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Workforce Development Strategy

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1 WORKFORCE DEVELOPMENT

- 1.1** Workforce Development is a term used to encompass a range of approaches that will enable the Council to ensure that it has the right people in the right jobs at the right time. It draws together workforce and demographic data, examines the future needs of the community we serve and identifies and develops the workforce the Council will need in the short, medium and long term.
- 1.2** The main objective of the Workforce Development Strategy is to ensure that the Council develops a motivated, appropriately skilled, diverse and outward-looking workforce capable of delivering high-quality services to the Community it serves. Supporting this will be the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services.
- 1.3** There are a number of policy drivers steering change. Local government must provide community leadership and improved services within carefully controlled budgets. Customers expect greater choice in service provision for all. Demographic changes bring both changing customer needs and a changing workforce. Working in partnership brings both opportunities and challenges. Rhondda Cynon Taf Council will need to be suitably placed to effectively attract and retain talent.

2 STRATEGIC OBJECTIVES

- 2.1** The Community Plan is the Council's ten-year vision that sets out a framework for creating a brighter future for everyone who lives and works within Rhondda Cynon Taf.
- 2.2** People deliver visions. Developing and sustaining the appropriate skills in the workforce is pivotal to the realisation of the Community Plan and its five themes for action.
- 2.3** The Strategy contains five priorities, summarising the organisational and managerial changes that need to be made if the Council is to ensure that targets can be achieved and services improved within planned budgets:
 - 1. Organisational Development – Developing our Council** – to transform the Council by achieving excellence in people and performance management, process redesign, job redesign, equality and diversity in service delivery and partnership working.
 - 2. Developing Leadership Capacity** – amongst both officers and members, including attracting effective leaders into the Council.

3. **Developing Workforce Skills and Capacity** – across the whole of the Council.
4. **Workforce Planning** – ensuring that the Council recruits, trains and retains the staff they need.
5. **Pay and Rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness.

3 KEY CHALLENGES

3.1 Organisational Development – Developing Our Council

- 3.1.1** Defining what organisational development (OD) is for local government is a challenge in itself. There are many definitions and interpretations of organisational development. This is partly because OD can be strategic, broad-ranging and comprehensive but can also be a specific activity focused on a particular area of service. By its nature, OD is an organic and flexible approach to business development where different activities need to be tailored to achieving cultural and organisational change.
- 3.1.2** Organisational Development seeks to significantly improve the business performance of the organisation through positive changes to people management, competence, communications, systems and structures. The Council needs to ensure that their various change initiatives link together and support one another within a coherent organisational development programme.
- 3.1.3** Real improvement in any activity needs redesigned processes and systems. The most effective organisations have a culture that involves regular and continuous analysis of inputs, processes and outputs. OD techniques can help identify gaps at process level and ensure that systems are in place to support a culture of continuous improvement. The approach has the potential to make significant contributions to the efficiency agenda.
- 3.1.4** Workforce plans must underpin and facilitate the achievement of Council wide and service objectives, driving continuous improvement, and be integrated with performance management systems. Identifying successful approaches to managing productivity and performance and adopting them to help deliver continuous improvement of services throughout the Council. This can be achieved through remodelling the workforce, achieving greater movement across professional and skills

boundaries and taking advantage of new technology to develop 'win-win' outcomes from flexible working arrangements that achieve improvements in delivery and better work-life balance.

- 3.1.5** Pivotal to organisational growth is the need for the Council to ensure that it employs a fit-for-purpose workforce composed of a diverse and representative range of people to deliver the Council's Community Plan. Diversity issues will need to be mainstreamed throughout all aspects of the Workforce Development Plan.
- 3.1.6** Work needs to be undertaken to increase the involvement of under-represented groups at all levels within the Council, addressing race, gender and disability.
- 3.1.7** The Council needs to ensure that appropriate training and development is provided to ensure that all employees are properly equipped to provide an effective and high quality service to all sections of the community, and to uphold the dignity at work of all their colleagues.
- 3.1.8** Work life balance issues need to be addressed as one means of tackling the glass ceiling to progression experienced by women in local government, as well as being of benefit in safeguarding the health of those sections of the workforce prone to working over long hours.

