

EMPLOYMENT MATTERS COMMITTEE

10 FEBRUARY 2010

WORKFORCE PLANNING UPDATE

Report from: Tricia Palmer, Assistant Director Organisational Services

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Summary

To present Members with a report on key actions to enhance workforce planning and development across Medway Council.

1 Budget and Policy Framework

1.1 It is within the committee's terms of reference to make recommendations on matters relating to workforce development, and it is requested that Members review the information outlined below.

2 Background

2.1 The Committee considered a report in January 2009 which set out the key actions to enhance the council's ability to manage risk associated with workforce planning and development. The Committee asked for a progress report on this issue in January 2010.

2.2 Local Authorities' workforce planning arrangements are assessed as part of the Comprehensive Area Assessment (CAA) from 2009/10 onwards. The revised Workforce Strategy is key to Medway Council's response and was presented to the Employment Matters Committee on 9 September 2009.

2.3 The Authority's Workforce Strategy was audited in 2009/10 (internal audit report 09011 – Workforce Planning, Readiness for CAA) to help identify whether additional action was required to improve the CAA rating with regard to Workforce Planning. Appendix 1 lays out the additional action that has been identified whilst Appendix 2 sets out the detailed findings of how well the current Workforce Strategy meets the CAA Key Line of Enquiry.

3 Advice and analysis

3.1 CAA assesses Local Authority workforce planning arrangements against four key themes in Key Line of Enquiry (KLoE) 3.3. The Internal Auditors compared the Workforce Strategy to guidance received from the Audit Commission to assess the Authority's readiness for KLoE 3.3. Their assessment of the Authority's progress against each of these themes is shown below:

- **Theme 1:** The organisation has a productive and skilled workforce.

The Authority has a number of initiatives investing in its current staff and developing apprenticeships, work experience and courses at local colleges and universities. There is a need to formalise talent management and succession planning and to demonstrate how the investment in its staff are delivering benefits for the people of Medway.

- **Theme 2:** The organisation knows in the medium to longer term what staff it will need and what skills and has plans to achieve this.

The Authority is working towards a strategic approach to workforce planning. The Children's Trust and Transformation Programme Board have taken a lead in identifying future workforce requirements for the Children and Adults directorate. More work is required for Business Support Department and Regeneration Community and Culture Directorate.

- **Theme 3:** The organisation engages and supports staff in organisational change.

The Workforce Strategy does not address engagement of staff in organisational change. The Authority will rely on policies and other documentation that exists from other sources. This is likely to be easier to demonstrate in the Children and Adults directorate than in the Business Support Department and Regeneration Community and Culture Directorate. The School Workforce Development Team and Head of HR Schools are trained in change management and use appropriate tools in day to day work with schools.

- **Theme 4:** The organisation has policies which support diversity and good people management.

The development of the equality framework and the Authority's existing policies and procedures will help it to demonstrate that it is "performing well". The improved monitoring that is currently underway will show the effectiveness of these measures.

4 Risk Management

4.1 The Authority's workforce planning arrangements were audited in 2008/09 (internal audit report 08012). This audit identified a number of key processes that contributed positively to the mitigation of workforce planning and capacity risks, but also suggested key improvements. Appendix 3 provides an update on the management Action Plan contained within the Internal Audit Report. Internal Auditors assessed the system as providing "adequate" control of the risks.

5 Financial and legal implications

- 5.1 All financial implications will be met using existing resources.
- 5.2 There are no direct legal implications arising from this report, apart from the statutory requirements to monitor and publish workforce data.

6 Recommendation

- 6.1 That Members note the report and support on any follow up action required.

