/T FEMALE	TOTAL	FTE
TOTALS	183	6	120	102	411	319.27

Ethnic Minority

- The percentage of the workforce from the ethnic minority group is 0.91% compared to 3.1% within the District. None of the top 5% of earners are from an ethnic minority background
- 2008/09 – The percentage of the workforce from the ethnic minority group is 1.30%. None of the top 5% of earners were from an ethnic minority background

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- 2007/08 – The percentage of the workforce from the ethnic minority group is 0.96%. None of the top 5% of earners were from an ethnic minority background

Disability

- The percentage of the workforce who have a disability is 1.37% compared to 17.89% for the District. 2.5% of the top 5% earners have a disability.

It should be recognised that although the percentage of the workforce is low compared to the District, there is a direct correlation between the increase in the proportion of elderly people and the number of those with disabilities.

- 2008/09 – The percentage of the workforce with a disability is 1.10%. 3% of the top 5% earners had a disability.
- 2007/08 - The percentage of the workforce with a disability is 1.54%. None of the top 5% earners had a disability.

Females in Senior Positions

- The percentage of females in senior positions within the top 5% of earners is 55%
- 2008/09 - The percentage of females in senior positions within the top 5% of earners was 35%
- 2007/08 - The percentage of females in senior positions within the top 5% of earners was 39.2%

General

- The number of early retirements as a percentage of the workforce during the April – December 2009 was 1.79%. There were no ill-health retirements during that period
- The average number of working days lost due to sickness absence per employee during the period Oct - Dec 09 was 2.52.

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- Turnover for the year ending December 2009 was 14.24%. The most common reason for leaving given during exit interviews was career progression. Reasons were as follows:
 - Career progression
 - Higher salary
 - Relocation

The above turnover figure includes redundant posts. Excluding the redundant posts the percentage is 7.08.

- During the last two years we have had 2 Employment Tribunal claims – both successfully defended.

AGE PROFILE

The age profile of the Council is shown below.

Age Band	Under 20 years	20 – 29	30 – 39	40 - 49	50- 59	Over 60
	0%	12.61%	25%	30.87%	23.48%	8.04%

The table indicates only 12.61% of the workforce are under 30 years and thus effort must be made to attract younger employees and retain younger people.

The age profile for the District of Wyre Forest is shown below (Source: Waterhouse Equality Mapping Report)

Age Band	0 – 19	20 – 64	65+	85+
	22.50%	59.30%	18.20%	2.30%

The District of Wyre Forest has the smallest proportion in constituent parts of young people in Worcestershire.

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4.0 Pest Analysis

In accordance with the guidelines set out in the document 'Guide to Workforce Planning in Local Authorities' produced by the local government Employers this section aims to analyse the position of the Council using the PEST (political, environmental, social and technological) model.

POLITICAL

ISSUE	LOCAL GOVERNMENT PERSPECTIVE	WYRE FOREST PERSPECTIVE
Local Strategic Partnerships \ Local Area Agreements	Local Strategic Partnerships and Local Area Agreements are a multi-agency approach to the delivery of priority outcomes that impact on the lives of local people. These agreements cover the Council, Police, other partners and voluntary sectors.	Greater emphasis on local partnerships and working alongside the voluntary sector will help the community.
Comprehensive Spending Review 2007 (CSR07)	The challenge for CSR07 is to build on success of Gershon SR04 with a target for local government of £5.5bn cash-releasing efficiencies by the end of March 2011. The challenge is substantial and is based on the commitment by the sector to its own improvement, the introduction of the performance framework and the effective harnessing of efficiency and innovation techniques such as smart procurement and service redesign.	The Council made excellent progress in the Gershon SR04 with identified efficiencies of £2.114 million. Efficiencies so far identified in CSR07 are forecast at £2.149 million. The issue of the effective management of change continues to challenge WFDC over the next few years in particular the ICT strategy and single site location. It needs to be recognized that the rate and pace of change will also challenge the Council.
Single Status \ Equal Pay Issues \ Equal Pay Audit	Local Government is committed to removing the differences in pay, grading structures and conditions for manual and officer positions.	These issues have been addressed in WFDC.
Pensions Bill and the Local Government Pension Scheme	Changes to the existing pension scheme are planned and are an inevitable response to people living and working longer.	These changes need to be communicated to all employees to ensure they are aware of the impact on any changes in legislation.

