

Subject: Revision of the Pay and Workforce Strategy and Workforce Development Plan

Status: For Publication

Report to: Cabinet

Date: 4th July 2007

Report of: Head of Human Resources

Portfolio Holder: A Well Managed Council

Key Decision: Yes

Forward Plan

1. PURPOSE OF REPORT

1.1 The Council has identified a “Capacity Building Approach” to build capacity and a model of Neighbourhood Management to improve the quality of services to the community by developing a more local, integrated approach to delivery in key service areas. Accordingly it is necessary for the Workforce Development Plan to be able to underpin what the Council seeks to achieve and to help us define what we need in the way of people in terms of jobs, skills, knowledge and behaviours. The purpose of the report is to agree that strategic approach.

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report are linked to and support all of the corporate priorities:

3. RISK ASSESSMENT IMPLICATIONS

3.1 The objective of the pay and workforce strategy and workforce development plan is to enable the transformation of the Council and to achieve real and lasting change. The focus is to define what we need in the way of people in terms of jobs, skills, knowledge and behaviours to develop the organisation, build leadership capacity, and develop the skills and capacity of the workforce.

3.2 A lack of understanding in relation to these issues could threaten the improvement agenda of the Council.

4. BACKGROUND AND OPTIONS

- 4.1 The HR Strategy and the Business Plan recognises the need for the production of a Workforce Development Plan, especially set against the Council's change agenda, the continued public sector challenge of recruitment and retention and in addition there is a clear indication of the requirement for a plan as set out in the current Local Government Pay and Workforce Strategy.
- 4.2 The main objective of the Pay and Workforce Strategy is to ensure that *"Local Government in England has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services."*
- 4.3 The production of a Workforce Plan helps define what the organisation needs in the way of people – in terms of jobs, skills, knowledge and behaviours – to enable the achievement of organisational objectives and to align business strategy with people strategy.
- 4.4 The Plan covers all areas of the current and future workforce profile. It covers future service scenarios such as delivery trends, new objectives, anticipated problems and structural changes together with future partnership possibilities. The Council is changing in terms of service delivery and is engaging positively with a new commissioning role in many areas. As such this Workforce Plan has been developed during a transitional phase for the Council. And the data referred to is as at 1.1.2007.
The key priorities which comprise the Pay and Workforce Strategy are:
- Developing the organisation
 - Developing leadership Capacity
 - Developing workforce skills and capability
 - Resourcing local government
 - Pay and Rewards.
- 4.5 The Plan indicates that at the 1st January 2007, the Council employed 231 employees including casuals across nine services.
- 4.6 The gender profile is virtually equally split, with the majority of the workforce male at 59.7%. However, BVPI 11a women in senior management does reflect top quartile performance at 60.24%.
- 4.7 The workforce is predominantly white, with a BME workforce of 2.7%
- 4.8 There are currently 4.3% of employees with a declared disability
- 4.9 The age profile of the workforce has changed, with a more even distribution.
4.46% below 24 years
57.14% below 50 years
36.79% below 65 years
1.30% over 65 years
- 4.10 A qualification survey has identified that 31.4% of employees hold a Degree/NVQ Level 4/HNC/HND. Full information in relation to the employee profile are contained in the Plan
- 4.11 Five "Action Area" have been addressed as follows:
Developing the organisation – Planning the changing face of Rossendale
Developing Rossendale's Leaders
Learn and Develop at Rossendale
Resourcing Rossendale – A productivity and Performance Culture
Delivering a Pay and Reward Strategy

5. COMMENTS OF THE HEAD OF FINANCIAL SERVICES

- 5.1 The Workforce Plan and Pay & Workforce Strategy is resourced through the HR budget.

6. COMMENTS OF THE HEAD OF LEGAL AND DEMOCRATIC SERVICES

- 6.1 There are no direct legal implications.

7. COMMENTS OF THE HEAD OF HUMAN RESOURCES

- 7.1 The mechanism for delivery of the Workforce Plan and Pay & Workforce Strategy is through the HR Business Plan. The Plan will enable a better planned approach to be taken in terms of people, skills and numbers.

8. CONCLUSION

- 8.1 As indicated in the Progress Assessment Report, the Council is progressing well, and the production of the Workforce Development Plan can further assist this process by ensuring that the organisation responds effectively to change by building capacity and capability within the workforce.

9. RECOMMENDATION(S)

- 9.1 That members agree the contents of Workforce Plan & Pay and Workforce Strategy.
- 9.2 That Members agree to delegate any further amendments to the Workforce Plan and Pay and Workforce Strategy to the Head of Human Resources in consultation with the Chief Executive and Portfolio Holder.

10. CONSULTATION CARRIED OUT

- 10.1 Management Team
10.2 Members who attend HR training session

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Background Papers

Audit Commission – Progress Assessment Report
ODPM – Efficiency Statement
ODPM – Corporate Health BVPI's
Employers Organisation – Guide to Workforce Planning in Local Authorities
SOCPO – How to build capacity
ODPM – The Local Government Pay and Workforce Strategy 2005
IdEA – Pay and Workforce Strategy – New Guidance
NWLAE0 – Transforming Your Authority Creating Real and Lasting Change