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Background papers

Workforce Strategy, Employment Matters Committee, September 2009

Appendix 1 – Main findings of the internal audit of the Workforce Strategy 2009/10

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
Although action is being taken to recruit from under-represented groups and to demonstrate the effectiveness of this action, it is not clear how the Authority will demonstrate it has reduced skills gaps.	1.1	The Authority may not be able to demonstrate that its workforce planning is reducing skills gaps.	Med	Develop the local indicators to measure the occurrence of skills gaps within the Authority.	<u>Head of Work Dev:</u> National Minimum Dataset for Social Care Record qualifications of new and existing staff Undertake an audit of remaining Staff	Dec 09 Mar 10 April 10

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
<p>The strategy identifies the need to develop a talent management and succession planning strategy and identifies some of its key elements.</p> <p>Plans to improve the recording of qualifications and help staff realise their full potential.</p>	1.2	<p>Talent management and succession planning strategies have not been formalised.</p> <p>The School Workforce Development Team works in these areas in partnership with the National College and Higher Education Institutions:</p> <p>Professional development of school staff is the main part of our remit from the Training and Development Agency for Schools. There is a Medway strategy relating to schools re succession planning etc.</p> <p>School Workforce Development Team deliver and/or work in partnership to ensure career development training etc</p>	Med	Talent management and succession planning strategies should be formalised.	<p>Re-design the PDR process to better identify talent across the council</p> <p><u>Head of Schools HR:</u> Schools Workforce Census</p> <p><u>Head of HR:</u> Review the recruitment policy to allow succession planning</p>	<p>Feb 10</p> <p>Jul 10</p> <p>Mar 10</p>

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
The strategy foreword states a desire to be an employer of choice. This is restated later and the Head of Workforce Development and Service Improvement has identified the necessity of a review of recruitment marketing. This review has not yet been planned in detail.	1.3 2.6	The review may not be fully effective and the Authority may not become the local employer of choice.	Med	The Head of Workforce Development and Service Improvement should ensure the review of the marketing strategy covers: Employment benefits; Recruitment channels; Under-represented groups; Threats to Medway Council's reputation as an employer; Timetable and allocation of responsibility for action.	<u>Head of HR:</u> Undertake market research and analyse recruitment processes Analyse the make up of employees and tailor total rewards and benefits to reflect this.	Jun 10 Apr 10
The Authority needs to consider how it will demonstrate rewarding high performance	1.5	The Authority may not be able to demonstrate rewarding high performance. High performance is rewarded in schools through the rigorous Performance Management process, the Well-Being programme and the School Workforce Awards (School Workforce Development Team).	Med	The Authority will need to collate evidence that high performance is rewarded.	<u>Assistant Director, Organisational Services:</u> Produce a rewards strategy	Jul 10

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
The Authority needs to demonstrate the relationship between investment in its workforce and outcomes for the Community.	1.7	The Council may not be able to demonstrate how its productive and skilled workforce is benefiting the Community.	Med	The Authority will need to demonstrate that the investment in staff is delivering benefits for the people of Medway. Link between remodelling of schools/effective deployment & training of school staff and standards	<u>Head of Work Dev:</u> Develop measures to evidence investment and benefits	Sep 10
The strategy demonstrates a desire to be performing well in aligning workforce planning with the Authority's strategic targets. The links are especially strong in the services that are facing the greatest change (children's services and adult social care).	2.1	The Authority may have insufficient evidence in Business Support and Regeneration, Community and Culture to demonstrate the alignment of workforce planning and the Authority's strategic targets.	Med	The Authority needs to demonstrate a strategic approach to workforce planning in Business Support and Regeneration, Community and Culture. School Workforce Development Team produce an annual costed plan for the Training and Development Agency for Schools to meet government workforce development targets for schools	<u>Performance Manager (RCC):</u> Develop workforce plans for Regeneration Community and Culture	Sep 10
	2.2				<u>Head of Work Dev:</u> Develop workforce plans for Business Support Department	Sep 10

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
The Authority is involved in joint workforce planning with a number of partners.	2.5	The Authority may not be able to demonstrate how services have become more integrated or costs have been reduced. School Workforce Development Team involved with Canterbury Christchurch University /Training Development Agency for Schools /Children's Workforce Development Council in multi-agency working. Government agencies are working more closely together.	Med	Records will need to be maintained that will be able to demonstrate the benefits of joint workforce planning with partners are being achieved.	<u>Head of Work Dev:</u> Continue to work with partners to develop the CWDC One Children's Workforce Create a number of joint apprenticeships with partners Create an apprenticeship service to local businesses	On-going Sep 10 Mar 10

