

Agenda item:

Decision maker: Employment Committee
Subject: Workforce Matters Review (People Management Strategy 2010-2013)
Date of decision: 1 March 2012
Report by: Kay White – Head of Human Resources
Wards affected: n/a
Key decision (over £250k): n/a

1. Purpose of report

Workforce Matters, the People Management Strategy 2010 – 2013 (**Appendix A**) was developed by the Head of Human Resources following two workshop sessions with the Strategic Directors Board (SDB) who considered the issues facing the council in the short, medium and long term and how these would impact on employees.

This report seeks to update members on the People Management Strategy in 2011/12 and the impact it has made in assisting services in the delivery of its priorities through employees.

Since this People Management Strategy was published the expected challenges have started to come to the fore as the council has to balance the needs of the community with the requirement to achieve savings of £45m from 2012 to 2015.

Additionally the Transformation Programme has been developed, approved and is being implemented over the next three years.

Appendix B details the progress made against each of the original objectives from 2010 to date.

2. Recommendations:

2.1 The Employment Committee is asked to:

2.1.1 Note the progress made so far as detailed in **Appendix B**.

2.1.2 Support the ongoing People Management Strategy as detailed in **Appendix A**.

2.2.3 Nominate a representative of its Committee to participate in the review of the People Management Strategy at a future SDB workshop.

3. Workforce matters – People Management Strategy update

3.1 Since the People Management Strategy was published the expected challenges have started to come to the fore as the council has to balance the needs of the community with the requirement to achieve savings of £45m from 2012 to 2015.

3.2 It is hoped that the majority of savings will be realised from efficiencies from the Transformation Programme and so avoid service reductions, however irrespective of the source of savings there will be a major impact on staff ranging from reductions in jobs through to working in a different way or with different partners.

3.3 Of all the work streams the Better Performing Workforce is the most aligned to the People Management Strategy. The aims of the Better Performing Workforce transformation programme achieve and enhance many of the aims of Workforce Matters as can be seen from the progress of this programme shown below:

- **Organisational Structure – Management responsibility and layers/spans of control**
 - Traffic and Transportation - reviewing spans of control, merging functions and centralising administration.
 - HIDS - responsibility moved to the Head of Community Safety saving the cost of one Head of Service post.
 - Community Safety - review has seen a reduction in the number of managers in the service and reviewed responsibilities of Estate Service Officers and Community Wardens to ensure a more efficient joined up working
 - Asset Management - centralised their administration service and intend to review staffing levels once centralisation processes are complete
 - Culture – Parks restructure expected to reduce layers.
 - Audit & Performance – Planned restructure will focus on Category Management approach without increasing layers
 - Adult Social Care – Integration of PCC/PCT staff as a result of Continuing Health Care (CHC) which will establish PCC as a lead commissioner for CHC. This will create a single health and social care system which will realise efficiencies over time.

- **Modernising the availability and accessibility of information for managers and staff**
 - e-HR system consultation with managers and first round of procurement exercise nearing completion.

- **Improving staff performance and productivity by improving management and staff skills**
 - LaMP delivery according to programme and 1st quarter full review being undertaken (see **Appendix B** for numbers of managers attending)
 - New PDR scheme to be in place for all staff by April 2012

- **Extending Mobile and Flexible working**
 - Traffic and Transportation are undertaking a feasibility study on mobile working
 - Information Services are investigating new opportunities and solutions to facilitate more flexible working
 - Customer, Community and Democratic Services – restructure will create more flexibility in catering service location and annualised hours being introduced to create more flexibility in covering peaks and troughs in workload.

4. Conclusions

As Workforce Matters the People Management Strategy is about to enter it's final year it needs to be reviewed and refreshed by the Strategic Directors Board and if supported representatives of the Employment Committee are asked to attend a future SDB workshop.

5. Equality Impact Assessment (EIA)

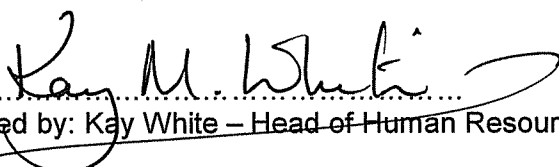
This report has undergone an effective Equality Impact Assessment

6. Head of Legal, Licensing and Registrars comments

The Head of Legal Licencing and Registrars is satisfied there are no immediate legal implications arising from this report.

7. Head of Finance's comments

There are no financial implications arising from the recommendations contained within this report.



Signed by: Kay White – Head of Human Resources

22 February 2012

Background list of documents: Section 100D of the Local Government Act 1972

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report.

NONE

The recommendation(s) set out above were approved / approved as amended / deferred / rejected

By: on

Signed by:.....

Workforce matters

People management strategy 2010-2013

www.portsmouth.gov.uk



Contents

05.07.10
DRAFT 2

Section	Page
Introduction.....	3
Executive Summary.....	4
Context	5
Relationship of council to the people and visitors to Portsmouth	7
Our Workforce.....	8
Our Planning Process	8
Portsmouth Principles.....	10
1 Knowing who we are.....	12
Why are we here?	
Working within the political dimension	
Leading and managing Portsmouth City Council	
Who are we now?	
2 Delivering the future	16
The shape of the Council	
The customer first	
A skilled & flexible workforce	
Diverse communities	
3 Recruiting the right people.....	20
Who is right for Portsmouth?	
Rewarding our staff	
4 Developing existing talent.....	23
Developing a learning organisation	
Developing the basic skills of all staff	
Enabling managers to manage	
Engaging our staff in the wider agenda	
5 Priorities	
Action Plan for 2010-13	28
Appendix 1: Achievements 2005 – 2009.....	30

Introduction

The Workforce Matters People Management Strategy is fully supported by:

- The Leader of the Council
- Employment Committee
- The Chief Executive
- The Strategic Directors
- Staff Joint Committee

Executive Summary

This people management strategy begins in rapidly changing times, starting in an economic downturn with the full impact on the public sector not yet known.

It is, however, building on solid foundations in Portsmouth City Council with the completion of the Local Pay Review, significant experience in managing cultural and structural change and with a skilled, customer focussed, committed workforce, improving performance management and determination to deliver the best we can.

The title "Workforce Matters" reflects

- the council's recognition that its workforce matters - its staff are critical to its success – as well as
- setting out those matters relating to staff which will be actioned over the next three years.

Workforce Matters has 4 key themes:

- Knowing who we are
- Delivering the future
- Recruiting the right people, and
- Developing existing talent

For each theme our current position is described, what we need to achieve in the future is identified and how this will happen is explained. The drive for continuous improvement in how we deliver services reflected in 'what we need to achieve' sections should not be seen to detract from the current achievements already evident across services.

This Strategy will develop as circumstances change and priorities are re-aligned, but Workforce Matters will deliver the key actions to develop the skills and abilities of our staff and help us to prepare for our future delivery of services to the people who live, work and visit Portsmouth.

The priority targets over the next three years are on page 28.