3.2 Developing Leadership Capacity

- 3.2.1** Public services in Wales are challenged to deliver a significant transformation in the way services are delivered to reflect the growing emphasis on the needs and involvement of the citizen. Leaders and managers will play a pivotal role in driving and facilitating these changes to deliver services that are seamless, efficient, inclusive and responsive to public need.
- 3.2.2** Leaders will need to develop and demonstrate new knowledge, skills, and understanding to make this happen. They will also need to foster these abilities in others. Central to the new approach will be the ability to lead for, and in collaboration with, other service providers, sectors and citizens.
- 3.2.3** The Council will need to take action to attract and develop more effective leaders and managers with the qualities required. This will mean attracting a wider pool of candidates for leadership positions including those from outside usual sources. It will also mean attracting and developing people with talent from within the Council, including ensuring the diversity of our communities is better reflected.

3.3 Developing Workforce Skills and Capacity

- 3.3.1** Local government has changed rapidly in recent years and the pace of change is unlikely to slow. Managers at all levels need to hone and develop a range of skills in key areas such as leadership, project and programme management, financial management, human resources, service evaluation, change management, procurement, performance management and partnership working.
- 3.3.2** The skills of front line and other operational staff need to be increased. This includes addressing basic skills to enable better performance and progression, and multi-skilling to increase flexibility and productivity, motivation and job satisfaction.
- 3.3.3** Providing skills development opportunities for all staff is an important part of improving performance. It is important that such activity is targeted and focused within an overall workforce development plan, with all staff having individual development plans.

3.4. Workforce Planning

- 3.4.1** Workforce planning can be defined as

“..the strategic alignment of an organisation’s human capital with its business direction. It is a methodical process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and future, and implementing solutions so the organisation can accomplish its mission, goals and objectives”

- 3.4.2** In short workforce-planning forecasts the number of people and the types of skills needed to achieve success by comparing the existing workforce with the future needs of the Council. It is a management tool that affects the full life cycle and range of human resources activities including recruitment/selection, job design, terms and conditions (including pay and rewards), training and development, performance management and retention.
- 3.4.3** The Council needs to plan effectively to ensure that it has the right people, with the right skills, in place at the right time to deliver high quality services. Better workforce planning will enable national and local skills shortage issues to be identified and addressed through strategies such as ‘growing our own’. Effective workforce planning in an individual local authority context will enable a collaborative approach to be developed both with other local authorities, other parts of the public sector and, where appropriate, voluntary and private sector

organisations. Workforce planning will be essential in bringing about change under the efficiency agenda.

- 3.4.4** Succession planning is an essential part of workforce planning. Local government, in common with the public sector as a whole, has an older workforce and it is important that plans are being made today to secure the leaders and other key people we will need tomorrow.
- 3.4.5** With nearly full employment the labour market is very tight and the battle to win talent will not be won unless local government is pro-active and focused. Effective resourcing strategies need to be developed to attract more talented young people into the sector, tackle the local government 'image problem' and address skills shortage issues and improve the supply of skilled people. There is also a need to find ways to recruit more cost effectively, for example through use of new technology and collaboration.
- 3.4.6** People in Wales have poorer health overall than those in England. This is to some extent reflected in the local government sickness absence rates in Wales. However, local government sickness absence is recognised as being a key area for improvement. Action needs to be taken to address this problem through effective management, and the development of strategies to improve employee health, motivation and general well-being. Occupational health and safety strategies and interventions have a key role to play here.
- 3.4.7** A certain amount of turnover is of course positive, particularly where employees develop their potential and move on to different challenges. However, it is clearly counter-productive for employees to be leaving because they are de-motivated and do not feel valued. It is therefore essential that the Council develops effective retention strategies including elements to address issues such as work-life balance.

