

SOUTH STAFFORDSHIRE COUNCIL

WORKFORCE DEVELOPMENT PLAN

2005 – 2010

June 2005

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1.0 INTRODUCTION

Background

- 1.1 The Workforce Development Plan for South Staffordshire Council has been compiled in line with the Pay and Workforce Strategy (PWS), developed by the Office of the Deputy Prime Minister (ODPM) and the Employers Organisation for Local Government.
- 1.2 The ODPM, through the PWS, has determined that all local authorities should have a workforce development plan in place by March, 2005.
- 1.3 Central Government, in its White Paper, 21st Century Skills “Realising Our Potential”, identified five priority areas that are critical to the improvement of local authorities and improving the delivery of customer focussed public services. The five priorities are:-
 - Developing Leadership Capacity
 - Developing the skills and capacity of the workforce
 - Developing the organisation
 - Resourcing local government
 - Pay and Rewards

Purpose

- 1.4 This document has been produced with the aim of providing a workforce statement that profiles the current workforce and, taking account of the Council’s aims and objectives, analyses the workforce with a view to ensuring that it has the right skills and competencies needed to deliver new and improved services.
- 1.5 Workforce Planning is about trying to predict the future demand for different types of staff and seeking to match this with supply. Workforce Planning, therefore, aims to ensure that the Council has the right number of people in the right places with the right skills to deliver improved or new services. It is intended to provide a more efficient workforce that has improved productivity and greater customer focus to frontline services.
- 1.6 The Council already has a Service Planning process which is currently being reviewed. The Human Resource (HR) Strategy is in place and this Workforce Development Plan has been produced as part of the wider perspective to supplement those issues around staffing resources. It reflects the Council’s corporate priorities and objectives and underpins the existing performance plans, particularly its Performance Management Framework, its Improvement Plan, the Corporate Strategy, etc, that identify key performance targets.

2.0 WORKFORCE PROFILE

Commitment

- 2.1 South Staffordshire Council is committed to having a diverse workforce that reflects the community it serves. We monitor and evaluate our performance using Best Value and Local Performance Indicators as well as internal service standards. Corporate Best Value Performance Indicators (BVPI's) covering workforce diversity, sickness absence and retirement issues are required by the Audit Commission. South Staffordshire Council's performance has been compared with the family group and other Staffordshire District Councils and has been included at Appendix '1'.

Organisation Structure

- 2.2 Employees work in one of 15 service units or within the Management Team which is comprised of Chief Executive, Deputy Chief Executive and five Portfolio Managers.. An Organisation Chart of the Management Structure is attached as Appendix '2'. The Council is styled on an Executive Cabinet comprising of a Leader and five Deputy Leaders, each with the responsibility of a portfolio.

Workforce

- 2.3 Appendix '3' provides a series of tabulated summaries of the workforce at 1st December, 2004, giving breakdowns of employees by service unit in terms of:-
- Number (Headcount of full time and part time)
 - Age Groups (including average age)
 - Length of Service
 - Grade
 - Gender
 - Ethnic Group
 - Disability
- 2.4 The number of people employed remains reasonably constant although there will be fluctuations, mainly dependent upon retention issues, current vacancies, posts filled, seasonal variances, etc. However, because different organisations use different classifications of whether a person is employed permanently, temporarily or as a casual worker, the overall numbers may appear to vary. The figures used throughout this document are taken as the number of permanent employees at 1st December, 2004.

What the Statistics Demonstrate

2.5 In summarising the workforce profile the following bullet points briefly outline the picture:-

- The percentages of male to female employees are 40.2% and 59.8% respectively. There is a majority of female employees in most service units although in Engineering and Development and Building Control Services the majority are males whilst the numbers are similar in Environmental Health. With 14.28% of the top 5% of earners being female the Council is in the third quartile for this BVPI.
- In terms of age profile, the greatest percentage of employees, at 26%, fall within the 45-54 years age group. If staff at leisure centres are excluded from the profile this rises to 29.5% of the remaining workforce.
- With regard to the proportion of the workforce under 25 years it stands at a relatively healthy 19% and, although this reduces to 11.5% if leisure centre staff are excluded, it reflects well on the Council's long term commitment to employing young people through the Young Employee Scheme.
- The percentage of the workforce from black and minority ethnic (BME) groups is 1.96%, an almost identical figure to that of BME groups within the community. Audit Commission figures state that of the economically active population those from the BME community amounts to 1.89% of the total. However, none of the top 5% of earners are from the BME workforce.
- The percentage of the workforce declaring they have a disability is 2.23% compared to 12.65% that regard themselves as disabled who are economically active within the District. Whilst this is a significant difference the number of employees stating they have a disability has almost doubled over the past two years. Also the definition used to obtain this figure, taken from the 2001 Census, is much looser than that required by employees and employers.
- The average number of working days lost due to sickness during the year to the end of March 2004 was 6.96 full time equivalent days per full time equivalent employee which places us with the best performing councils for this indicator.
- Turnover for the year 2003/04 has been measured in two ways so as to reflect the true situation. Leavers from the Council amounted to 10.4% of the workforce, up from 10.0% the previous year. The second measure of turnover takes account of employees successfully gaining other employment with the Council. This turnover amounts to 15.7%, the same as the previous year and demonstrates the success of developing our workforce to a point where they are able to

successfully compete with external applicants. 40% of appointments were recruited internally.

- Leavers from the organisation are asked to attend Exit Interviews. These interviews are intended for the employee to have an opportunity to provide feedback on the Council, how they view the employment relationship and the main reason for leaving. Over the last three years the two main reasons have been for salary or career progression with a minimum 60% of leavers giving one or both of these.
- Recruitment and retention has proven difficult in certain areas although with a few exceptions it has been possible to appoint in most cases. Two areas of recent concern were Building Control and Surveying (Commercial Development). Other areas where there is a tightening in the recruitment market are planning and environmental health. This is a reflection of the problems facing local authorities throughout the country.
- No employees retired early during 2003/04 which places us in the top quartile performance for this Best Value Performance Indicator (BVPI). Only one employee (0.27%) had to take ill health retirement with the result that for this BVPI we are in the median quartile.

Resident Population

2.6 The resident population of South Staffordshire, as measured in the 2001 Census, was 105,896, of which 49% were male and 51% female.

2.7 The age profile of South Staffordshire is broadly in line with the national average and is as follows, by percentage:-

	<u>South Staffordshire</u>	<u>England and Wales</u>
Under 16 years	19.2	20.2
16-19 years	4.8	4.9
20-29 years	9.4	12.6
30-59 years	44.7	41.5
60-74 years	15.0	13.3
75 years and over	6.8	7.6
Average age	40.2	38.6

The District has an aging population where house prices are above average. Both of these factors have an impact on our ability to recruit.

2.8 With regard to economic activity the following table shows the position for South Staffordshire compared to England and Wales by percentage breakdown.

Resident Population (aged 16-74 years)

	<u>South Staffordshire</u>	<u>England and Wales</u>
Employed	67.8	60.6
Unemployed	1.7	3.4
Economically active full time students	2.6	2.6
Retired	13.0	13.6
Economically active students	3.4	4.7
Looking after home/family	6.6	6.5
Permanently sick or disabled	2.8	5.5
Economically inactive	2.1	3.1

2.9 Within South Staffordshire 27% of those unemployed were age 50 years or over.

3.0 STAFF ATTITUDES

Employee Survey

3.1 An Employee Survey was undertaken in November 2003 as part of the Best Value Review of Equal Opportunities in Service Delivery. Whilst it was primarily aimed at equalities and diversity matters it did contain questions relevant for including in the workforce development plan covering both general and training and development satisfaction levels. There was a response rate of 33.5%.

3.2 Under the general heading of “Working for the Council” the following levels of satisfaction were found:-

- 63% of employees were either fairly or very satisfied with their job and 32% thought the Council to be an above average place to work in comparison with other organisations.
- 86% understood the aims of the Council at least reasonably well with 94% stating they understood the aims of their service unit to the same level.
- 88% agreed that their work contributes to aims of the service unit with 73% stating their work contributed to the wider aims of the Council.
- 78% consider that their job is clearly defined and 62% state they are motivated.