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Freedom of Movement within the EU	An expanded EU and the associated freedom of movement can be seen as an opportunity to increase access to skilled workers.	There is no current monitoring of any movement into the District and therefore no knowledge of skills available.
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ECONOMIC

ISSUE	LOCAL GOVERNMENT PERSPECTIVE	WYRE FOREST PERSPECTIVE
Housing Costs	There is a variation in the cost of housing in the District. Although on average prices are higher than in the West Midlands conurbation.	There are different social areas within the District reflected in the housing price variation and this may favour the authority in attracting prospective employees.
Resources Available to Local Government	The resources available to Local Authorities are subject to stringent controls. This impacts on the overall salary levels payable to employees. It may be that the Council is unable to compete with the private sector purely on the basis of salary and perks offered.	WFDC needs to review the current prospective employee information to highlight the opportunities and benefits of working for the organisation which currently includes a final pension salary scheme.
National and Local Economy	The national economic situation is currently unstable. This could lead to potential pay award requests from unions and an unsettled workforce.	There may be difficulty in attracting employees from outside the area due to national economic situation.

SOCIAL

ISSUE	LOCAL GOVERNMENT PERSPECTIVE	WYRE FOREST PERSPECTIVE
Flexible Working	Work life Balance is stated as one of the key areas for employee satisfaction or dissatisfaction. This initiative will give many challenges in terms of effective policies and management of the individuals concerned.	WFDC has adopted a Work Life Balance Policy and Mobile/Flexible Policy and is keen to promote mobile working alongside the move to a single site.
Social and Employee Attitudes	Workforce expectations are not static and change over time. They can be measured by employee attitude surveys and indirectly by other statistics i.e. employee turnover, number of grievances, ET cases etc.	WFDC will continue to undertake employee surveys. The council will ensure all employees are involved in single site issues and kept informed of all developments.

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Diversity	The diversity of the local population has increased and there is still some way to go for the Council workforce to reflect the community in all areas.	In order to deliver different services in different ways to different people is one that will require a diverse workforce and management. If WFDC fails to attract staff from all sections of the community, the council will be recruiting from a smaller pool of talent and may as a consequence not always recruit the best workers.
Retirement	Many people will either choose or simply have to work longer. This will result in an older workforce.	WFDC will have to consider the impact of an older workforce.

TECHNOLOGICAL

ISSUE	LOCAL GOVERNMENT PERSPECTIVE	WYRE FOREST PERSPECTIVE
Need for Improved IT Skills Across the Workforce	The impact of CSR07 will make the use of technology across the organisation even more important. In addition there will be greater opportunities for mobile working.	The Council should be trying to ensure that basic IT skills are seen to be a 'skill for life' for all employees and that everyone meets a standard of IT literacy. Where more advanced skills are required for the job these should be identified in the annual EDR's.
Home / Mobile Working	Mobile working and home working will increase across the workforce and will require organisations to implement systems and infrastructure to support different ways of working, without compromising security or data protection issues.	Home and mobile workers will require different types of management and systems to replace regular face to face supervision and management.
Technology as Training Aid	There is an increasing trend in the use of technology as an aid to training. This can take the form of e-learning or computer based training packages for software applications. However, there is also increasing use of the technology in non-IT related areas as well in the form of chat rooms and bulletin boards where individuals from the same field but different organisations can share experiences and knowledge. Taking this one stage further is the use of 'webinars' (seminars delivered via the web) that have started to become more common in some areas.	Different ways of working, learning and development will impact on our training needs identified through individual employees EDR. The council needs to capture its corporate knowledge better for existing and future employees.

5.0 Skills and Development

"It is essential for everyone to have the right skills at the appropriate level, in order to be both employable and personally fulfilled." (21st Century Skills White Paper – updated March 2007)

The aims of the Council's Training Strategy are:

- To identify learning needs and outcomes focussed on business needs;
- To create a high quality-learning environment;
- To provide cost effective learning opportunities for all employees within the authority;
- To continually evaluate our learning and development to ensure its effectiveness in raising appropriate skill levels in line with those required to deliver our services.

A priority for local government identified by the Pay and Workforce Strategy is to improve and develop skills of those people working directly with customers and to provide these employees with greater opportunities for progression within the local authority. In order to work towards this priority Wyre Forest needs to:

- a) Ensure Senior management own, direct and buy into the Training Strategy.
- b) Promote the benefits of 'learning and development'.
- c) Facilitate communication channels across the council.
- d) Establish measures and processes to calculate the added value derived from learning and development.
- e) To ensure all employees have 'Skills for Life' chances to develop their numeracy and literacy.
- f) To be able to manage change.
- g) Ensure managers have the right skills and knowledge to provide direction and support for all employees to shape the services to meet the needs of the local community.