3.5 Pay and Rewards

- 3.5.1** Pay and rewards structures convey important messages about an organisation to its workforce. As job evaluation is implemented it is important that the opportunity is taken to re-design jobs and modernise pay and reward structures to support a high performance, highly skilled and flexible workforce with the necessary motivation to deliver improved services. This may mean working in new and different ways.
- 3.5.2** Equal pay between men and women, fairness in relation to job size and transparency in pay and rewards management are all key goals. There is also a need to address occupational

segregation to ensure that all employees are being developed to their full potential and that employees are attracted from across the community.

3.5.3 A key aim is to develop a total reward environment within the Council. Motivation theory evidences that it is not just pay that matters but a wide range of elements such as developmental opportunities, working environments, non pay rewards, etc. and the value of the total package must be better promoted. It is also key that pay systems can have a substantial effect on organisational culture, and that modernisation and effective management of pay systems can help the Council become the kind of organisation it wants to be.

4. IMPLEMENTATION

4.1 The Council's Workforce Development Strategy is supported by the Workforce Development approach document. The approach document outlines how Workforce Development will be implemented across the Council.

4.2 Together with the specific responsibilities assigned to officers under the approach document there is also a need to ensure that Trades Unions colleagues are engaged at all stages of implementation. There is much by way of common ground between the employer's and the trades unions agenda, and developing a successful partnership approach around organisational change and to employee relations in general will help support the improvement process. Equally it is important to ensure effective communication with and involvement of the entire workforce, some of whom may not be trades unions members.

5. KEY TARGETS

5.1 Short term

The strategy's emphasis in Year One is to establish a delivery framework through which Rhondda Cynon Taf Council can work towards the establishment of a robust workforce development process

The Council will:

- Work to implement the strategy, clarifying responsibilities and establishing project groups to deliver at each stage.
- Evaluate the validity and relevance of readily available data, identifying key gaps the information needed to progress workforce development

5.2 Medium term

In the medium term (2 –3 years) the emphasis of the workforce development strategy will be to implement a comprehensive organisational development approach which will draw together key initiatives to support workforce planning.

The Council will:

- Align workforce planning to the business planning process
- Ensure that the Councils organisational development approach draws together key initiatives to support the workforce development strategies key objectives
- Take steps to implement systems, processes or initiatives that will begin to address key areas of workforce deficits
- Produce an organisation wide workforce development plan

5.3 Long Term

In the longer term (4+ years), the strategies' emphasis will be to embed the workforce development process ensuring that the approach supports the resourcing and development of the Council to address the long term needs of the Community we serve.

The Council will:

- Work to integrate its Workforce Development Plan with other organisations within the Welsh public sector.
- Develop collaborative approaches to all aspects of workforce development planning.

6. CONCLUSION

- 6.1 Workforce Development matters are inextricably linked to the modernisation and improvement of local government services. The Workforce Development Strategy provides the Council with the opportunity to take a planned and conscious approach to improved community leadership and improved services within carefully controlled budgets. The strategy will provide the Council with a mechanism for tracking demographic and socio-economic changes in the employment market thus ensuring that the Council is equipped to compete effectively in attracting and retaining talent and developing its workforce to meet the future needs of its community.

Staffing the Future of Public Service

**An Approach to Workforce Development for Rhondda Cynon Taf
Council**

APPROACH DOCUMENT

October 2008

1 INTRODUCTION

This document summarises the approach the Council will take to introduce a robust workforce development planning process over a phased implementation period. This approach supports the Councils Workforce Development Strategy which aims to assist the Council in adopting a more structured, strategic and evidence based approach to Workforce Development planning, and identifies the key actions, over an initial three year period, required to create a Council Wide Workforce Development plan.