- 56% have an effective working relationship with their manager and 41% feel valued in the work they do. Only 18%, however, consider that the Council values its employees as its most important asset.
- Only 13% stated they do not feel stressed at work with 37% stating they feel that pressure at work is affecting them in their personal life. Only 25% agree that they get support to cope with high pressure situations.

3.3 In regard to training and development a number of questions were asked. The responses were as follows:-

- 56% stated they had had an Employee Development and Appraisal meeting within the previous 12 months. Of these 85% agreed that the meeting involved a discussion of their development needs.
- 54% agreed that actions agreed are generally carried out within the agreed time frame and 68% stated they were satisfied with the encouragement and support they get during the meeting.
- 46% were satisfied with the overall amount of training offered by the Council with 35% stating they were encouraged to develop work based skills.
- 44% thought there were opportunities within the Council for personal development.

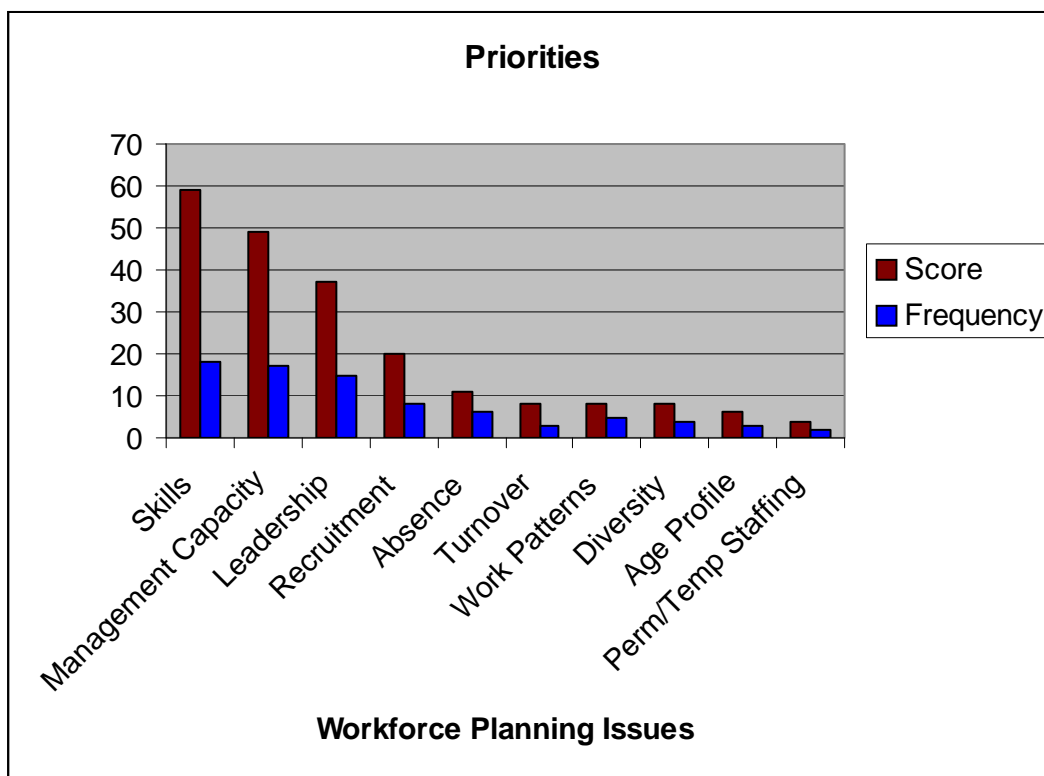
4.0 WORKFORCE PLANNING

Priorities

4.1 The Local Government Employers Organisation agreed to undertake an assessment of the Councils workforce development needs, assessing the capability of staff and summarising priorities. The process they adopted was to interview all senior managers, some 21 in total, identify what they believed to be the priority areas and make recommendations for inclusion in the workforce development plan. Extracts from their proposals are included below and a full copy can be provided.

4.2 Interviewees were invited to discuss the following ten issues in relation to which areas were a priority, what action was being taken and what action needs to take place. Interviewees were asked to allocate a total of 10 points across the 10 issues to give a weighted priority rating. The frequency rate is the number of times the particular issue was allocated a score.

This approach enables the Council to gauge how important an issue is viewed by its' managers, relative to other priorities. Skills, Management Capacity and Leadership challenges were clearly the three most important people management impacting on the service's ability to respond to current and future service developments



Recommendations for workforce plan

4.3 The workforce development plan sets out a range of aspirations under the heading “Where do we need to be?” In order to achieve them the Council should consider the following recommendations that arise out of the workforce development planning interviews conducted with senior managers across the organisation.

(a) Leadership

- (i) There is a timely opportunity to embark upon joint training of members and new senior portfolio managers/top tier of officers to cement good working relationships, shared longer term vision and aspirations for the council. In particular, leadership skills to deliver effective partnership working are essential to lever additional capacity and benefits from partnership approaches.
- (ii) The organisation needs to agree and define its’ expectations of leaders, managers and employees in general. An agreed competency framework for management will support the management development activity and ensure consistency of managerial standards across the Council.

- (iii) The Council should address the need to plan for succession and build capacity with an approach that identifies:
 - job ready successors,
 - those who could progress with appropriate focussed development activity,
 - those with high potential for long term development.

- (iv) This approach is particularly necessary given the lean structure that results in large gaps between Head of Service/Portfolio Managers and Principal Officers. This approach would also deliver cost efficiencies as expensive (and sometimes unsuccessful) external advertising could be rationalised. It could also be used to redress the perception of an existing glass ceiling and to support the Council's commitment to diversity by ensuring under-represented groups are fully represented in any process. The current arrangements for acting up (described as 'ad hoc') could also be reviewed and integrated into a succession planning/talent management process.

- (v) There is a need to develop skills to lead and champion change management agenda. Managers require the capability to deal positively with constant change; not by passively reacting to circumstances, but being pro-active and responding to potential service scenarios with innovation and creativity.

- (vi) The above point also links to the need to deliver performance management systems and managerial skill sets that will drive continuous service improvement and not passively monitor and report on targets.

- (b) Skills and Capacity
 - (i) Undertaking a more in depth skills audit would benefit the Council as staffing was reported to be remaining largely constant. Therefore, improvements in services and performance are expected to be delivered by the existing workforce. An audit would establish clear framework(s) of skills that will support the aspiration to raise the quality of project management, procurement and risk management. A further aspiration is to increase the skills of staff to raise levels of performance and increase productivity and flexibility. A clearer understanding of skills strengths and needs will support the effective deployment of staffing and development needs analysis. The skills gaps identified by interviewees referred to:-
 - IT as new ways of working and EDM systems are rolled out.
 - Procurement

- Contract negotiation and management client side
 - Performance management
 - Management Development including people management
 - Customer Care
 - Project and programme management
 - Risk Management
 - Partnership working skills
 - Community (public/stakeholder) engagement skills e.g. public speaking, consultation methods
 - Member development
- (ii) There is a sense that the lack of information technology capability in a range of service areas will hinder service improvement. The capacity of the IT service to fully meet and respond to the increased demand for the e-enablement of services and the need for additional skills is questionable.
Member and top tier manager development – see leadership.
- (iii) The skills to become an ‘intelligent client’ are required as procurement and partnership working was reported to be increasing in both volume and complexity.
- (c) Organisational Development
- (i) Whilst turnover is generally low, key personnel are coming up for retirement and some key professional posts were identified as at risk by interviewees. Therefore it is recommended that the issue of knowledge management be addressed in order to ensure that knowledge is captured, shared and transferred. A useful framework is to map the focus of knowledge in terms of three elements – expertise, information and ideas by the dimensions of intervention – people, processes and tools. In practice this means mobilising and deploying knowledge by accessing information which is stored in isolated systems (e.g. people’s heads, service/departmental silo’s and stand alone systems like customer complaints) and sharing it within the wider organisation so that the whole Council benefits.
- (ii) The need to embed a culture of performance is highlighted in the workforce development plan.
- (iii) The Council is committed to addressing diversity and this needs to be integrated into and be seen as a driver of service delivery and improvement rather than, as at present, a workforce profile issue.