Context

Portsmouth City Council's overall aim is:

"We will make Portsmouth a premier waterfront city, so that now and in the future, it is a place where people want to live, work and play, are safe and healthy, have high aspirations and can fulfil their potential"

with eight corporate priorities:

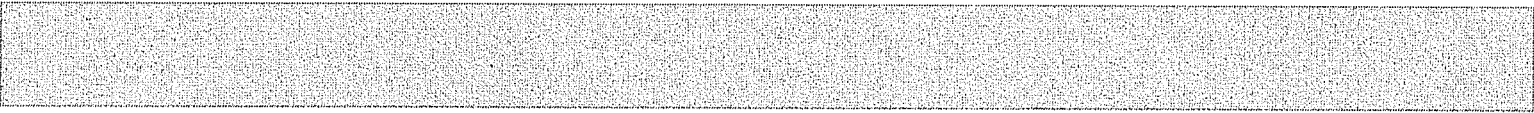
- Reduce crime and the fear of crime
- Increase availability, affordability and quality of housing
- Protect and support our most vulnerable residents
- Improve efficiency and encourage involvement
- Raise standards in English and Maths
- Regenerate the city
- Cleaner and greener city
- Improve public transport

We are an organisation committed to putting our customers and communities first, and we are determined to make sure that all the work we do is focused on improving the city for everyone that spends time here. Our aim is a statement that all services and staff can relate to and drives the daily tasks and motivation of everyone in this organisation.

Corporate Plan 2008 -11

Workforce Matters is the Council's statement of how we will deliver our priorities, and the objectives which come from them, through our employees.

The Council spends the highest proportion of its overall budget on employing people and providing them with the tools to deliver their objectives. The effective management of our employees therefore, is critical. Setting this strategic framework to guide and focus people management activity, in line with our business priorities, enables us to set performance measures to make sure we are delivering what and how we say we will.



Most importantly, this strategy has to be relevant to everyone in the Council and each service is responsible for developing their business plans to support the delivery of its key actions.

Supporting Workforce Matters are a number of other council strategies such as the Equalities & Diversity Strategy, Learning Works Strategy & Workforce Plan. Performance against actions identified to implement this strategy will be reported to the Cabinet, Strategic Directors Board & Employment Committee.

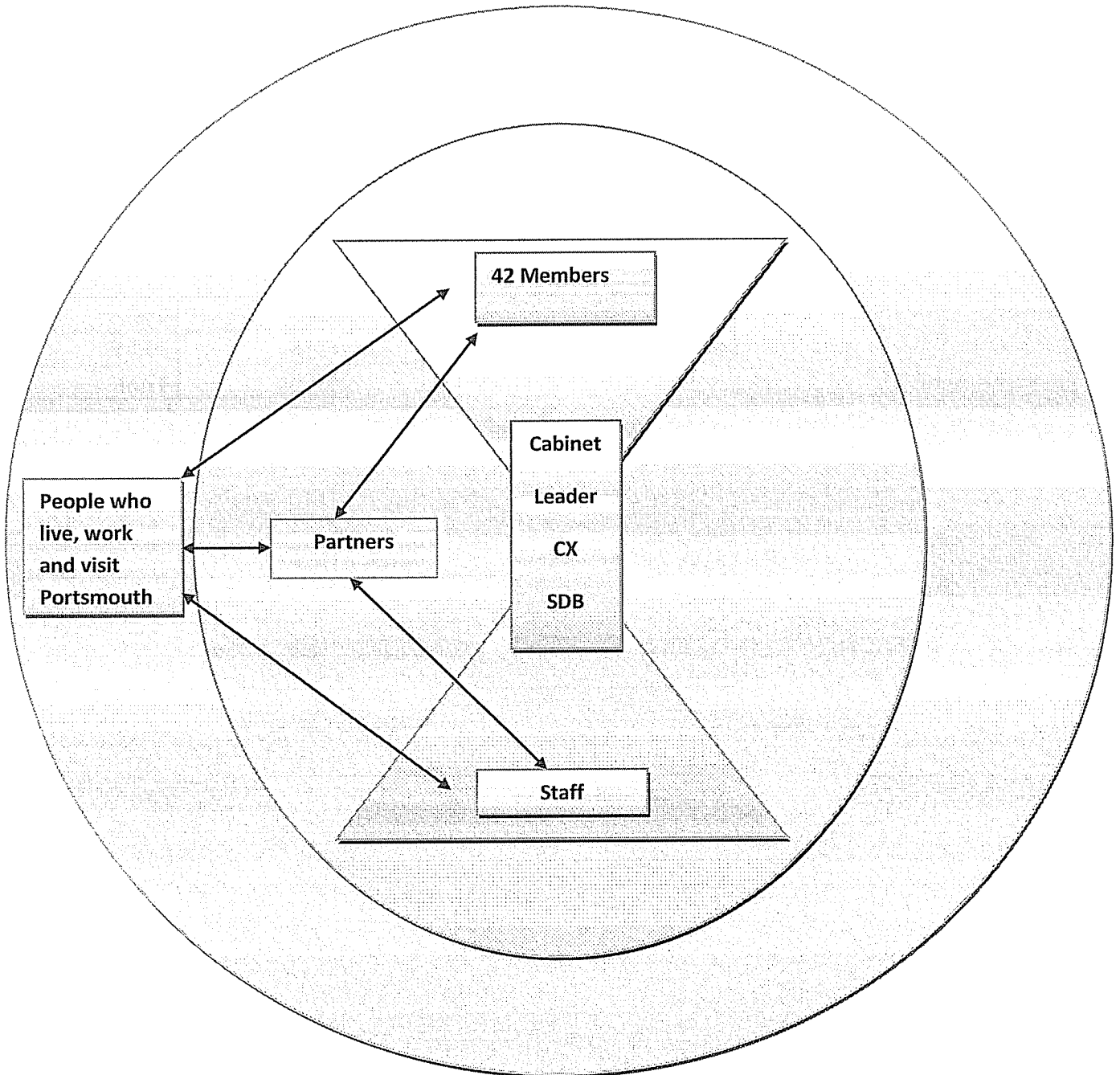
The Trade Unions have been consulted in the development of Workforce Matters and builds upon the established good partnership working with the local representatives.

Some of the achievements in people management activity over the last four years are listed in Appendix 1.

Scope

Workforce Matters applies to all employees of the Council other than those in Schools, and complements the role of our elected councillors. We invite our partners to share its principles and to work together to improve the capacity and development of employees in all our organisations in delivering services to the people of Portsmouth.

Relationship of Portsmouth City Council to the people who live, work and visit Portsmouth



Our Workforce

In order for us to effectively plan the delivery of our services through the changes and challenges ahead we need relevant, accurate and timely data about our existing workforce. The data is provided from the Oracle HR and Payroll system, employee opinion surveys and, from early 2010, skills audits and the Managed Learning Environment (MLE). A key priority is to improve the delivery of this data to services in a regular and consistent format.

As at 31st January 2010 our workforce profile is as follows:

Full-time employees*		
Male	1108	23.56%
Female	1454	30.9%

Part-time employees		
Male	424	9%
Female	1718	36.5%
	TOTAL	4704

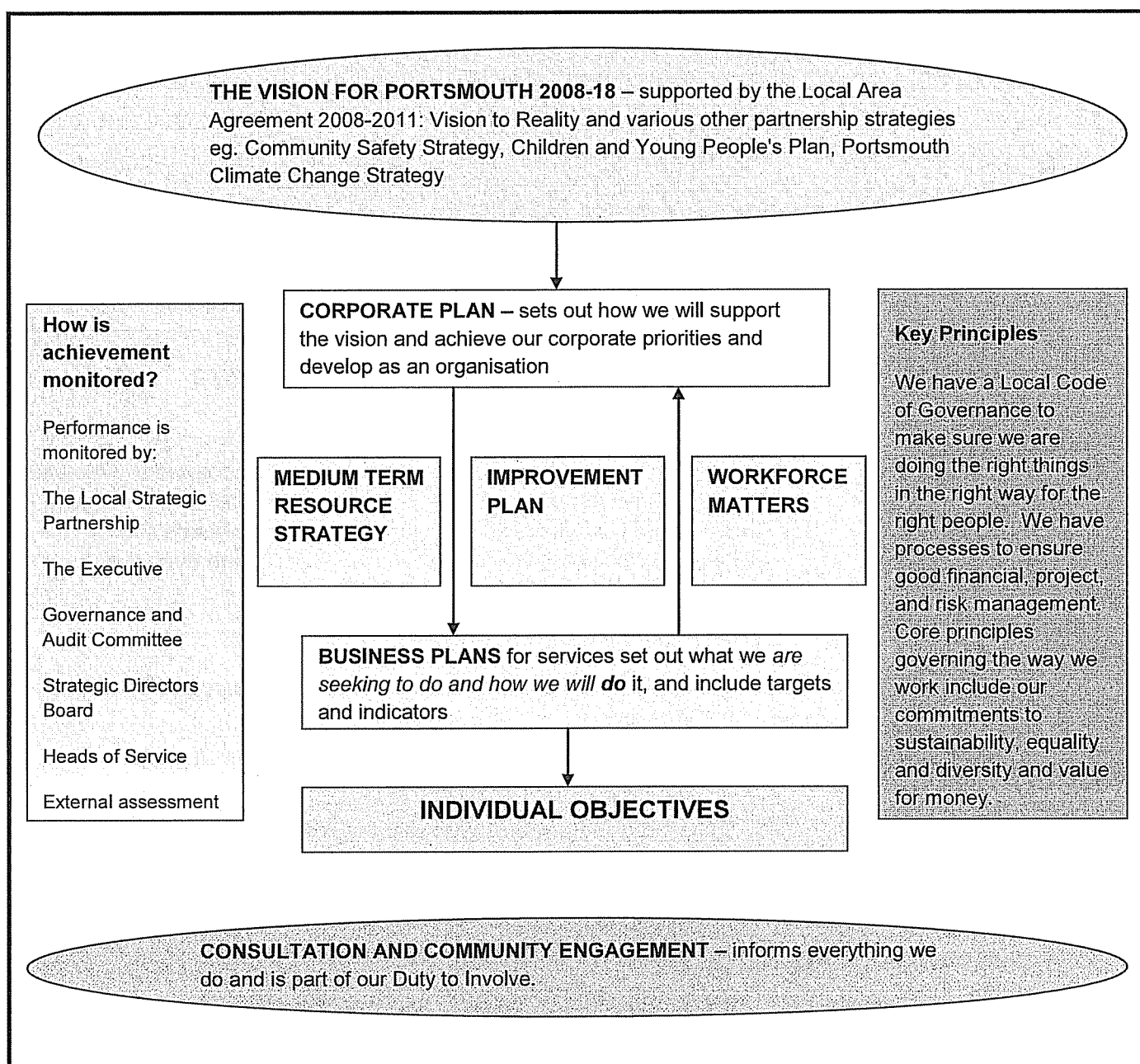
Age of staff employed*		
Under 18	26	0.6%
19 - 24	318	6.8%
25 - 50	2782	59.1%
51 & over	1578	33.5%

Ethnic origin of staff employed		
Non BME	3766	80%
BME	260	5.5%
Undisclosed	678	14.5%

Disabled staff employed		
Registered Disabled	118	2.5%
Non Disabled	3363	71.5%
Undisclosed	1223	26%

*(not including schools-based staff)

Our planning process



Portsmouth Principles

Workforce Matters is driven by the city council's vision and corporate objectives. In Portsmouth these lead to the conclusion that we need the right people in the right place at the right time with the right skills and that the workforce needs to be:

- Creative and responsive to changing demands
- Outward facing & customer focussed, accountable to local people
- Confident, able to contribute and organised to support officers and Members take responsibility for decisions
- Working in ways that are fair and promote principles of equal opportunity
- Designed and developed to ensure the best people deliver the best services possible
- Developing the right skills and continuously improving

Current Position:

The Portsmouth Principles have been proposed and accepted by Members, Strategic Directors, Heads of Service and the Trade Unions. It is intended that these will be refined and developed through the Values and Behaviours workshops which begin in May 2010 and through the Employee Opinion Survey in June 2010.

What we need to achieve:

- Clear lines of responsibility and accountability understood by officers and Members
- To ensure the Portsmouth Principles are reflected in all people management and service delivery
- To gain buy-in from all staff so that the Portsmouth Principles become embedded across the council
- To share the Portsmouth Principles with partner organisations to achieve buy-in from those who work with us to deliver services
- To review the Portsmouth Principles to make sure they remain relevant and practical

How we are going to achieve this:

- Continued review and revision of the Constitution and communication of changes
- Ensure all job profiles reflect the Portsmouth Principles and all recruitment is designed to assess applicants against the principles
- By supporting managers to manage through development activity
- Review, and amendment where necessary, of all HR processes to ensure they reflect the Portsmouth Principles
- Embed the Portsmouth Principles in the service planning process through the service planning guidance
- Share the Portsmouth principles with partners through the Local Strategic Partnership and the formal procurement process
- Listen to Members & staff views through Values & Behaviours workshops and employee opinion surveys



1

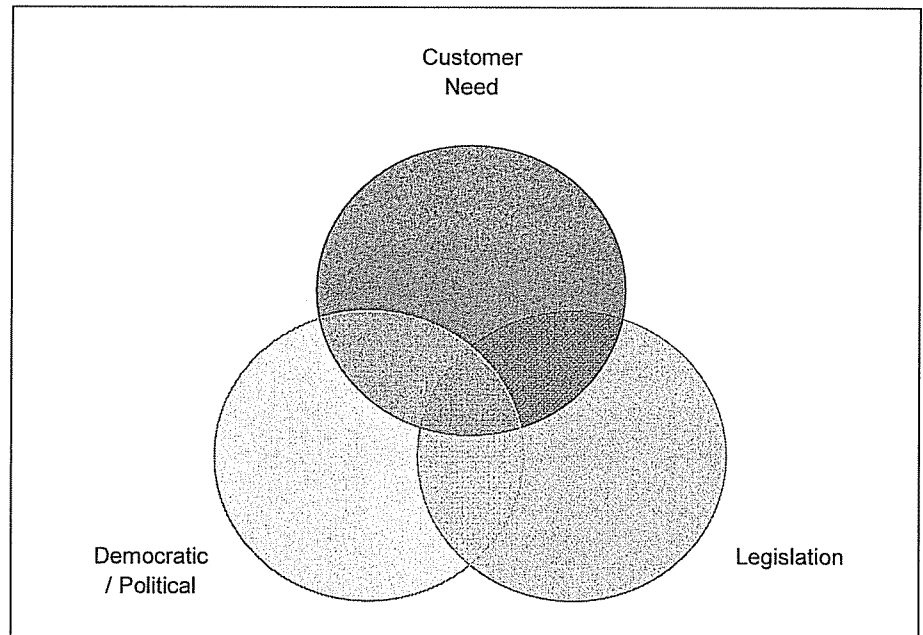
Knowing who we are

- 1.1 Why are we here?
- 1.2 Working within the political dimension
- 1.3 Leading and managing Portsmouth City Council
- 1.4 Who are we now?

1.1 Why are we here?

Current Position

There are three drivers to the services PCC deliver – legislation, democratic/political and customer need.



The balance between the drivers is very different across and within services.

It is important for all staff who work for PCC to better understand the drivers within their services and particularly the democratic mandate, and the impact of these on the delivery of their services to the people who live, work and visit Portsmouth. Of equal importance is for Members to clearly acknowledge their role and the relationship with managers and staff. Whilst this is good at Strategic Director/Head of Service level, there is a need to broaden the understanding to all staff. Often the local newspaper or the grapevine is the information source on key decisions made by the Council.