The production of a Workforce Development plan is seen as an imperative by both the UK Government and by the Welsh Assembly Government.

2 THE BENEFITS OF DEVELOPING A WORKFORCE DEVELOPMENT STRATEGY WITHIN THE COUNCIL

- The pay budget of the Council represents by far the biggest draw on revenue, yet historically there has been an absence of quality management information upon which to base informed decisions. As the Council's management information systems improve, a strategy will enable the best and most efficient use of management information in HR planning.
- As we continue through a period of low unemployment, traditional approaches to reward, recruitment and retention become less effective in responding to immediate and future service requirements. A strategy will enable the Council to take a longer term view towards ensuring best value from our recruitment and retention systems.
- Demographic changes are having a profound impact on the nature and volume of services provided by Councils. A significant reduction in the child population will soon be mirrored by a dramatic increase in demand from older service users. The implications for workforce planning are great and require a proactive approach.
- The ageing staff profile of Local Government will add significantly to recruitment demands over coming years and will emphasise the need for the Council to 'grow our own' experts and senior staff in order to maintain our competence profile. An effective strategy will enable us to plan more precisely for these demands.
- The continuing development of the legislative framework in relation to both public service and employment will continue to present challenges to the Council. An effective strategy will support the Council in responding to legislative requirements whilst still ensuring that the service needs of the community are met.
- The changing nature of Local Government and the increasing expectations of service users will continue to necessitate rapid change. Some traditional jobs will change beyond recognition, and new areas of expertise will be required. Preparing our staff for change and planning

for the long term as well as the immediate will be supported by a shared and evidence based strategy.

3 THE KEY AREAS THAT WILL BE ADDRESSED BY THE RHONDDA CYNON TAF WORKFORCE DEVELOPMENT PLAN

- 1 Organisational Development – Developing our Council** – to transform the Council by achieving excellence in people and performance management, process redesign, job redesign, equality and diversity in service delivery and partnership working.
- 2 Developing Leadership Capacity** – amongst both officers and members, including attracting effective leaders into the Council.
- 3 Developing Workforce Skills and Capacity** – across the whole of the Council
- 4 Workforce Planning** – ensuring that the Council recruits, trains and retains the staff they need.
- 5 Pay and Rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving both value for money in service delivery and fairness.