- (d) Resourcing
 - (i) Absence rates were generally of low concern but the absence software system could be reviewed to ensure that there is timely prompting of managers when triggers are approached.
 - (ii) Investment in career pathways, possibly diverted from recruitment spend, would meet the Council's aspiration to improve the supply of skilled people in shortage areas. A corporate approach would strengthen current practices that have been driven by acute shortages. The current strong youth trainee scheme could be developed and targeted to address shortage skills areas.
 - (iii) The age profile of the workforce reveals that 26% of the workforce is over 55 years old. 62% of senior grades (J-K, L and above) are held by those aged 45 and over. Services reporting concerns and those with a skewed age profile should be targeted for specific action e.g. identification of trainee/youth placements.
 - (iv) Capacity to build and promote the image of the council as an employer of choice is restricted. It is vital to develop a realistic strategy that is tightly focussed, for example, a limited Yr 11 work experience cohort that is offered a very high quality and positive work placement, possibly linked to shortage skills areas.
- (e) Pay and Rewards
 - (i) The aspiration to achieve fairness in pay and rewards ties into the national agreement that Council's will undertake an equal pay audit. More attention could be given to the non-pay elements of the reward package when advertising and as a means of retaining existing staff. Research consistently shows that being valued and making a difference are key motivators for staff and managers should ensure that performance reviews include a strong element of feedback.

Comparative Matrix

- 4.4 The following matrix identifies the main issues arising from the Employers Organisation recommendations and whether, and how, they have been addressed within the workforce development plan. Most issues have been covered and the remaining items will be included within appropriate action plans.

Issues	Employers Organisation Recommendations	Comment
Leadership	<p>Joint Member and Senior Officer training in leadership and effective partnership working.</p> <p>Management Competency Framework</p> <p>Succession Planning</p> <p>Perceived Class Ceiling</p> <p>Change Management</p> <p>Performance Management</p>	<p>Training identified in March 2005 WDP, seek to undertake jointly.</p> <p>Included in Improvement Plan</p> <p>Identified in March 2005 WBP but need to develop further.</p> <p>Covered by Equalities and Diversity training programme</p> <p>Staffordshire Plus - Capacity Building Partnership</p> <p>Included in Improvement Plan</p>
Skills and Capacity	<p>Skills Audit</p> <p>Project Management Resource Planning Risk Management</p> <p>IT Capacity</p>	<p>Develop within WDP</p> <p>Staffordshire Plus - Capacity Building Partnership programme</p> <p>To be considered as new initiatives are proposed</p>
Organisation Development	<p>Knowledge Management</p> <p>Culture of Performance</p> <p>Integrate diversity</p>	<p>Develop within succession planning framework</p> <p>Refer to Improvement Plan</p> <p>Included in Diversity training programme</p>

Issues	Employers Organisation Recommendations	Comment
Resourcing	Career Planning Absence management system Age profile of workforce	Include in Succession Planning framework Under review within BV Review of Human Resources Refer for succession planning
Pay and Rewards	Non-pay elements of reward package	Seek to develop communications strategy

5.0 **ACTION**

Gap Analysis

- 5.1 By taking advantage of the work undertaken by the Employers Organisation a view can be taken of those areas of capacity or skill shortage that have not previously been covered by one or more of Council's existing strategies or plans. It is essential that this independent assessment is fully exploited and that the recommendations are actively pursued.
- 5.2 The comparative matrix referred to above identifies the key issues raised by the E O for specific recommendation. The matrix includes comments on where the matter has been covered within existing strategies or plans and how they may be addressed if not previously identified.

Action Plan

- 5.3 The following to be actioned by the Head of Human Resources:-

<u>Action</u>	<u>Date for Completion</u>
Gain approval of Workforce Development Plan	30 th September 2005
Commit to the West Midlands Member Development Charter	31 st December 2005
Seek joint member and senior officer training activities	31 st March 2006

Report on feasibility of detailed skills audit for inclusion in 2006 WDP	31 st December 2005
Review WDP for 2006	31 st March 2006
Draw up a Succession Planning Framework for report to Council	31 st December 2005
Review compulsory age retirement policy	31 st March 2007
Develop and expand existing Strategies and Plans to include recommendations not covered already	On review various strategies

6.0 WORKFORCE PLAN

6.1 The Workforce Plan is divided into the five priority areas identified in the Pay and Workforce Strategy (ODPM) as critical to the improvement of local authorities and to improving the delivery of customer focussed public services:-

- Developing Leadership Capacity
- Developing the skills and capacity of the workforce
- Developing the organisation
- Resourcing local government
- Pay and Rewards

6.2 The following pages summarise the South Staffordshire Council Workforce Development Plan 2005/10 showing how the Council will build workforce capacity to achieve its strategic aims.

DEVELOPING LEADERSHIP CAPACITY

- Developing effective leadership at Member and Senior Management levels
- Building leadership capacity for the future

Pay and Workforce Strategy	Aim 1. To be a council which celebrates and improves South Staffordshire's distinctive environment	Aim 2. To be a healthy and safe District in which to live, work, and visit	Aim 3. To be a prosperous District with thriving communities	Aim 4. To be a District with encourages and promotes lifelong learning opportunities	Aim 5. To be a well managed Council and Community Leader
<p>Where do we need to be?</p> <ul style="list-style-type: none"> ➤ Effective leadership at Member and senior management levels; ➤ Development of leadership across all levels of the authority; ➤ Leadership which empowers and enables rather than controls; ➤ Managers who are empowered to manage; ➤ Managers who are visible and approachable for employees; ➤ Managers who are decisive; ➤ Professionals who have developed and who demonstrate general management competencies; ➤ Managers who work within the corporate framework whilst having skills to use discretion and exercising flexibility to meet employee's needs; ➤ Managers who anticipate and are responsive to changing needs and expectations and can plan for and put in place adequate resources; ➤ Managers who, by example, are smart at communication – they streamline bureaucracy, hold short focused meetings, use verbal communication wherever possible; ➤ A culture of trust where employees feel safe and supported, in acting on their own judgment. 	<ul style="list-style-type: none"> ➤ Lead on the development of a new Local Development Framework ➤ Effectively lead on recycling and energy efficiency targets 	<ul style="list-style-type: none"> ➤ Work effectively with partners to improve health and safety 	<ul style="list-style-type: none"> ➤ Assist in the creation of 500 jobs by 2008 	<ul style="list-style-type: none"> ➤ Provide training and support to Parishes on legislative changes 	<ul style="list-style-type: none"> ➤ Review strategic management and structures ➤ Develop the role of officer and member champions to raise profile of commitments and priorities ➤ Improve members' knowledge of general policies and communication between HofS and Portfolio holders ➤ WM Member Development Charter ➤ Member Development ➤ Management Development

Underpinning Aim:

The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE

- Raising the quality of management in key areas such as project management, change management, procurement, risk management and partnership working
- Achieving significant increase in the skills of front line staff to raise levels of performance and increases in productivity and flexibility