We have a broad range of partners with whom we work to deliver our services, from Colas (Highways) to Care UK (NHS Walk In Centres). In this role they are seen by the public as 'the council' and their delivery of services can have a positive or negative impact on us which can be reflected in the democratic process.

Key actions achieved to date:

Member involvement in Working for Portsmouth Induction Day

New Member induction process

Review of Member Development Strategy

Sign up to South East Employers Members Charter

What we need to achieve

Clear understanding by staff and partners of the drivers within their services, particularly the democratic process, the role of Members and the impact of the political dimension on decision-making.

Greater acknowledgement of the council as the only organisation delivering services in Portsmouth with a democratic mandate.

Influence, to varying degrees, over the delivery of services by partner organisations within the Portsmouth Principles.

Better understanding of key decisions by staff.

How are we going to achieve this?

Services need to improve communication of the impact of the three drivers to their staff through both day-to-day decision-making and cascade of corporate decisions.

Check that understanding of the three drivers is being gained in the Working for Portsmouth Induction Day.

Review of the new Member induction process.

Delivery of the new Member Development programme.

Share this strategy with our existing partner organisations

Amend the procurement process to include the Portsmouth Principles determining the choice of partner organisations.

Ensure staff who attend meetings with partners and external organisations have a clear mandate on decisions within their remit, and those needing further approval and why.

1.2 Working within the political dimension

Current Position

The Leader and Cabinet model has been in place since 2002 and is working well. There has been a Liberal Democrat administration for 5 years. The Constitution requires further modernisation to remove the remaining aspects inherited from the pre-unitary role.

Key actions achieved to date:

Work has been undertaken in the last two years to modernise the Constitution so that it gives a clear and easily understandable framework for Member/Officer roles and decision-making powers.

What we need to achieve

The roles and accountabilities of Members and Officers to be clearly defined and understood



How we are going to achieve this?

Conclude the review and modernisation of the Constitution, particularly relating to officer delegations in people management.

Communicate the three drivers for service delivery (page 10) and the new organisation chart (page 6) including Members, internally and externally.

1.3 Leading and managing Portsmouth City Council

Current position

The Member and managerial leadership of PCC has improved over the last 2 years enabling a stronger corporate focus and some cross-departmental working. We are only beginning to have a managed programme for modernising and improving the way the council operates – with Workforce Matters a key tool.

The huge potential and capacity of Directorate Management Teams, Corporate Management Board and Third Tier Forum are not used and their remit for performance management, support network, challenge and/or information flow needs to be resolved.

Key actions achieved to date:

Introduction of rotation of strategic director responsibility for individual services.

What we need to achieve

Continue improvement in member/officer relationship

Clear, visible, active leadership from Members and managers

Improvement in the understanding of the corporate role of Heads of Service and their relationship with each other and Strategic Directors

Better use of Corporate Management Board and Third Tier Forum

Continuously improve the quality of performance management.

How are we going to achieve this?

Definition of the role of Directorate Management Teams, Corporate Management Board and Third Tier Forum

Identify the leadership role models in the organisation so that we can reinforce their achievement and deliver the necessary training/development to other managers.

Performance management of middle managers, definition of a 'good manager' and the behaviours they exhibit.

Development and delivery of management training at all levels.
More Members to attend the Leadership Academy

1.4 Who are we now?

Current Position

Knowing who we are now will give us the baseline from which to work out our capacity to deliver our current and future objectives and to put in place timely strategies and initiatives to meet our changing priorities. Whilst a corporate Workforce Plan was developed for 2005-2009, workforce planning based upon service business plans only started in 2009.

Key actions to date are:

Basis for 2009/10 Workforce Plan developed from 2009/10 Service Plans
Revised business planning guidance circulated for 2010/11 Service Plans
A new workforce planning process developed with Heads of Service receiving relevant staffing information on a regular basis

What we need to achieve

Robust workforce planning integral to the service business planning process
Development of a corporate workforce plan from service business plans which drives the people management activity.

How are we going to achieve this?

Embed consideration of people issues and where necessary a People Plan in every change of policy and service reorganisation
Embed workforce planning to close the gaps based upon our service business plans
Deliver regular staffing profiles to managers
The Workforce Plan to be endorsed by Members on an annual basis.

2

Delivering the future

- 2.1 The shape of the Council
- 2.2 The customer first
- 2.3 A skilled & flexible workforce
- 2.4 Diverse communities

2.1 The shape of the Council

Current Position

We are entering a further period of rapid and constant change. It is certain that within the first eighteen months of this strategy we will be facing further reductions in our financial position which will impact upon how we deliver our services. We need to establish what we need to deliver by identifying the demand for our services and the nature of that demand (frequency and volume).

Our roles, both as an organisation and as individuals may change with greater commissioning of services rather than direct delivery, a greater reliance on technology and the "outsourcing" of some services. Effectiveness might mean fewer jobs and also might mean greater opportunities. We need to acknowledge the public perception of local government, which in the present economic climate is seen as ineffective, with secure jobs and pensions. Tensions will arise in a world of challenge and these need to be managed.

The Efficiency Steering Group has developed a work programme with six workstreams which will lead how we manage the necessary changes over the next one to three years

Key actions to date are:

Review of second tier structure and re-alignment of services e.g. Customer Services and Democratic and Community Engagement

Section 75 Agreements with NHS to deliver joint working

Establishment of Efficiency Steering Group and Programme

What we need to achieve?

Improve staff understanding of 'shared services' – what it means and what it means for them – collaboration, co-location, legal framework, joint commissioning, with a sub-regional as well as a city agenda.

Understanding of the demand for our services and how they can best be delivered supported by improved workforce planning.

Development and implementation of six strands of the Efficiency Programme – Organisational Design, Procurement & Commissioning, Asset Management and Property, Income Generation, Shared Services, Budget & Value for Money.

Greater contribution by individual services to the wider agenda so that our reduced resources, both staffing and financial, are focussed on the delivery of our priorities

Better cross-service working to support linked/same priorities with staff in different teams and services getting to know each other better, build relationships and trust and improve communication

Improve understanding of staff of how their job fits into the whole system and the wider agenda

Align funding and resources with partner organisations

Need to support managers to manage in more complex environments not just within PCC

How are we going to achieve this?

Understand the demand for services, review the "how, why, what and who" of delivery, feeding into workforce planning at service and corporate level.

Challenge the regulators on service delivery and how it is measured

Choose the right people to engage and to think outside their own resources allowing individual accountability

Explore ways of encouraging/facilitation of mobile working e.g. invest to save with 10 year pay back and information management

Review of support services required by front-line including understanding of cost

Explore 'credit' for services where staff work flexibly and reduce requirement for office space

Internal and external support to Efficiency Programme

2.2 The customer first

Current Position

Accountability to the customer is strengthening as the key focus to our work with children can't wait, the personalisation agenda in adult social services and our developing customer access strategy. Working together to solve issues is becoming more widespread, for example, with the focus on families not just individuals, the integration of employment and skills agendas for those not in employment, education or training and the concept of Total Place at national as well as local level.

Current frustrations between professions and partners both internally and externally caused by different ways of working hinder the most effective delivery of services.

Key actions to date are:

Review of Adult Social Care to deliver personalisation agenda

Development of the Customer Access Strategy

Review of Housing & HR service through a systems intervention process.

What we need to achieve

Current frustrations between professions and partners caused by different ways of working need to be explored and solved.

How are we going to achieve this?

Integrate systems with other professions and partners - this is not about new structures but about systems and processes and understanding accountability.

