

PAY AND WORKFORCE DEVELOPMENT STRATEGY 2005-8

PROGRAMME AREA RESPONSIBILITY: CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

9TH JUNE, 2005

Wards Affected

None

Purpose

To consider and approve the Council's Pay and Workforce Development Strategy 2005-8, plus operating plan for 2005-6.

Key Decision

This is not a key decision.

Recommendations

That the Council's Pay and Workforce Development Strategy 2005-8 and the Operating Plan for 2005-6 be approved.

Reasons

The Council has put in place a corporate planning process linked directly to its performance management framework that enables it to be clear about its priorities and how they will be achieved. An important element to achieving these priorities is the implementation of the Pay and Workforce Development Strategy which sets out the Human Resource themes and actions to be addressed.

Considerations

1. In order to meet the public service targets over the next few years, the Employers Organisation, in conjunction with the Office of the Deputy Prime Minister has set out a challenging agenda for local government in the shape of a national Pay and Workforce Strategy for Local Government focusing on five key priority areas. This Strategy challenged local authorities to develop local workforce development plans to be in place by March 2005. The national Strategy's five key themes are:
 - Developing leadership capacity – *among both officers and members, including attracting effective leaders from outside the sector;*
 - Developing the skills and capacity of the workforce – *across the corporate centre of authorities, specific services, management and front line workforce;*
 - Developing the organisation, including equality and diversity issues – *to achieve*

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on 01432 383055

excellence in people and performance management, partnership working, and efficient delivery of services;

- Resourcing local government – *ensuring authorities recruit, train and retain the employees they need;*
 - 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.*
2. The Council's Pay and Workforce Development Strategy 2005-8 adopts the EO's themes as key areas that Council needs to address. There is an added emphasis in the Council's Strategy on ensuring workable pay, reward and recognition structures to help recruit, motivate, and retain the employees the Council needs to deliver its services in the aftermath of Job Evaluation and Single Status implementation. This is likely to remain a key focus for several years.
 3. The Strategy has been developed in conjunction with the development of the Council's Corporate Plan. Activities within each key theme are interlinked and have been designed to help support delivery of the Corporate Plan. The Strategy aims to ensure the Council:
 - has the right people in the right places, with the right skills, to deliver the agenda and priorities set out in the Corporate Plan – improved services with greater efficiency and better customer focus;
 - is well-placed to respond to environmental and societal changes, and emerging technology;
 - meets its statutory obligations as an employer, and where possible exceeds those to demonstrate best and leading edge practice as the largest local employer;
 - becomes an employer of choice amongst those seeking employment and career opportunities.
 4. This Strategy replaces the former Strategy for Developing and Improving Human Resources 2002-5 which set the human resources agenda for the past three years. 79% of planned actions were completed, with 10% no longer relevant, 11% to be carried forward as part of the Pay and Workforce Development Strategy for 2005-8 (including development of career pathways). Highlights from that Strategy include:
 - Job Evaluation and Single Status implemented;
 - Reduced levels of sickness absence – 7.16 days per annum per FTE in 2004 compared with 9.32 in 2001;
 - Improved numbers of females in top 5% of wage earners – 42.4% in 2004 against 22.7% in 2001;
 - Reduced turnover –10.6% in 2004 against 13% in 2001;
 - Improved Staff Review and Development completion – 71% in 2004 against 52% in 2001;

- Improved attendance at induction – 73% in 2004 against 21% in 2001;
- Establishment of a graduate trainee scheme;
- Management competencies developed and implementation begun with an e-enabled 360 degree assessment process for the Council's Key Managers.

Risk Management

The risks are contained in the Pay and Workforce Development Strategy.

Consultees

Senior Managers, Employees (via Staff Opinion Survey), Recognised Trades Unions, Race Equality Staff Group.

Background Papers

None identified

Appendices

Pay and Workforce Development Strategy 2005-8