Pay and Workforce Strategy	Aim 1. To be a council which celebrates and improves South Staffordshire's distinctive environment	Aim 2. To be a healthy and safe District in which to live, work, and visit	Aim 3. To be a prosperous District with thriving communities	Aim 4. To be a District with encourages and promotes lifelong learning opportunities	Aim 5. To be a well managed Council and Community Leader
<p>Where do we need to be?</p> <ul style="list-style-type: none"> ➤ Professionals with the skills to consult and analyse needs of customers; ➤ Professionals who are multi-skilled and can embrace and demonstrate general management competencies; ➤ A culture where specialists share their knowledge and learning across boundaries; ➤ Specialist services which advise and enable; ➤ UNISON learning representatives working with managers to identify needs; ➤ High level of IT literacy across the workforce; ➤ A trained and developed technician/administrative base with clear career development paths; ➤ A workforce supported through change and uncertainty; ➤ Employees who are flexible about their job tasks, because adaptability is seen as an opportunity not an imposition; ➤ Employees skilled in procurement and contract management; ➤ Employees skilled and competent in partnership skills; ➤ Appraisal of all staff and identification of training and development needs according to corporate aims and objectives and individual needs; ➤ Enhancement of the corporate and Post Entry Training schemes so training and development expenditure is seen as a valuable and necessary investment. 	<ul style="list-style-type: none"> ➤ Implement Eco Management Audit system 	<ul style="list-style-type: none"> ➤ <i>Target – increase visits by 15% to leisure centres by 2008</i> ➤ All employees (and elected members) to be trained in equality of opportunity, diversity and cultural awareness 	<ul style="list-style-type: none"> ➤ <i>Target – secure 600 affordable homes by 2011</i> ➤ <i>Assist in the creation of 500 jobs by 2008</i> 	<ul style="list-style-type: none"> ➤ <i>Target – develop SUSSED holiday programme, increase annual visits to 10,000</i> 	<ul style="list-style-type: none"> ➤ Train staff in online payments ➤ Integrate CRM system ➤ Committed to Customer Care NVQ for all Solutions staff ➤ Standardise service planning and strengthen links to corporate priorities ➤ Embed use of service performance management software and reporting tools ➤ Develop performance management framework ➤ Focus on budget management for HofS and training for non financial managers ➤ Risk management workshops ➤ Develop management competency model ➤ Introduce secondment opportunities ➤ Individual development plans all workforce ➤ Develop managers awareness of flexible working benefits ➤ Capacity building Fund – Staffordshire Plus (leadership, change management, project management and resource planning).

Underpinning Aim:

The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

DEVELOPING THE ORGANISATION

- Identifying successful approaches to managing productivity and performance
- Creating a high performance people management culture using quality people management as the foundation for improvement
- Developing a successful partnership approach to employee relations

Pay and Workforce Strategy	Aim 1. To be a council which celebrates and improves South Staffordshire's distinctive environment	Aim 2. To be a healthy and safe District in which to live, work, and visit	Aim 3. To be a prosperous District with thriving communities	Aim 4. To be a District with encourages and promotes lifelong learning opportunities	Aim 5. To be a well managed Council and Community Leader
<p>Where do we need to be?</p> <ul style="list-style-type: none"> ➤ A performance oriented culture, with a focus on outcomes rather than processes and clarity over expectations; ➤ A culture where the expectation is that everyone has to perform, good performance is recognised and rewarded and poor performance is addressed; ➤ A culture where employees at all levels are empowered to contribute according to their skills and expertise; ➤ A culture where performance indicators are used to drive improvement; ➤ Managers encouraging use of face to face communication to resolve issues speedily; ➤ Effective team and cascade briefings, with two way communication; ➤ Recognition of time management and the need for meetings to be shorter and more focused; ➤ Sound and robust base of policies and procedures, terms and conditions; ➤ Communication of change as a long term process of improvement; ➤ Checking the impact of any change both internally and externally in terms of service users and the community. 			<ul style="list-style-type: none"> ➤ Develop performance management framework for LSP ➤ Implement Level 1 of Generic Equality Standard by August 2005 and work toward level 2 August 07 ➤ Develop revised Race Equality Scheme 		<ul style="list-style-type: none"> ➤ Implement CMS system and online payment system ➤ Implement e services delivery management systems ➤ Integrate CRM system ➤ Meet e-govt targets ➤ Improve scrutiny function ➤ Develop Customer Charter with clear service standards ➤ Improve best value procedure ➤ Improve services through performance management ➤ Corporate procurement strategy ➤ Implement improvement plan within HR strategy – workforce development plan ➤ All services to attain IIP standard ➤ Introduce staff excellence awards ➤ Improve organisation learning and develop beacon status under appropriate theme ➤ Mainstream equalities into Council's core values ➤ Improve two-way communication between HofS and staff.

Underpinning Aim:

The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

RESOURCING LOCAL GOVERNMENT

- Ensuring strategies for recruiting and management a diverse workforce are in place
- Increasing involvement of under represented groups at all levels
- Developing better workforce planning, addressing recruitment and retention issues
- Improving the supply skilled people in shortage areas

Pay and Workforce Strategy	Aim 1. To be a council which celebrates and improves South Staffordshire's distinctive environment	Aim 2. To be a healthy and safe District in which to live, work, and visit	Aim 3. To be a prosperous District with thriving communities	Aim 4. To be a District with encourages and promotes lifelong learning opportunities	Aim 5. To be a well managed Council and Community Leader
<p>Where do we need to be?</p> <ul style="list-style-type: none"> ➤ A technical/admin based career progression programme; ➤ Partnerships with educational establishments to establish courses linked to professional qualification status and employment of undergraduates on work placements; ➤ Partnership with adult recruitment agencies to tap into new sources of recruitment, especially young persons, ethnic minorities, retirees, those with care responsibilities; ➤ Council as an attractive employer focusing on benefits which set it apart from others; ➤ Clear trainee pathways for school leavers, graduates and older persons, particularly in areas of skill shortage; ➤ Partnerships with other local authorities to pool recruitment and retention resources; ➤ 'Growing our own' seen as an investment across local authorities; ➤ Promotion of key careers in the community to enhance image and prospects; ➤ Resources which follow priorities and not the other way round; ➤ A culture which places health and well being of employees as a key objective; ➤ Managers and service areas setting the example of positive action in promoting diversity; ➤ A diverse workforce which reflects the community; ➤ Equality of opportunity not seen in conflict with succession planning, which is about building expertise in the workforce so they can compete on a level playing field. 	<ul style="list-style-type: none"> ➤ Trainee posts, e.g. planners 	<ul style="list-style-type: none"> ➤ Student Trainee post e.g. EHO's; 	<ul style="list-style-type: none"> ➤ Appoint additional officers to inspect unfit private rented properties ➤ Develop on line recruitment options ➤ Work with community groups to encourage awareness of opportunities in local authority 	<ul style="list-style-type: none"> ➤ Establish partnerships in the community with schools to enable those with special needs to work shadow ➤ Develop current undergraduate placement scheme ➤ Partnership work with universities to sponsor and employ undergraduates ➤ Develop succession planning programmes ➤ Develop Young Employee Scheme to widen its scope 	<ul style="list-style-type: none"> ➤ Recruit new staff to deal with Benefits backlog provide additional capacity through agency staffing ➤ Undertake skills audit ➤ Scrutiny to look at staff retention ➤ Enhance corporate policy team to meet residents raised expectations

Underpinning Aim:

The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

PAY AND REWARDS

- Modernising local pay and reward structures
- Achieving fairness in pay and rewards
- Creating a more flexible workforce able to deliver high quality customer focused services
- Finding ways to attract a bigger number of talented young people

Pay and Workforce Strategy	Aim 1. To be a council which celebrates and improves South Staffordshire's distinctive environment	Aim 2. To be a healthy and safe District in which to live, work, and visit	Aim 3. To be a prosperous District with thriving communities	Aim 4. To be a District with encourages and promotes lifelong learning opportunities	Aim 5. To be a well managed Council and Community Leader
<p>Where do we need to be?</p> <ul style="list-style-type: none"> ➤ Grading Review Scheme which is sound, robust and applied consistently; ➤ Flexibility within the Scheme to reward acquisition of skills and performance through clear progression steps; ➤ Reward for good performance which incorporates opportunities for progression and broadening of experience; ➤ Recruitment and retention tools which are applied consistently across identified groups, both existing and new recruits, transparent to all; ➤ UNISON and management identifying together opportunities and constraints for higher productivity; ➤ Recognition that, as local authorities we cannot 'buy our way out' of recruitment and retention problems, given external competition for resources and that retention of employees is crucial; ➤ Promotion of an overall package which is attractive and which includes both financial and non financial benefits. 					<ul style="list-style-type: none"> ➤ Review and consistently apply salary and grading review guidelines ➤ Consider use of market supplements where appropriate ➤ Provide greater opportunity for secondments ➤ Examine flexible working options ➤ Consider the introduction of home working ➤ Develop career progression schemes ➤ Ensure recruitment and retention tools are applied consistently across groups of professionals.