Co-location of services (not just PCC, Portsmouth-wide)

Widen the attendance of staff at Neighbourhood Forums

Improve public perception as one stop shops, making the most of people's skills, nomination of their "favourite employee"

2.3 A skilled & flexible workforce

Current Position

In future staff may have less certainty over their role and function and be required to broaden their skills outside of their specialisms. This will require greater flexibility in the places we work, who we work for and what we do. We need to maintain the well-being and resilience of our workforce to respond to the changes ahead.

Key actions to date are:

Development of Customer Access Strategy

Formation of internal Occupational Health Service and initial development of Well-Being Strategy

What we need to achieve

An understanding of the skills needed for the future delivery of services and how to provide them.

Support for staff in leading a healthy life-style.

Support for staff in delivering 'more with less'

How are we going to achieve this?

Incorporate learning and development in people plans as service delivery is changed and staff are asked to broaden their skills

Implement Well-Being initiatives

Provide incentives for staff to become governors of schools, community groups etc.

Encourage staff to take additional personal responsibility for developing themselves.

2.4 Diverse communities

Current Position

We are not responding well enough to the needs of our diverse communities.

Key actions to date are:

Development of Staff Diversity Groups for Black & Ethnic Minority staff, Carers, Lesbian, Gay, Bisexual and Transexual staff, Disability & Religion or Belief. Using the staff groups to assist in the development of policies and processes.

What we need to achieve

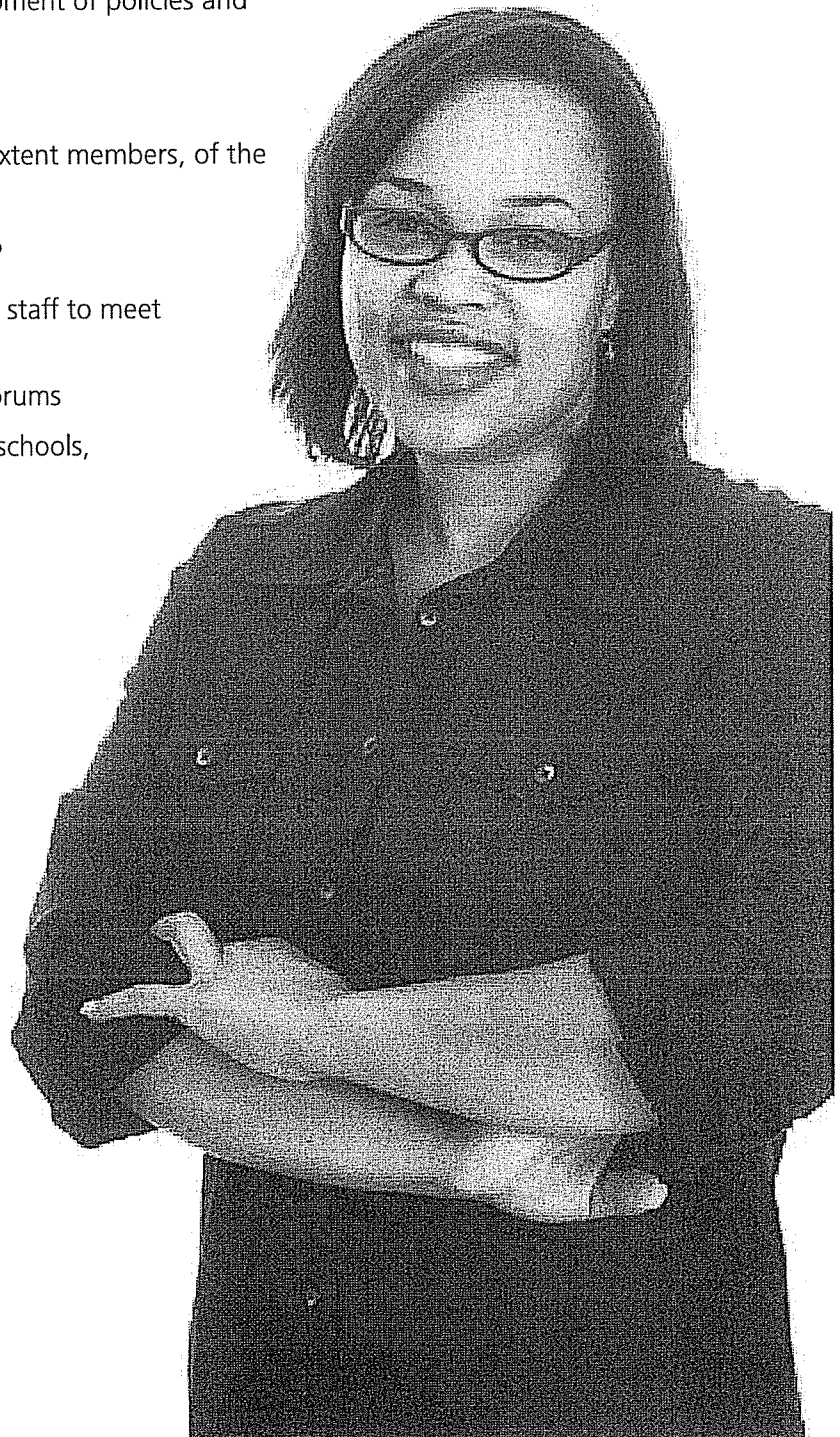
A better understanding by officers, and to a lesser extent members, of the needs of our diverse communities

How are we going to achieve this?

Develop different incentives and permissions for our staff to meet diverse communities needs

Widen the attendance of staff at Neighbourhood Forums

Provide incentives for staff to become governors of schools, community groups etc.



3

Recruiting the right people

3.1 Who is right for Portsmouth?

3.2 Rewarding our staff

3.1 Who is right for Portsmouth?

Current Position

As with other organisations, PCC is competing with both other private & public sector employers for skilled labour and not just in generic business or administration roles. The mixed economy of provision means areas of planning, social care and leisure are all in competition.

Recruiting a new member of staff is arguably the most important decision a manager makes. The recruitment process allows Managers to manage recruitment, not HR, but they need to:

- know the job they are recruiting to, and
- know what skills and behaviours the right person will need

We currently have a non-diverse workforce with only 5.5% staff from BME groups.

The Portsmouth Principles have been developed but need to be embedded in the recruitment process. Similarly the Values and Behaviours we expect from our staff and Members need to be identified and embedded.

Key actions to date are:

New recruitment process working effectively

Working with BME and other Staff Groups in the development of policies and processes.

Skills Audit of staff and establishment of service workforce planning give us a baseline from which to build.

Agreement of Portsmouth Principles by Members, Strategic Directors, Heads of Service and Trade Unions.

What we need to achieve

Managers to understand the future work which needs doing and the skills needed to do it, not just recruiting a replacement based on past requirements.

To recruit staff who buy in to our Portsmouth principles, particularly customer focussed staff

- who want to learn and develop
- who are flexible (not always remaining in the same organisation)
- have the required technical/behavioural/professional skills and
- have a loyalty to Portsmouth

A diverse workforce, including age mix

To have a clear understanding of local, regional & national market trends when recruiting.



To develop our own staff to progress within the council.

Understanding of the skills needed and where we are going to get them from through workforce planning

To be able to utilise the skills, knowledge and commitment of existing staff who become available for redeployment.

An understanding of the values and behaviours we expect from our staff and Members

How are we going to achieve this?

Identification of the right way to fill vacant posts – apprenticeships, temporary or permanent contracts, part-time, job-share, mobile working etc. Managers having clear understanding of the different employment options such as agency, temporary, permanent

Positive action around diverse workforce and local people, attracting young people e.g, through apprenticeships, liaison with Schools and placements for Looked After Children

Develop succession planning within and across services

Develop a redeployment pool and re-skilling process to enable continued employment of valued, experienced existing staff

Understanding 'agency' working culture' (portfolio careers) and how we can use it

Member led project to identify and establish values and behaviours

Understanding of younger generations view of workplace to attract younger staff to working for Portsmouth City Council.