In the context of the financial situation and budget proposals the training strategy will be reviewed.

6.0 Recruitment and Retention

National local government recruitment and retention problems have been identified across a number of occupations in local government. Wyre Forest will work in collaboration with neighbouring authorities to further develop an approach to recruitment that maximizes efficiencies.

In order to achieve *“Getting the right people with the right skills in the right place at the right time”*. Wyre Forest needs to attract the best talent available, reduce time to hire, increase retention and encourage innovation in the face of the government agenda of modernisation and efficiency. As a means of building organisational capacity a number of initiatives can be identified. These are:

- Attracting young people
- Work experience placements
- Diversity – areas for new employees
- An employer of disabled people
- Reviewing and refreshing our processes
- Hard to fill jobs
- Increasing on-line recruitment activity
- Retention
- Schools
- Redeployment
- A Healthier Workforce
- Learning and Development

Attracting younger employees

The workforce profile indicates that 23.48% of the workforce is aged 50+. In order to plan for the future the council needs to become more involved with schools and colleges at careers and industry days, providing careers information to younger people and promoting the work and employment opportunities of the Council. Other plans need to include the use of Apprenticeship / Advanced Apprenticeship schemes by identifying vacancies that potentially would be Apprenticeship posts. Vacant posts may also be considered to be converted to professional traineeships.

Work experience

Requests for work experience at the Council fall into three main categories: school pupils who are required to find a 1 or 2 week placement, students on vocational degree courses needing longer term placements and residents who are unemployed/disabled and need to gain real-life work experience. The current practice is ad-hoc and Wyre Forest lacks a cohesive and structured approach in finding placements. Future approach should include:

- 1) Human Resources to produce a set of principles and operating guidelines
- 2) To establish section contacts to whom requests can be directed
- 3) To establish controls to ensure health & safety and insurance requirements are met
- 4) To ensure records are held centrally for monitoring and reporting purposes

Work experience placements will be at the discretion of Directors.

Cost effectiveness of recruitment

Vacancies are normally undertaken on an individual vacancy basis in response to a manager's request to fill a post. The process of advertising, response to candidates, short listing, interviewing and obtaining clearances then begins. This approach can result in a very process-driven, labour-intensive system. There are options to improve the speed of the process and increase the flexibility yet still be fair, open and accessible. The Council as a whole could benefit from managing recruitment spend better by taking a more planned approach.

- a) Review current advertising strategy
- b) Share recruitment services with neighbouring authorities and other partners in the community to improve efficiency and cost effectiveness of recruitment.

It should be recognised that due to the financial situation recruitment will be limited.

Retention

Wyre Forest recognises the importance of recruiting the right staff in the future, particularly with the ageing workforce identified in the age profile. This profile has longer term implications for the delivery of council services with potential workforce shortages in the next 10 years as employees retire. Employees also have the choice of retiring early and therefore this will have an implication on the workforce as part of the draft Flexible Retirement policy. Wyre Forest must retain talented employees and continue to nurture develop them, as well as recruiting new employees with new talent.

Problem areas of recruitment

For a number of years local government has been experiencing recruitment and retention difficulties across a range of jobs, i.e. environmental health officers. This is a national issue and is precipitated by a general shortage of key staff with the relevant professional qualifications. The recruitment and retention difficulties experienced by Wyre Forest are a reflection of this national picture. Wyre Forest must:

- 1) Analyse frequently our current and future recruitment hotspots (through workforce planning data)
- 2) Consider changing vacancies to traineeships
- 3) Target local recruitment fairs at schools and colleges
- 4) Work with the Employment Partnership

7.0 Diversity and Workforce Planning

Diversity will continue to be a priority within Wyre Forest District Council. Diversity needs to be promoted at all levels within our authority. A Job Evaluation exercise promoting equality and fairness in terms of pay and conditions across the authority has been carried out and implemented.

Wyre Forest has targets for recruitment of ethnic minorities, people with disabilities and women. We are committed to equality of opportunity in employment and as a disability symbol user we show our commitment to good practice in employing people with disability. The Equality Framework for Local Government provides a framework of mainstreaming equality into service delivery and employment. Wyre Forest are working towards the 'achieving' level of the framework. Information from the HR Payroll system can provide equality data to set HR targets for improvements where there is under representation or areas of concern. Quarterly reports can be provided to ensure Wyre Forest aims to pursue a workforce profile similar to the local profile. Steps may need to be taken to recruit more ethnic minority employees to senior posts and what opportunities are being made available to progress and promote existing employees in the organisation and increase the top 5% of earners of BV11b.