Underpinning Aim:

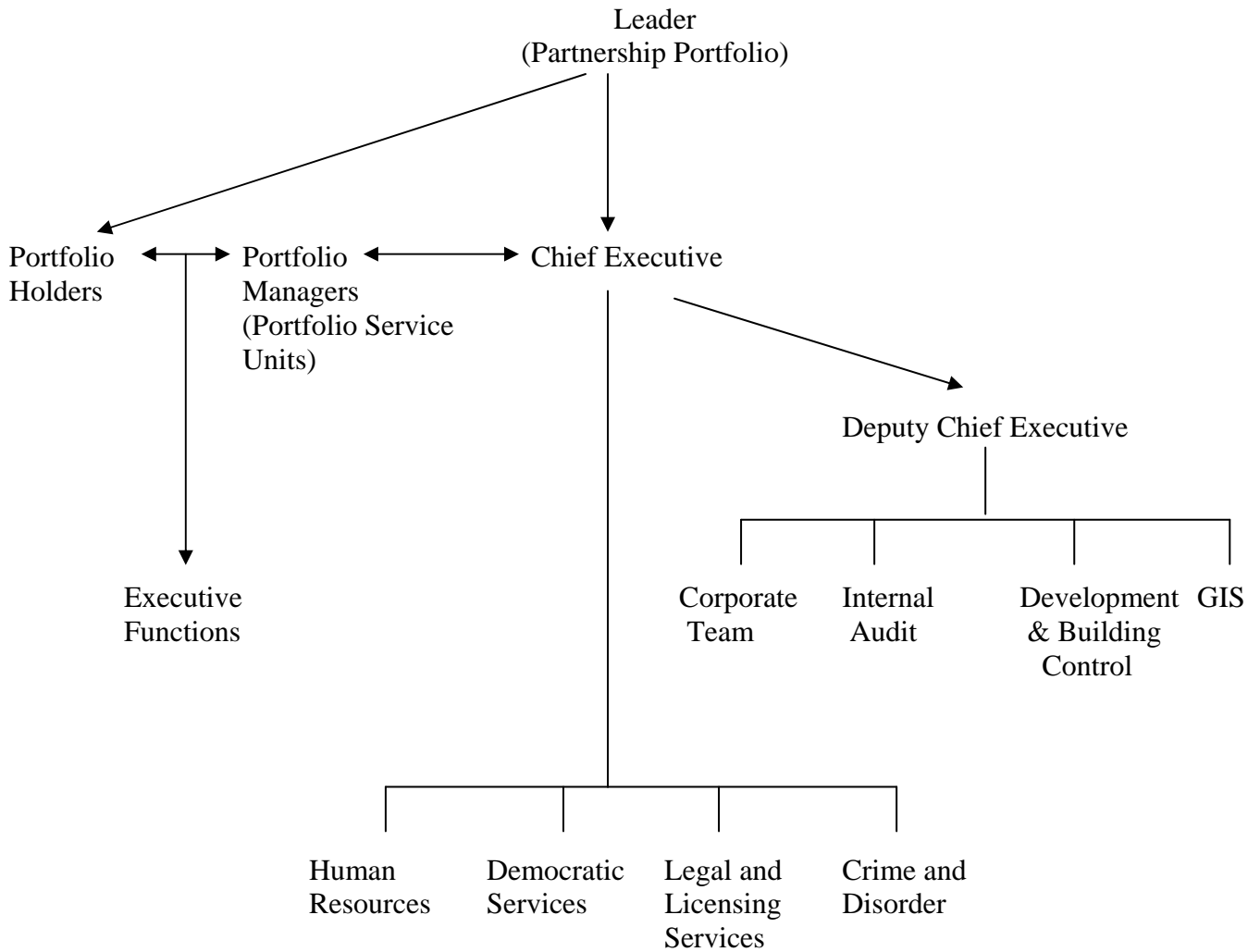
The Council's corporate aims and objectives are underpinned by a well motivated, well trained and effective workforce.

CORPORATE BVPI's 2003/04

Family Group and Other Staffordshire District Councils	BVPI 11a % of top 5% earners that are women	BVPI 11b % of top 5% earners from ethnic minorities	BVPI 12 FTE working days lost to sickness per FTE Employee	BVPI 14 Early retirements as a % of the total workforce	BVPI 15 Ill-health retirements as a % of the total workforce	BVPI 16a % of staff with disabilities compared with % of economically active (18 – 65) disabled people in local authority area	BVPI 16b % of economically active disabled people in local authority area	BVPI 17x % of staff from ethnic minorities compared with % of economically active ethnic minorities	BVPI 17y % of economically active people from ethnic minorities in local authority area
Blaby	37.50	6.25	12.58	0.99	0.33	5.82*	10.90	5.3*	5.7
Broadland	9.00	0.00	8.20	0.42	0.00	4.40	12.31	0.8	1.0
Bromsgrove	21.43	3.57	8.54*	0.54*	0.00	0.36	11.03	1.2	#
Cannock Chase	23.08	0.00	12.43	0.16	1.85	1.36	16.50	0.8	1.2
East Staffordshire	10.72	3.57	10.24	0.47	0.32	3.18	13.29	2.9	5.5
Hinckley & Bosworth	22.00	5.55	14.70	0.00	0.53	4.80*	13.79	1.5	0.7
Lichfield	45.00	4.20	14.00	0.00	0.70	1.10	12.95	1.9	1.8
Maldon	30.00	10.00	9.50	0.00	0.60	3.70	12.00	1.4	1.3
Mid Suffolk	9.10	0.00	6.86	1.80	1.00	4.40	11.10	0.9	0.9
Newcastle-under-Lyme	6.00	0.00	13.25	0.19	0.00	3.52	17.20	0.3	2.1
North East Derbyshire	16.67	2.38	11.26	0.75	0.75	7.77	17.00	1.0	1.0
North Warwickshire	21.90	0.00	14.48	0.00	0.48	4.60	7.00	1.7	0.9
Rochford	15.38	0.00	9.82	0.00	0.00*	3.71	11.26	1.0	1.6
Selby	15.00	0.00	9.59	0.00	0.00	2.00	12.60	0.5	0.6
South Derbyshire	12.5	0.00	8.95	0.00	0.35	3.48	13.90	0.3	2.6
South Norfolk	16.67	0.00	8.94*	0.55	0.38	1.64	13.99	0.7	3.5
South Staffordshire	14.28	0.00	6.96	0.00	0.26	1.29	11.66	1.4	2.0
Stafford	36.30	2.00	9.97	1.20	0.00	0.60	6.00	1.6	2.0
Staffs Moorlands	14.30	0.00	9.30	0.00	0.00	2.37	15.47	1.2	0.7
Tamworth	18.18	0.00	14.19	0.00	0.00	2.68	14.56	1.8	1.8
	Family Group Councils								
	Other Staffordshire District Councils								

MANAGEMENT STRUCTURE

APPENDIX 2



Chief Executive

Partnership Portfolio Manager
 Head of Paid Service
 Lead Officer Crime/Disorder
 Lead Officer Council/Executive Support

Deputy Chief Executive

Lead Officer Corporate Policy (inc. GIS)
 Lead Officer Service Review
 Lead Officer Internal Audit
 Lead Officer Member Services
 Lead Officer Regulatory Support (inc. Development and Building Control)

BV Review for Human Resources

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Table 8 Workforce Average Length of Service.

Table 9 Workforce By Age and Length of Service.

Table 1 Workforce By Gender and Work Pattern.