Build partnerships with higher education establishments e.g. give up to 2 year contracts to develop people with partners, summer placements and graduate posts.

3.2 Rewarding our staff

Current Position

We have achieved the first stage of modernising our pay and reward strategy with the implementation of the Local Pay Review terms and conditions of service but there are some staff who have been adversely affected who may leave the council within the two year protection period. The second stage of modernisation to develop a wider reward strategy is just beginning.

Key actions to date are:

New Local Pay Review terms and conditions in place.

Development of Reward Strategy commencing

What we need to achieve

To be an employer of choice through our total offer for both recruitment & retention purposes, to retain, reward and attract staff.

How are we going to achieve this?

Development of our Reward Strategy with our total offer, non-financial reward, 'cafeteria style' benefits, pensions/AVCs, holidays, health benefits/ annual health checks (using procurement to maximise benefits), training, flexible working, market supplements. Consultation with staff regarding 'what makes a difference' to them.

Advertise our current total offer including non-financial reward, pensions/AVCs, holidays, training, flexible working, fairness of procedures, equality of opportunity, stimulating and exciting environment, the opportunity to make a difference.

Developing existing talent

4

4.1 Developing a Learning Organisation

Current Position

The City's Learning Works Strategy has been in place for 12 months and outlines opportunities for new learning to benefit the city, the Council and individuals. It points to the direct link between the delivery of learning within PCC as an employer and its impact both on improved service delivery and on the development of widespread learning opportunities across the city for Members, employees, residents, public, private and third sector service providers and users. The adoption of the Learning Works Strategy resulted in every employee/member receiving an entitlement to access the equivalent of 5 days per annum learning and development time as identified through their Personal Development Review /needs analysis/ service requirements, although this has not been widely promulgated as yet.

Key actions achieved to date:

The central training budget of £249,000 delivers a range of training to staff

Details of the qualifications of all staff is being obtained and entered onto the Managed Learning Environment (MLE)

Assessment and delivery of basic skills training needs for all new staff

Participation in the City Collaboration Group to develop cross public sector leadership opportunities in Portsmouth.

What we need to achieve

30% of our workforce is over the age 50 and, with the changing pension regulations, we need to continue to engage and capture their skills, knowledge and enthusiasm

To attract younger staff and encourage them to develop careers within PCC, retaining their talent

To offer a range of training delivery methods to suit all staff needs

To develop a way of transferring skills and knowledge and expertise between staff as a matter of course.

How are we going to achieve this?

Identify career paths and competencies (both service specific and corporate) for each service and design learning and development programmes to develop staff and allow their progression through the organisation

Emphasise the need for identification of development needs and performance management through e.g. Personal Development Reviews and self-assessment processes.

4.1 Developing a learning organisation

4.2 Developing the basic skills of all staff

4.3 Enabling managers to manage

4.4 Engaging our staff in the wider agenda

Develop and utilise Succession Planning effectively
Develop meaningful secondment opportunities eg specific projects
Use of re-skilling, particularly through the redeployment pool
Use older workforce as mentors and manage the transition period towards retirement
Encourage managers to use vacant posts to create apprenticeships
Prioritise time for learning, using the 5 day entitlement to learning and development time

4.2 Developing the basic skills of all staff

Current Position

The Council is committed to embedding Skills for Life within the workforce planning of the Council and employees are being helped to develop their basic skills (as appropriate) and work towards relevant qualifications to at least Level 2 (the vocational or academic equivalent to 5 good GCSE's). We have a Union Learning Agreement and an Informal Learning Pledge (adult residents). All new staff are offered assessment to identify any basic skills development needs as part of their induction.

Key actions achieved to date:

Award of the GO Local Government Award in 2009

Signing of the Skills Pledge by the Leader, Chief Executive and Unions and the Informal Learning Pledge in May 2009

Appointment of 20 PCC and Union Learning Representatives

Assessment of all new staff to identify any basic skills development needs

Signposting of staff to further education partners

First Skills for Life Award ceremony held in 2009

What we need to achieve

An increase in the take up of the Skills for Life offer

Removal of the reluctance of some staff to admit to learning needs

Engage managers in supporting the Skills for Life initiative by improving communication and understanding it

How are we going to achieve this?

Advertise the success stories from the first Skills for Life Award ceremony

Continue promoting Skills for Life opportunities

Managers to be open to staff needs

Learning Representatives to raise the profile of learning opportunities

4.3 Enabling managers to manage

Current Position

Managers need to be confident in their skills and ability to manage in the increasingly complex and ever-changing environment and there has to be effective delegation to managers and staff. There is recognition that HR has taken over too much responsibility for important aspects of people management in processes such as recruitment and retention, staff development/learning and issues of staff absence, discipline and grievance. Whilst HR has a clear role to play in giving professional advice and support to managers in a way that both keep their actions legal and produces the best outcomes for everyone involved, it is managers and not HR's responsibility to ensure these functions are carried out effectively.

Managers need to be appointed/developed for their management skills not just their professional expertise.

Key actions achieved to date:

Commencement of a review of what support managers need to help them manage effectively

Review of key HR policies to simplify processes and support management actions

Implementation of the systems thinking review of Recruitment in 2008 and of sickness absence, disciplinary, grievance, Dignity at Work processes in 2009/10

Founding member of City Collaboration Group to deliver leadership development opportunities in partnership with other local public organisations



What we need to achieve

Conclusion of the review of what support managers need to help them manage and delivery of appropriate development opportunities identified.

Identification and development of both leadership and management skills

Greater understanding by managers of their contribution to the wider corporate agenda

Support for managers in taking difficult decisions

Develop missing management skills, for example:

- Facilitation
- Coaching/Mentoring
- Team playing
- Partnership working
- Flexibility
- Leadership
- Commercialism
- Self awareness
- Managing change
- Financial, people management

Improve performance management by managers using evidence not assumptions and early intervention to resolve problems

Identify what we mean by 'a good manager'

Improvement in links with managers in partner organisations through joint learning

Clear understanding of delegations to managers

How are we going to achieve this?

Review findings of what is needed to help managers manage to develop a formal management development programme for both existing and new managers

Review all learning and development budgets to adjust priorities to fund new management development programme.

Managers participate in joint learning events through the City Collaboration Group

Challenge "urban myths" about what a manager can and cannot do

Increase the use of the capacity of the Directorate Management Teams

Review of Constitution and communication of changes.

4.4 Engaging our staff in the wider agenda

Current Position

The involvement and understanding of all levels of staff in the wider corporate agenda and the emergent Portsmouth Principles is not as widespread as needed to maximise commitment and service delivery. Personal Development Reviews are not consistently used across all services.

Key actions achieved to date:

Cascade of information through Directorate Management Teams

Regular information letters from the chief executive to all staff

What we need to achieve

Greater employee understanding and engagement in the whole council agenda

Encouragement of a culture of movement and flexibility in the workforce.

How are we going to achieve this?