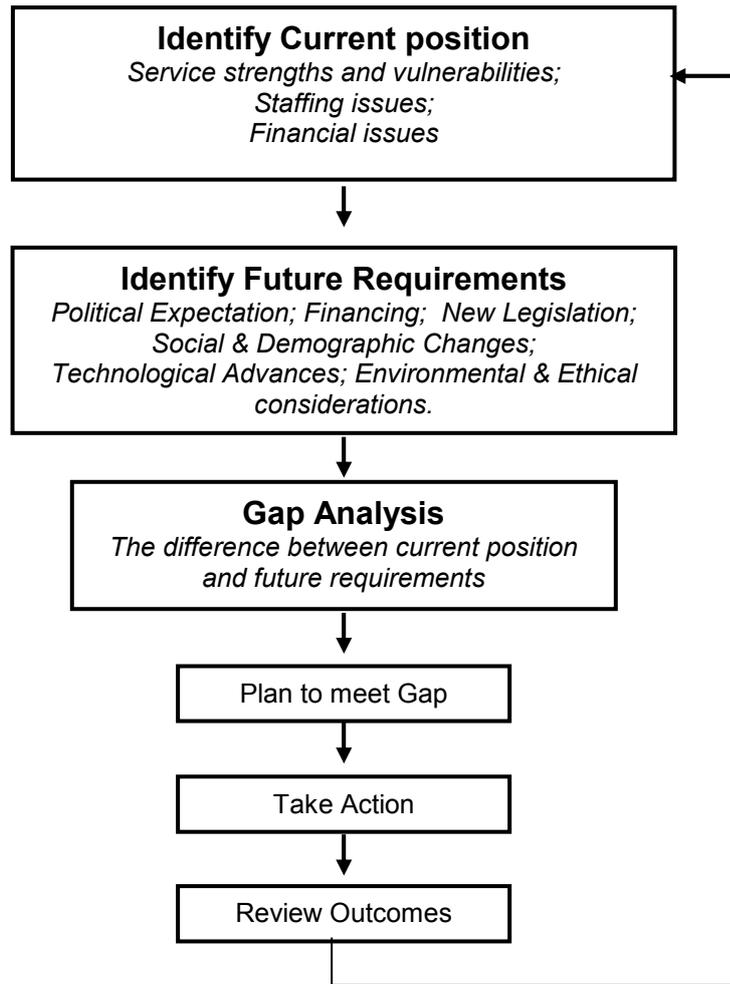
4 THE WAY FORWARD

The Workforce Development Plan will focus on the collation and use of a wide range of information drawn from several management information systems and processes:

- The integrated Payroll and Human Resource IT system, Vision.
- The use of the Performance Management Framework and the *Performance Plus!* system to ensure meaningful links between the Community Plan, Strategic Plans, Business Plans and Individual Action Plans
- The collection of Performance Indicator data
- Customer Consultation and involvement processes
- Staff Consultation and involvement processes
- Census and demographic/socio economic data

Data will be generated and collated to paint a comprehensive picture of the Councils current position and future needs such that informed, long term decisions may be made at both a service and a Council wide level.

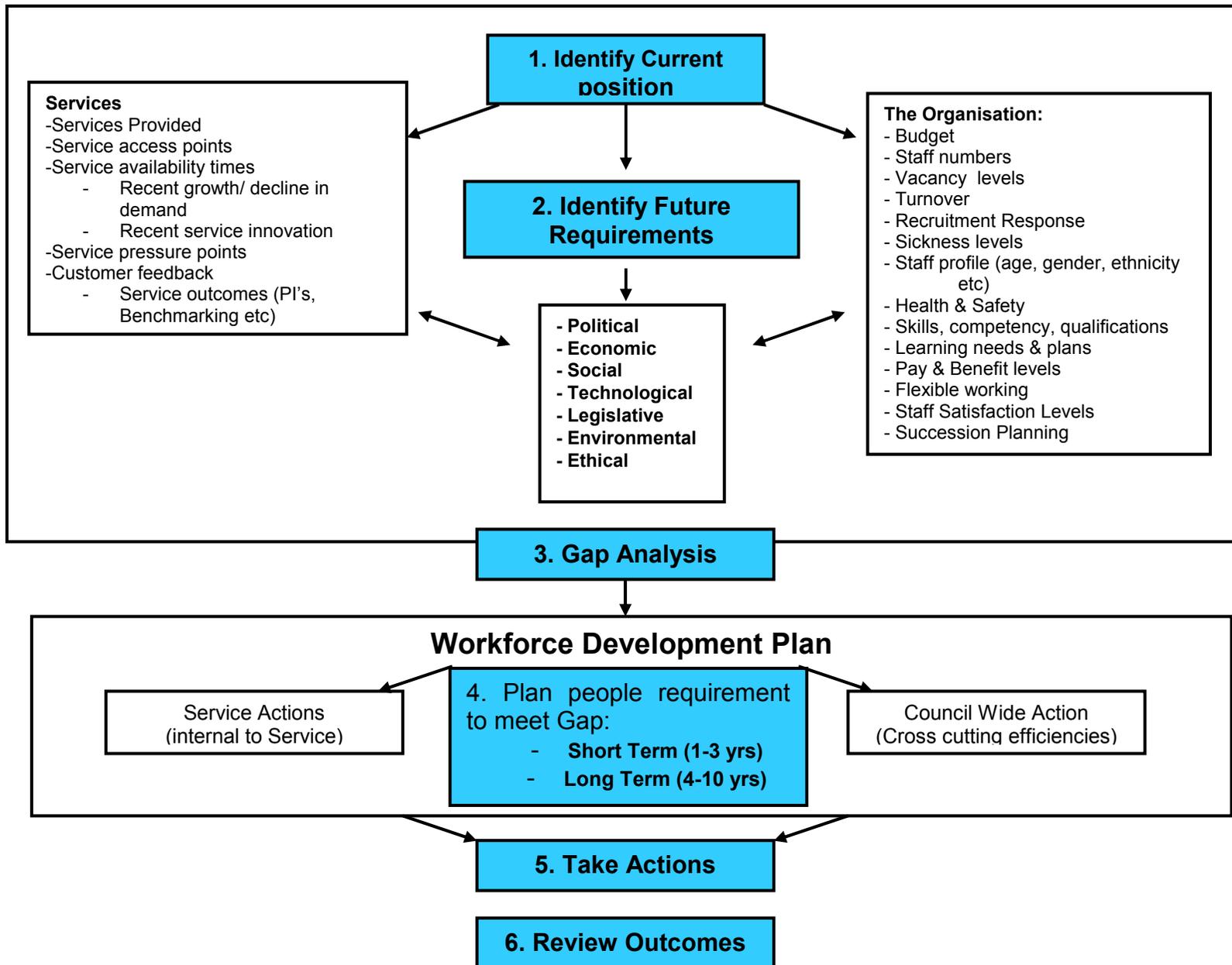
At its simplest level, the workforce development plan comprises a standard planning and review cycle:



Each service area is responsible for completion of this cycle, but is supported through the use of Council-wide management information. Whilst the initial plan will require significant research, an annual review as part of the business plan review process will enable the maintenance of the plan without placing an unrealistic additional burden on service managers.

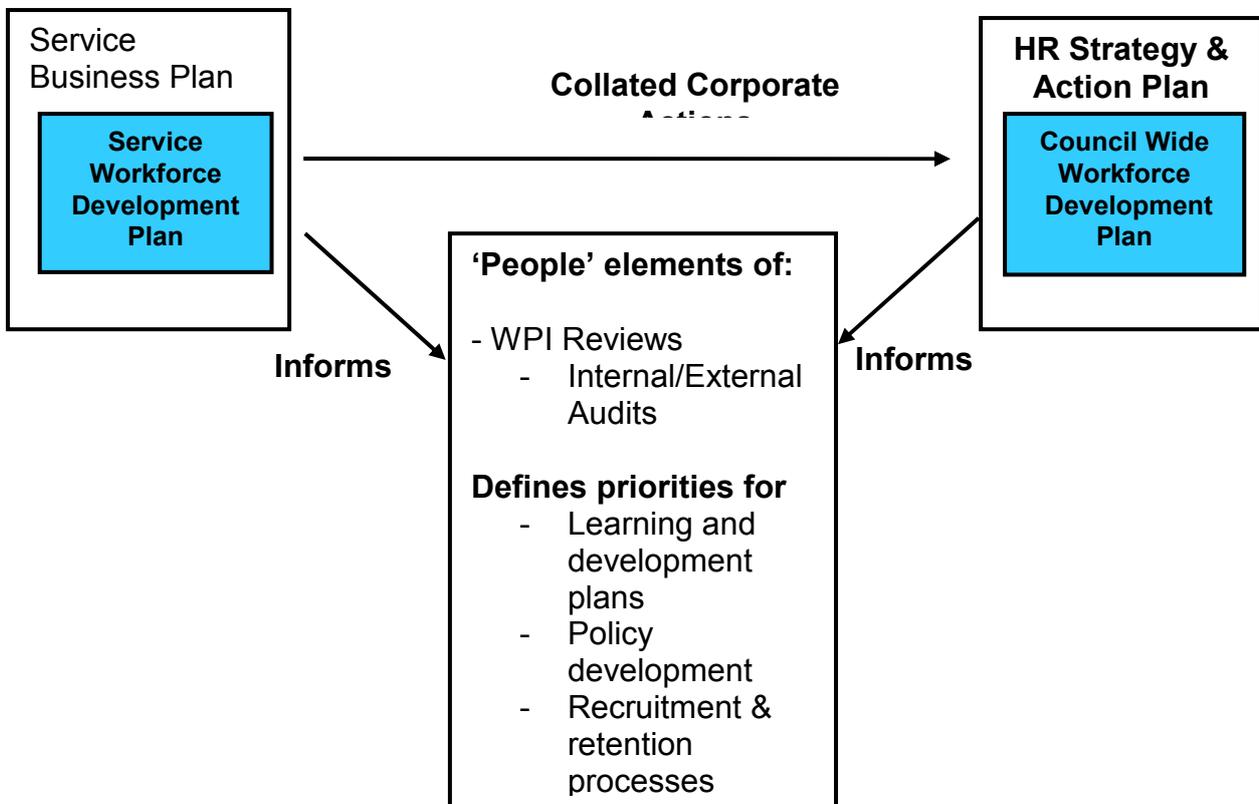
The information used in the review of current position and identification of future requirements will build over time so that an initial plan may be created from existing information and further detail added over time.