A planned approach is required to encourage applicants and employees to declare their disability. This will include reviewing the recruitment and selection training, reviewing the application form and the guidance to ensure the Council's commitment to employ people with a disability is promoted.

To achieve a diverse workforce at all levels and reflect the local community Wyre Forest will respond positively to challenges in recruitment and retention and develop the skills and capacity of the existing workforce to achieve excellence including flexible working practices by ensuring all managers understand and operate best practice in promoting diversity.

Whilst the PEST analysis identifies some of the issues that Wyre Forest is to face in the forthcoming years, it must be set into the context of how this impacts on the workforce. These requirements fall into two main areas:

- Numbers and volumes of people required over time based on services area
- The skills that are required to do their job

The Council provides a wide range of diverse services to its customers. In some cases these services have little in common with each other and it is not a simple task to retrain people from one area to another.

A number of trends can be identified to determine what the workforce will be over the next 5 years.

- The overall full time equivalent may reduce significantly as some services may be provided externally by bodies such as partnership arrangements or the private sector where it is more efficient to do so. In addition there will be amalgamation of services when the council occupies a single site location.
- Fewer people will work in back-office support roles with increasing technology. This will result in a need for the movement of resources (potentially people where they can be retrained) from support services to the front line, reduction in the workforce or deletion of posts.
- The new workforce will require greater levels of flexibility and higher levels of IT skills. Innovative ways of working will increase. Managers will become enablers and champions of change rather than the custodians of the status quo. Teams may be formed for specific projects and then be disbanded once completed and project teams will include disparate groups such as external partners, colleagues from other directorates. Different management skills and techniques will be required to work effectively within these teams.

These needs will be addressed by:-

- Enhanced Two Tier Working / Shared Services.
- Flexible working, Work Life Balance arrangements and Mobile / hot desk working.
- More effective learning & development linked to needs of business including training employees with new skills.
- Leadership development.
- Single Site

9.0 Monitoring and Review

We will continually monitor and review the Workforce Development Plan and its Action Plan to ensure we are continuing to meet our aims and purpose of workforce planning.

Monitoring will be undertaken continuously but in particular an employee questionnaire on a random sample of Managers and employees will be carried out annually by the HR Team.

As the Workforce Development Plan is a working document it will be reviewed as and when required depending on the changing circumstances and new initiatives of this authority.

10.0 Developing Wyre Forest District Council Workforce – Action Plan

PRIORITY AREA	ACTION	Timescale	COST	OUTCOME
DEVELOPING LEADERSHIP CAPACITY	1. Implement essential Health and Safety training programme for the next 12 months.	August 2010		More efficient use of training spend. To support the development of our employees
	2. Work in partnership with WM Leaders Board and neighbouring councils to develop career pathways / succession planning scheme(s)	On going		Promotes employee engagement Succession planning Schemes
	3. Establish career paths for main job families within our Council. Push for employees to gain skills needed to move laterally and upwards.	September 2010		Increased proportion of younger employees entering our workforce and developing their career
DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE	1. Review EDR performance appraisal scheme incorporating competency frameworks	March 2010		Align individual and Organisational objectives Better use of training resources
	2. Update the Training Strategy and Plan to reflect revised Directorate and corporate Requirements	April 2010		Better communication of training objectives and courses
	3. Review Apprenticeship	December 2010		Increase percentage of younger employees entering our workforce and developing their career

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	4. Review the Training Strategy	May 2010		To reflect cost effective training in light of the financial situation
DEVELOPING THE ORGANISATION	1. Allow a modest contingency within training budget for unforeseen training requirements	On going		More efficient use of training budget and responding effectively to unforeseen training
	2. Develop Partnership Working with neighbouring authorities and WM Leaders Board	On going		Succession planning
	3. Review Worklife Balance policy and relaunch where necessary (with regard to Single Site development)	March 2011		Save on office accommodation. Better use of resources
	4. Work with Occupational health, front line managers to reduce sickness.	On going		Reduction in sickness. Support employees with healthier lifestyles
	5. Carry out equality monitoring	November 2010		100% completion rate
RESOURCING LOCAL GOVERNMENT	1. Promote the use of Apprenticeships and work placements to encourage a younger workforce.	March 2011		Increased proportion of younger employees
	2. Carry out a Skills Audit and review against expected future needs.	March 2011		More efficient use of internal resources. Improved employee engagement
PAY AND REWARDS	1. Monitor Single Status to ensure conformity	December 2010		Ensure continued conformity to Single Status agreement