Gain understanding of the current staff position through employee opinion surveys in 2010 and at regular intervals thereafter

Extend childrens services consultation exercise to other services

Facilitate employee engagement e.g. round tables, visiting the front line, understanding the structure and meaning of directorates, the corporate role of heads of service

Introduce Employee of the Month, Long Service Award, Team of the Quarter - in-house and externally (team event)

Expand 'any questions' (from Working for Portsmouth Induction) to wider staff participation

Review and re-launch of Personal Development Reviews to ensure the wider corporate agenda and their role in it is understood

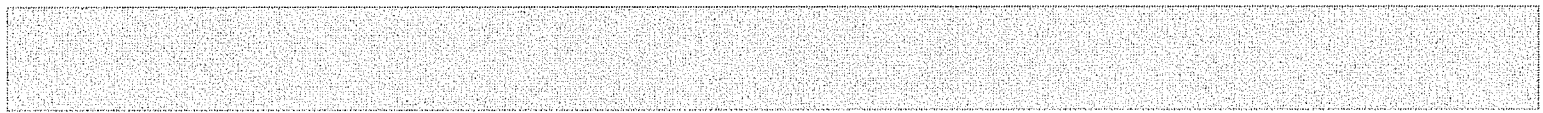
Establishment of career pathways and increase in the use of secondments to broaden staff experience and understanding.

5

Priorities

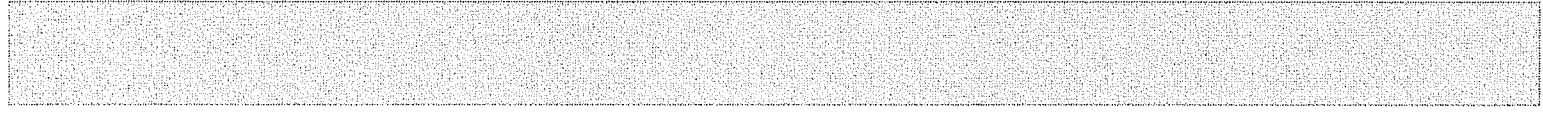
Actions aligned to these priority targets and other actions within Workforce Matters will be reflected in individual service business plans.

	Year 1			Year 2	
Priority	Action	Measure	Responsibility	Action	
Improvement in Workforce Planning	Regular accurate workforce data provided to services	Monthly data sent to Heads of Service	Human Resources		
	Workforce Planning in all business plans	Staffing in services is fit for purpose	Heads of Service	Adjustments to workforce plans based on review of demand for services, who and how delivered	
	Corporate Workforce plan endorsed annually by members	Employment Committee Approval	Head of Human Resources		
	Development and communication of Efficiency Programme	Efficiency Programme implemented and communicated	Head of Audit and Performance	Adjustments to workforce plans based on Efficiency Programme	
Supporting Managers to Manage	Review and Revision of Officer delegations in Constitution and communication of changes to managers and staff	Review completed and communicated	Strategic Director and Monitoring Officer		
	Establishment of the leadership and management skills required of the Portsmouth Manager and a "supporting managers to manage" development programme	Skills identified and appropriate development programme(s) in place	Head of Human Resources	Formal management development programme available to both existing and new managers	
	Clarification of roles of DMT/CMB/3 rd Tier	Expectations communicated to DMT/CMB/3 rd Tier	Strategic Directors Board	DMT/CMB/3 rd Tier forum effective and performance focussed	



			Year 3		
Measure	Responsibility	Action	Measure	Responsibility	
Continual update and review to ensure service demand is met					
Staffing in services is fit for purpose	Heads of Service	Effective annual Corporate Workforce Planning firmly established and acted upon	Staffing is fit for purpose	Heads of Human Resources	
Continual update and review to ensure service demand is met					
Staffing in services is fit for purpose	Heads of Service	Adjustments to workforce plans based on Efficiency Programme	Staffing in services is fit for purpose	Heads of Service	
Continual update and review to ensure service demand is met					
Numbers of managers attending programme	Heads of Service and Human Resources	100% of Managers to have attended or to be attending management development programme	100% attendance	Head of Service and Human Resources	
Performance Management Improved	Strategic Directors Board	Continual update and review to ensure service demand is met			

	Year 1			Year 2	
Priority	Action	Measure	Responsibility	Action	
Establishment and recognition of Portsmouth Principles	Communication of Portsmouth Principles and the three drivers to service delivery to all staff	Communication Cascade complete	Strategic Directors Board	Review of Portsmouth Principles through Values and Behaviours Workshops	
	Assessment of applicants for posts against Portsmouth Principles	Portsmouth Principles inherent in recruitment process	Heads of Service	Assessment of staff understanding of adherence to the Portsmouth Principles through performance review	
Effective development of the workforce	Development of Succession Planning process within and across services	Succession Planning inherent in Business Planning	Heads of Service	Identification of career pathways, competencies and learning and development programme within and across services	
	Identification of effective apprenticeship and other programmes throughout services	Schemes set up and in use	Head of Human Resources and Heads of Service		
Recruitment and retention of local talent	Establishment of effective apprenticeships and other programmes throughout the service	Schemes set up and in use	Head of Human Resources and Heads of Service	Transfer of apprentices and other short term appointments to substantive posts in services. Redeployment process effective with inclusion of learning and development opportunities established	



			Year 3		
	Measure	Responsibility	Action	Measure	Responsibility
	Values and Behaviours Workshops complete and action plan developed	Heads of Human Resources and Customer, Community and Democratic Services	Ownership of Portsmouth Principles reflected in staff attitudes and performance	Annual PDR and future Employee Opinion Survey	Heads of Service
	Annual PDR and Employee Opinion Survey	Heads of Service			
	Career pathways and competencies identified	Head of Human Resources and Heads of Service	Learning entitlement accessed and effective for all staff	Assessment of Learning and Development via MLE	Heads of Service

Continual update and review to ensure service demand is met

	Percentage of staff promoted internally or redeployed	Head of Service	Diversity of workforce reflective of community engagement, local need and economic activity	Workforce statistics	Heads of Service
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Appendix 1 Achievements 2005–2009

The following are some of the achievements in people management activity over the last four years:

- ✓ Development and implementation of new terms and conditions of employment for all staff* (Local Pay Review)
- ✓ Development and launch of Developing a Learning Organisation Strategy (Learning Works)
- ✓ Provision of in-house Occupational Health Service
- ✓ Appointment of PCC and Union Learning Representatives
- ✓ Formation of five Staff Diversity Groups
- ✓ BME Staff Development Conference 2009
- ✓ Workforce Planning incorporated into service planning from 2009/10
- ✓ Wellbeing Management Training delivered to 47 managers in 2009/10
- ✓ Reduction in average sickness absence from 11.2 days to 9.9 days in 2009/10
- ✓ Development and implementation of new recruitment process in 2008/9
- ✓ Development and implementation of new sickness absence process in 2009/10
- ✓ Development and implementation of new disciplinary, grievance and dignity at work process in 2009/10
- ✓ Development and launch of Foundation Degree in Local Government with Portsmouth University and other southern local authorities

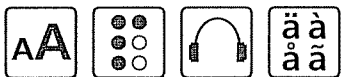
- ✓ Achievement of GO Award
- ✓ 407 staff assessed and 61 staff achieved awards for numeracy and/or literacy in Skills for Life Scheme
- ✓ Sign up to Member Charter 2008?
- ✓ On-line Financial Management Training completed by 781 staff
- ✓ Licensed Procurement Practitioner Training rolled out to 52 staff
- ✓ Modernisation of health and safety documentation on intranet
- ✓ Health and Safety risk assessments introduced
- ✓ Review of Mobile/Flexible working policy for the Customer Access Strategy
- ✓ Start of apprenticeship provision to attract young people into local government
- ✓ 'Umbrella' employer for 128 Future Jobs Fund opportunities
- ✓ Founder member of City Collaboration Group to develop and deliver leadership and management training in partnership with other major public sector organisations in Portsmouth
- ✓ Provision of temporary admin. staff to Fareham, Gosport and Havant Councils through our Temporary Register
- ✓ Introduction of Working for Portsmouth, full day induction event for all new staff attended by Members, the chief executive, other management staff and the trade unions
- ✓ Successful transfer of PAWS nursery to Somers Park School