Service Unit	Female		Male		Total	
	F/T	P/T	F/T	P/T	F/T	P/T
Accountancy & Financial	12	5	6	0	18	5
Customer & Electoral	9	8	2	0	11	8
Architectural & Landscape	3	10	9	1	12	11
Benefits	14	12	5	1	19	13
Democratic	6	1	0	0	6	1
Development & Building Control	6	2	12	0	18	2
Engineering	2	1	16	0	18	1
Environmental Health (Commercial)	7	0	8	0	15	0
Environmental Health (General)	4	2	8	2	12	4
Information Technology	2	0	5	1	7	1
Legal and Licensing	2	0	1	0	3	0
Leisure & Tourism	15	51	16	28	31	79
Local Taxation	8	1	4	1	12	2
Human Resources	5	1	5	0	10	1
Strategic Development	10	3	6	1	16	4
Management Team	9	3	6	0	15	3
Total	114	100	109	35	223	135

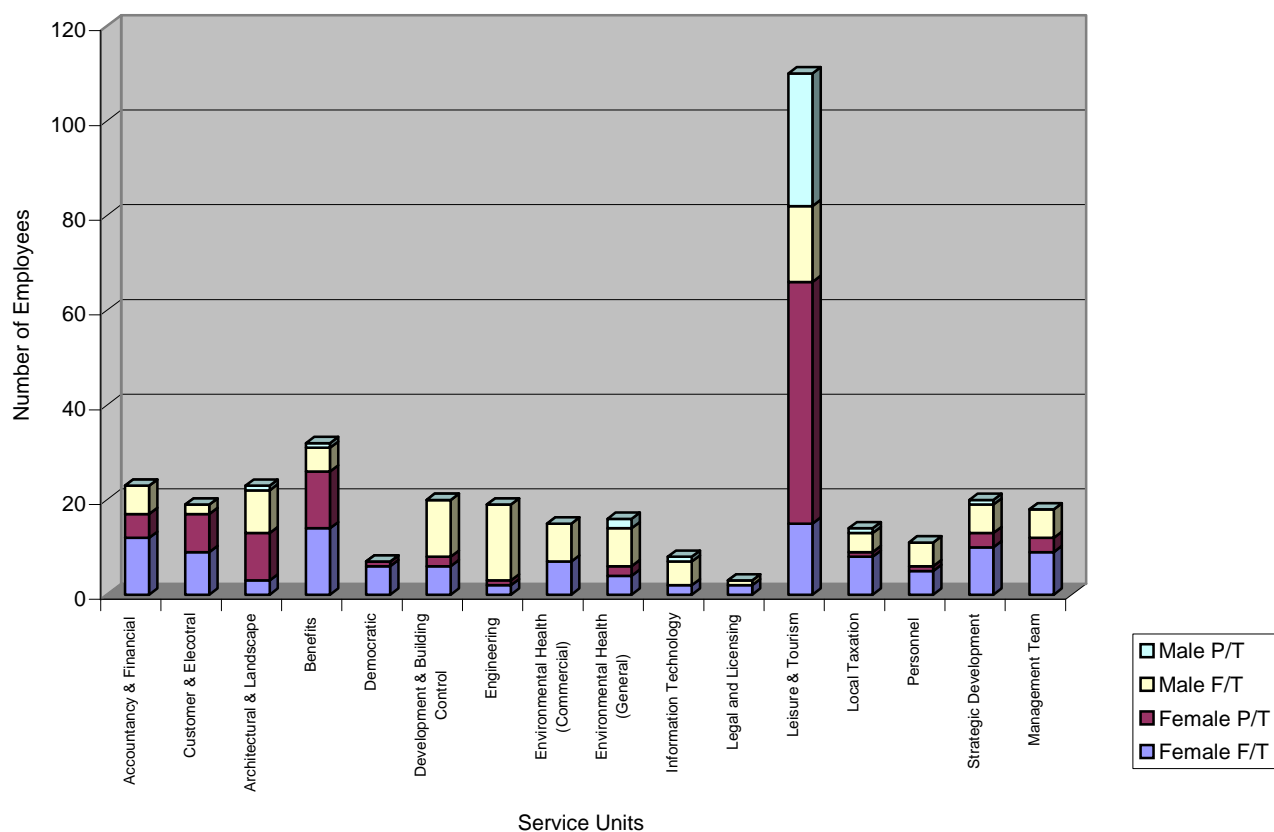


Table 2 Workforce By Age Group.

	24 or Less	25-34	35-44	45-54	55-64	Total
Service Unit						
Accountancy & Financial	3	8	3	3	6	23
Customer & Electoral	1	4	5	5	4	19
Architects & Landscapes	1	1	4	16	1	23
Benefits	3	6	8	9	6	32
Democratic	0	0		4	3	7
Development & Building Control	2	6	4	5	3	20
Engineering	0	2	2	8	7	19
Environmental Health (Commercial)	3	1	4	4	3	15
Environmental Health (General)	1	1	5	4	5	16
Information Technology	2	3	3	0	0	8
Legal and Licensing	0	0	2	0	1	3
Leisure & Tourism	41	17	21	18	13	110
Local Taxation	1	2	7	1	3	14
Human Resources	5	0	2	3	1	11
Strategic Development	3	4	4	8	1	20
Management Team	2	5	3	6	2	18
Total	68	60	77	93	60	358

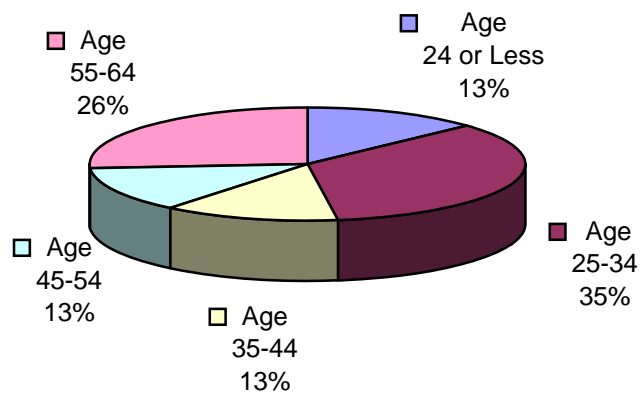


Table 3 Workforce By Grade & Gender.

	A-C		D-G		H-I		J-K		L & Above		
	F	M	F	M	F	M	F	M	F	M	
Service Unit											
Accountancy & Financial	6	2	6	0	3	2	2	1	0	1	23
Customer & Electoral	4	0	13	1	0	0	0	0	0	1	19
Architectural & Landscape	12	1	0	4	0	1	0	4	1	0	23
Benefits	6	0	16	5	3	1	0	0	1	0	32
Democratic	0	0	5	0	1	0	0	0	1	0	7
Development & Building Control	1	1	3	4	3	3	1	3	0	1	20
Engineering	1	8	2	5	0	2	0	0	0	1	19
Environmental Health (Commercial)	1	0	2	4	2	2	2	1	0	1	15
Environmental Health (General)	2	0	2	0	1	4	1	5	0	1	16
Information Technology	0	0	1	4	0	1	0	1	1	0	8
Legal and Licensing	0	0	1	0	0	0	1	0	0	1	3
Leisure & Tourism	41	19	22	21	2	2	1	1	0	1	110
Local Taxation	3	2	4	2	2	0	0	0	0	1	14
Human Resources	2	2	2	1	0	0	2	1	0	1	11
Strategic Development	2	0	5	3	4	1	2	3	0	0	20
Management Team	0	0	8	1	2	3	2	0	0	2	18
Total	81	35	92	55	23	22	14	20	4	12	358

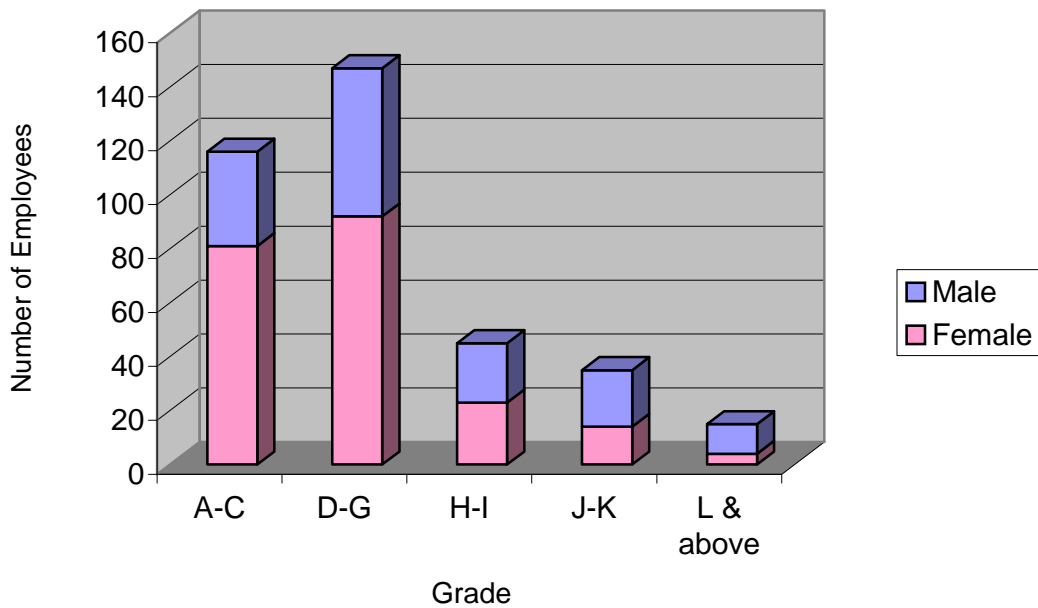


Table 4 Workforce Disability By Grade.