Over a three year period the strategy promotes the development of a Workforce Development Plan that spans operational and Strategic requirements and is informed by a wide range of data as illustrated on the following page:



Those identified actions that are internal to the service concerned, and can be delivered within the Council's existing policy framework will build to form a Service Level Workforce Development Plan within the Service Level Business Plan. Those actions that require strategic level intervention, or are identified consistently across service areas, will build to form a Council Wide Workforce Development Plan within the HR Strategy:

These two plans, Service level and Council Wide level, will together provide the data, development objectives and measurable action plans required to meet the ongoing requirements of the 'people' elements of external audits and reviews and will assist in defining overall priorities for other internal action plans and for the development of policies and processes.



5 CONCLUSION

Workforce Development matters are inextricably linked to the modernisation and improvement of local government services. The Workforce development plan provides great opportunity to structure, focus and achieve enhanced value from the substantial volume of the Councils people development activity.

The approach outlined in this document will provide for the use of management information to focus the development of the Council and it's workforce to meet the future needs of the communities we serve.

WORKFORCE DEVELOPMENT PLANNING - 3 YEAR ACTION PLAN

Year 1 : Gathering Quality Information and Setting the Scene

Month	1	2	3	4	5	6	7	8	9	10	11	12
Present the Workforce Development Strategy and approach document to senior managers and business planners												
Develop comprehensive specification of the information required to inform a comprehensive strategy and plan												
Identify what information is currently available												
Promote the efficiency of information gathering and dissemination of currently available information												
Plan for gathering of information not currently available												
Devise and initial, short term Workforce Development Plan to align with the business planning process.												

NB: action plan will be subject to variation in order to ensure link to business planning cycle

Year 2 : Creating and reviewing service level Workforce Development Plans.

Month	13	14	15	16	17	18	19	20	21	22	23	24
Audit sample of business plans to ensure workforce planning data is used effectively and to identify models of good practice												
Present outcomes and lessons learnt from the audit process to senior managers and business planners												
Bring additional information 'on stream'												
Conduct TNA amongst business planners re additional skills needed. Provide training as needed												
Amend Business Planning Template to include: - Collation of additional information - Long term, as well as short term Workforce Development Plans -Identification of information deficits and plans to meet them												

Year 3 – Creating a Council Wide plan and reviewing processes

Month	25	26	27	28	29	30	31	32	33	34	35	36
Audit sample of business plans to ensure workforce planning data is used effectively and to identify models of good practice												
Collate Council wide issues to produce initial Council Wide Workforce Development Plan												
Review processes and progress and re-plan												