*other than Teachers and Soulbury grades



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City Hall, Portsmouth

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Workforce Matters – People Management Strategy 2010-2013

2012 Review

Priority	Action	Measure	Responsibility	YEAR 1 - 2010/11	YEAR 2 – 2011/12	YEAR 3 – 2012/13
Improvement in Workforce Planning	Yr 1-3 Regular accurate workforce data provided to services	Monthly data sent to Heads of Service e-HR gives all managers instant access to staffing data.	HR	<p>Monthly sickness absence figures to Head of Service</p> <p>Quarterly sickness absence figures to Employment Committee</p> <p>Heads of Service meetings with Members on sickness absence management</p> <p>Process for provision of core workforce data agreed November. Produced 1/4ly from December.</p>	<p>Development of e-HR including Business Intelligence approved by Council.</p> <p>Continual update and review to ensure service demand is met.</p>	<p>Implementation of e-HR</p> <p>Continual update and review to ensure service demand is met.</p>
	<p>Yr 1 Workforce Planning in Business Plans</p> <p>Yr 2 Adjustments to workforce plans based on review of demand for services, who and how delivered</p> <p>Yr 3 Effective annual Corporate Workforce Planning firmly established and acted upon</p>	Staffing in Services is fit for purpose	Heads of Service	<p>Workforce planning section in Business Plan Template</p> <p>Part-time Workforce planner appointed Feb 2011</p> <p>Compulsory and voluntary redundancy process managed with HRBP guidance</p> <p>Weekly reports to SDB on service reviews</p>	<p>Comprehensive Workforce Planning Stats and Guidance developed and approved by SDB on 9 Nov 2011</p> <p>Workforce Planning data supplied quarterly, from January 2011</p> <p>Corporate PDR process endorsed by EC 2 December 2012</p>	<p>Effective annual Corporate Workforce Planning firmly established and acted upon</p>

APPENDIX B

					Redeployment process reviewed to meet commitment to retain current staff		EC approval July 2012 Continual update and review
	Yr 1-3 Corporate Workforce plan endorsed annually by members	Employment Committee Approval Staffing in services is fit for purpose	HR		Plan will be developed out of service business plans. Target date June 2012	Regular JOSF updates to TU's on the Transformation Regular communication cascades to all staff	Regular JOSF updates to TU's on the Transformation Regular communication cascades to all staff
	Yr 1 Development and communication of efficiency programme Yr 2-3 Adjustments to workforce plans based on Efficiency Programme	Efficiency Programme implemented and Communicated Staffing in services is fit for purpose	Head of Audit and Performance Heads of Service	Efficiency programme approved by Members Regular communication cascades to all staff	Regular JOSF updates to TU's on the Transformation Regular communication cascades to all staff HRBP's working closely with all Transformation Workstream Leads.	Regular JOSF updates to TU's on the Transformation Regular communication cascades to all staff HRBP's working closely with all Transformation Workstream Leads.	Regular JOSF updates to TU's on the Transformation Regular communication cascades to all staff HRBP's working closely with all Transformation Workstream Leads.
Priority	Action	Measure	Responsibility	YEAR 1 - 2010/11	YEAR 2 – 2011/12	YEAR 3 – 2012/13	
Supporting Managers to manage	Yr 1-3 Review and revision of Officer delegations in Constitution and communication of changes to managers and staff Yr 1 Establishment of the leadership and management skills required by the Portsmouth Manager and a "supporting managers to manage" development programme	Review completed and communicated Skills identified and appropriate development programme(s) in place Formal Mgt Devt Programme available to both new and existing managers	Strategic Director and Monitoring Officer Heads of Services and Head of Human Resources	Continual update and review to ensure service demand is met Skills need agreed Full programme of Leadership and management skills courses implemented in September.	Continual update and review to ensure service demand is met First full programme will be completed September 2012	Continual update and review to ensure service demand is met All current managers completed programme by August 2013	

APPENDIX B

	<p>Yr 2 Formal management development programme available to both existing and new managers</p> <p>Yr 3 100% of Managers to have attended or attending management development programme</p>	<p>No's of managers attending programme</p>		<p>Two year target to reach all 660 + managers</p> <p>Target for first 330 managers to attend by 31 March 2012</p>	<p>First 330 Managers to have completed LaMP by 31 March 2012</p> <p>Final 330 managers plus new managers will have started the LaMP programme</p>	
	<p>Yr 1 Clarification of roles of DMT/CMB/3rd Tier</p> <p>Yr 2-3 DMT/CMB/3rd Tier forum effective and performance focused Tier</p>	<p>Expectations communicated to DMT/CMB/3rd Tier</p> <p>Performance Management Improved</p>	<p>Strategic Directors Board</p>	<p>CMB transformed to CTB with HoS taking significant role in Transformation Work Streams and roll out.</p> <p>3rd Tier Forum re-invigorated</p> <p>All managers attendance at LaMP courses strongly endorsed by SDB</p>	<p>Roles of 1/2/3rd Tier being developed as part of the BPW workstream</p>	<p>Continual update and review to ensure service demand is met</p>
<p>Priority Establishment and recognition of Portsmouth Principles</p>	<p>Action</p> <p>Yr 1 Communication of Portsmouth Principles and the three drivers to service delivery to staff</p> <p>Yr 2 Review of Portsmouth Principles through values and behaviours workshops</p> <p>Yr 3 Ownership of Portsmouth Principles reflected in staff attitudes and performance</p>	<p>Measure</p> <p>Communication Cascade complete</p> <p>Values and behaviours Workshops complete and action plan developed</p> <p>Annual PDR and future Employee Opinion Surveys</p>	<p>Responsibility</p> <p>Strategic Directors Board</p> <p>Heads of Human Resources and Customer, Community and Democratic Services</p> <p>Heads of Service</p>	<p>YEAR 1 - 2010/11</p> <p>Principles used to underpin the LaMP programme</p> <p>Values and Behaviours Steering Group set up</p> <p>Values and Behaviours Workshops continued</p> <p>November exploration of use in PDRs</p>	<p>YEAR 2 - 2011/12</p> <p>Dec 2012 EC endorse revised PDR Policy to be adopted by ALL services.</p> <p>Behaviours work completed early 2012</p>	<p>YEAR 3 - 2012/13</p> <p>Continual review of through PDR process and Employee Opinion Surveys.</p>

APPENDIX B

<p>Yr 2 Transfer of apprentices and other short-term appointments to substantive posts in services.</p> <p>Yr 2 Redeployment process effective with inclusion of learning and development opportunities established</p> <p>Yr 3 Diversity of workforce reflective of community engagement, local need and economic activity</p>	<p>Percentage of staff promoted internally or redeployed</p> <p>Workforce statistics</p>	<p>acquisition of NVQ 2 & 3</p> <p>5 members of staff holding NVQ Career Counselling will be used to provide Information and Guidance</p> <p>18 (19%) out of 93 staff redeployed</p> <p>262 external recruitment appointments</p>	<p>Further development to be offered to allow improved advice & guidance to redeployees and links to other agencies enhanced</p> <p>Proposed changes to redeployment support:</p> <ul style="list-style-type: none"> -Redeployment portal to recruitment website -Internal support e.g. CV support, interview skills -Information and guidance centre -Online support including internal Job market, job search skills -Pride in Pompey – sub contractor <p>33 (28%) out of 116 staff redeployed so far.</p> <p>197 external recruitment appointments Apr-Dec</p>	<p>Implement apprenticeships schemes for:</p> <ul style="list-style-type: none"> • Management • Care • Care Leavers
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