Service Unit	A-C	D-G	H-I	J-K	L & above	Total
Accounts & Finance				1		1
Customer & Electoral	2					2
Architects & Landscapes						0
Benefits		1	1			2
Democratic						0
Development & Building Control						0
Engineers						0
Environmental Health (Commercial)						0
Environmental Health (General)						0
Information Technology						0
Legal and Licensing						0
Leisure & Tourism	1	2				3
Local Tax						0
Human Resources						0
Strategic Development						0
Management Team						0
Total	3	3	1	1		8

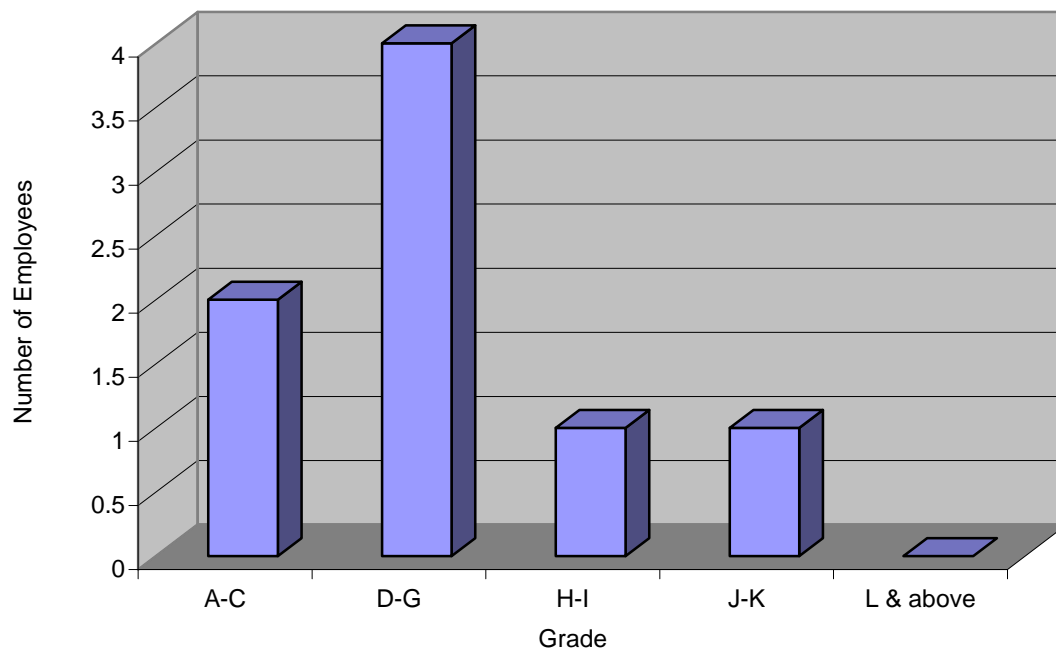


Table 5 Workforce By Grade and Ethnicity (Black and Minority Ethnic Groups)

Service Unit	Grade & Ethnicity					Total
	A-C	D-G	H-I	J-K	L & above	
Accountancy & Financial	0	1	0	0	0	1
Customer & Electoral	0	2	0	0	0	2
Architectural & Landscape	0	0	0	0	0	0
Benefits	0	0	0	0	0	0
Democratic	0	0	0	0	0	0
Development & Building Control	1	0	1	0	0	2
Engineering	0	0	0	0	0	0
Environmental Health (Commercial)	0	0	0	0	0	0
Environmental Health (General)	0	0	0	0	0	0
Information Technology	0	1	0	0	0	1
Legal and Licensing	0	0	0	0	0	0
Leisure & Tourism	0	1	0	0	0	1
Local Taxation	0	0	0	0	0	0
Human Resources	0	0	0	0	0	0
Strategic Development Management Team	0	0	0	0	0	0
Total	1	5	1	0	0	7

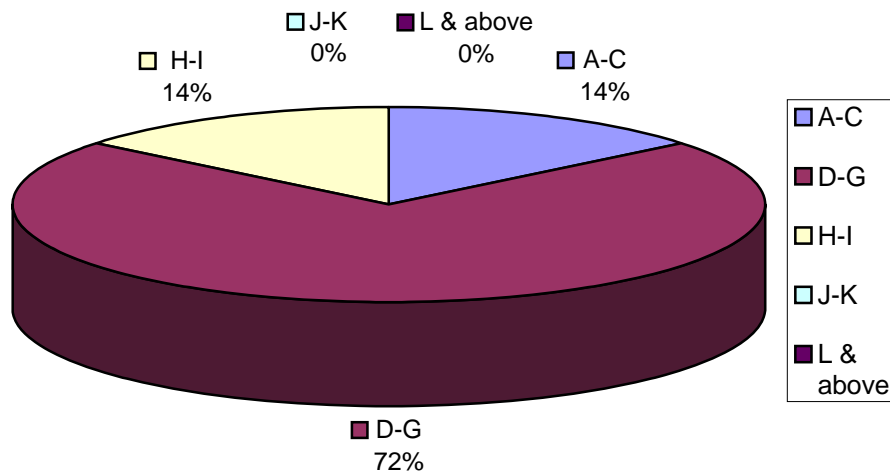


Table 6 Workforce By Age Group and Grade.

Grade	Age					Total
	24 or Less	25 - 34	35 - 44	45-54	55-64	
A-C	39	13	17	24	23	116
D-G	28	30	32	33	24	147
H-I	1	12	14	11	7	45
J-K	0	5	9	16	4	34
L & Above	0	0	5	9	2	16
Total	68	60	77	93	60	358

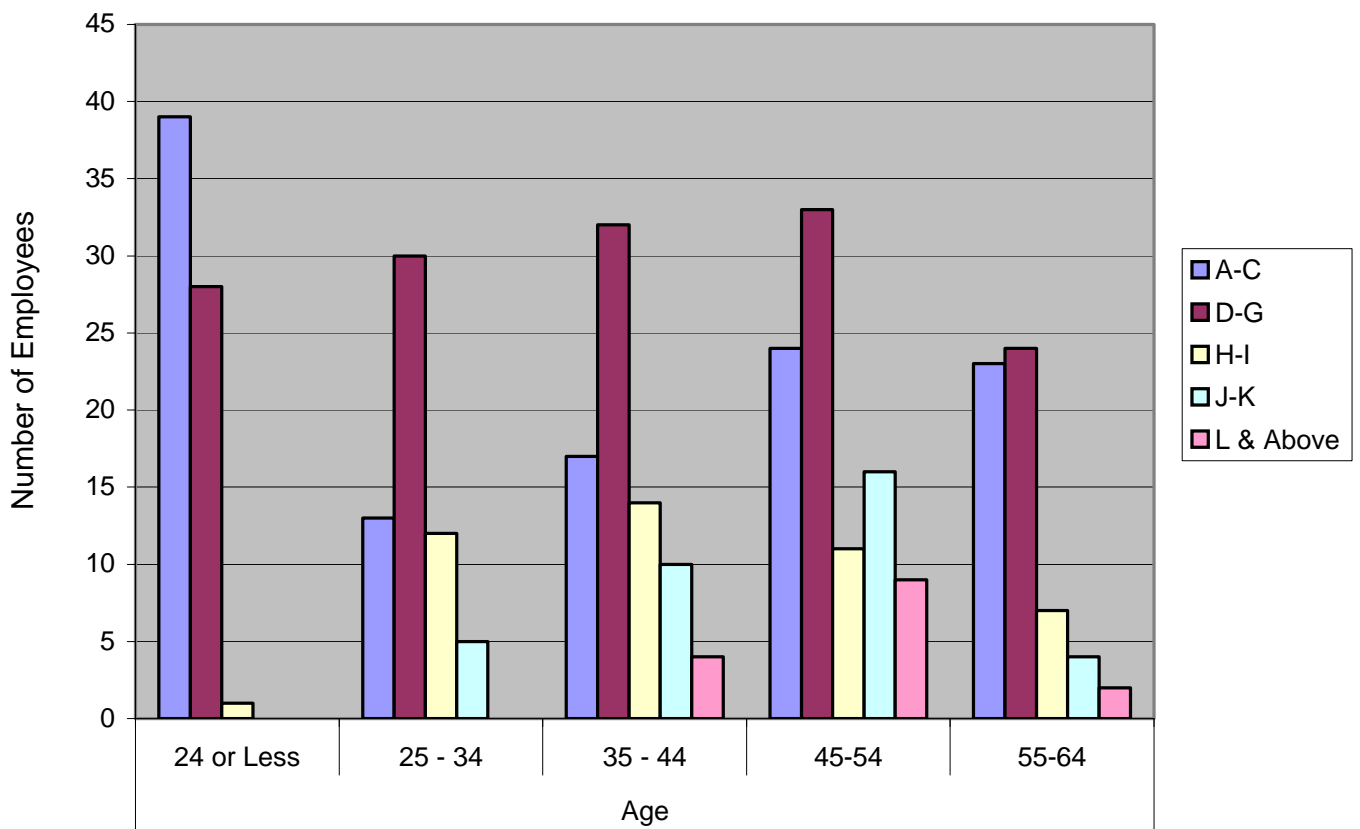


Table 7 Workforce By Average Age.

Service Unit	Female	Male	Workforce
Accountancy & Financial	39.59	40.83	40.21
Customer & Electoral	44.88	34.00	39.44
Architectural & Landscape	47.46	45.70	46.58
Benefits	42.85	38.83	40.84
Democratic	51.00	None	51.00
Development & Building Control	39.63	40.25	39.94
Engineering	54.33	50.38	52.35
Environmental Health (Commercial)	33.14	47.38	40.26
Environmental Health (General)	43.50	48.40	45.95
Information Technology	38.50	28.00	33.25
Legal and Licensing	46.50	36.00	41.25
Leisure & Tourism	35.71	33.48	34.59
Local Taxation	40.67	44.00	42.33
Human Resources	38.33	32.80	35.57
Strategic Development	36.08	49.29	42.68
Management Team	41.67	39.83	40.75
Total	42.11	40.61	41.36

Table 8 Workforce Average Length of Service.

Service Unit	Female	Male	Workforce
Accountancy & Financial	7.77	5.25	6.51
Customer & Electoral	6.53	3.78	5.15
Architectural & Landscape	11.04	10.78	6.08
Benefits	8.24	5.95	7.10
Democratic	18.45	None	18.45
Development & Building Control	2.42	13.70	8.06
Engineering	5.96	11.16	8.56
Environmental Health (Commercial)	6.91	16.85	11.88
Environmental Health (General)	7.01	11.52	9.27
Information Technology	4.08	1.77	2.93
Legal and Licensing	4.65	0.02	2.34
Leisure & Tourism	7.09	6.79	6.94
Local Taxation	18.60	5.92	12.26
Human Resources	2.97	8.55	5.76
Strategic Development	4.20	14.08	9.14
Management Team	4.38	9.83	7.10
Total	7.52	8.40	7.96

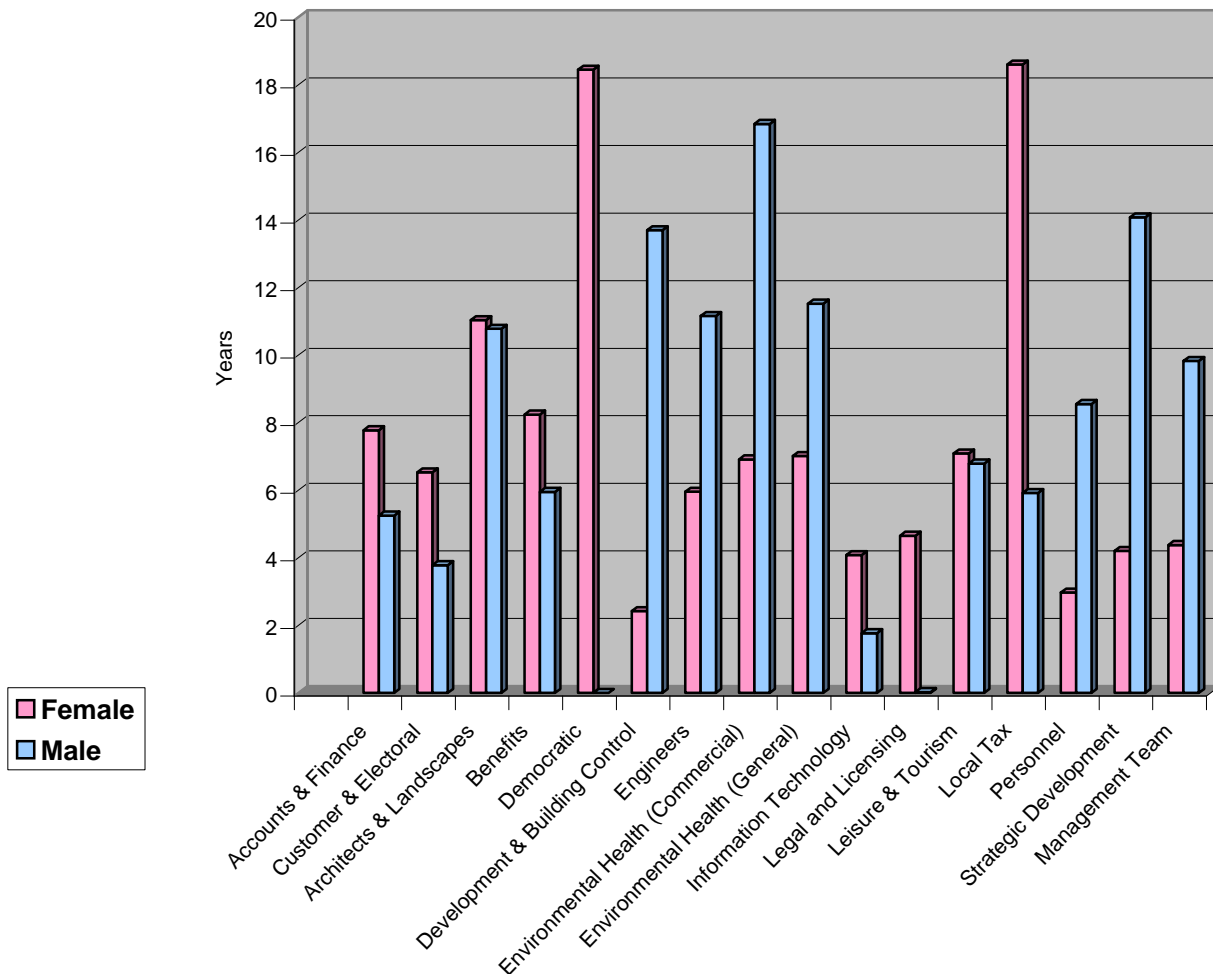


Table 9 Workforce By Age and Length of Service.

Age \ Length of service	Less than 1 year	1 year up to 5 years	5 years up to 10 years	10 years up to 20 years	20 years up to 30 years	30 years up to 40 years	40 yrs or more	Total
24 Or Less	34	23	11	0	0	0	0	68
25 –34	24	13	14	9	0	0	0	60
35 - 44	19	15	15	21	7	0	0	77
45 – 54	11	16	23	29	9	5	0	93
55 - 64	5	4	13	28	5	5	0	60
Total	93	71	76	87	21	10	0	358