Finding	Cont. No	Risk	Priority	Recommendation	Management Action & Officer Responsible	Target Date
The People Strategy does not address the issues surrounding engaging staff in organisational change. Children and Adult workforce strategies will provide this planning for one directorate.	3.1	The Authority maynot be able to demonstrate engagement of staff in organisational change. School Workforce Development Team and Head of HR Schools are trained in change management and use appropriate tools in day to day work with schools	Med	Further work is required to demonstrate a planned approach to managing the workforce implications of organisational change for Business Support and Regeneration, Community and Culture.	<u>Head of HR:</u> Undertake staff engagement survey	May 10
	3.2				Adopt a method of routinely capturing staff feedback on change initiatives	Sep 10
Post-implementation reviews assess the benefits of change against clearly defined success criteria and the council learns from the results. However, Project Management methodology is not standardised across the Authority	3.7	The Authority may not be able to demonstrate that the impact of change on staff has been fully evaluated.	Med	Project / programme management processes need to be standardised across the Authority to ensure that post-implementation reviews are always completed.	<u>Head of Work Dev:</u> Develop a programme of project and programme management training as part of the Leadership and Management Development Programme	Mar 11

Appendix 2 – Detailed findings of the internal audit of the Workforce Strategy 2009/10

Getting The Basics Right	How Medway Demonstrates Getting The Basics Right	Performs Well	How Medway Demonstrates Performs Well	How Medway Council Will Further Address KLoE 3.3 (Workforce Development Response)	Effectiveness Of Strategy In Addressing KLoE 3.3
Theme 1: The organisation has a productive and skilled workforce.					
<p>Gaps will be identified with plans to address them.</p>	<p>The aging population, demands for change in the Children’s Workforce, changing skill requirements due to innovation in technology and partnership working are highlighted as challenges for workforce planning.</p> <p>Shortages in other key areas are also identified including planners, environmental health officers, engineers, lawyers, IT programmers, Senior Regeneration roles, Benefits Assessors, Educational Psychologists, Housing & Benefits Officers. These have been identified as “largely overcome”.</p>	<p>There will be reduced or managed skill and capacity gaps, with effective approaches to recruitment for example, e-recruitment, targeted recruitment aimed at under-represented groups.</p>	<p>The apprenticeship scheme targets under-represented groups – those under 25 years of age.</p> <p>The Work Experience programme targets disabled people and others such as returnees into the workplace and offers an alternative way back into work.</p> <p>Project Search looks to provide structured, work-based learning to people with moderate to severe learning disabilities.</p>	<p>Local targets are being developed to include numbers of apprentices, care-leaver apprentices, apprentices completing and entering permanent employment and the number of work experience placements that lead to permanent employment.</p>	<p>The strategy indicates areas where we are getting the basics right.</p> <p>More work is required before the Authority is performing well.</p> <p>Although action is being taken to recruit from under-represented groups and to demonstrate the effectiveness of this action, it is not clear how the Authority will demonstrate it has reduced skills gaps.</p> <p>Recommendation Develop the local indicators to measure the occurrence of skills gaps within the Authority.</p>

Getting The Basics Right	How Medway Demonstrates Getting The Basics Right	Performs Well	How Medway Demonstrates Performs Well	How Medway Council Will Further Address KLoE 3.3 (Workforce Development Response)	Effectiveness Of Strategy In Addressing KLoE 3.3
<p>This might include skill development programmes that cover key skill areas, are responsive to identified gaps in skills and adequately resourced</p>	<p>The strategy proposes a number of skill development programmes: Developing leadership and management competencies; Use Medway Social Care College improve the skills and knowledge within the social care sector Apprenticeships and trainee posts in key areas; Graduate placements; Work experience; Focus staff training on key skills and knowledge.</p> <p>There is a commitment to develop the skills of the whole workforce through life-long learning such as the Union Learning agreement and continuing to offer a wide range of NVQ courses.</p> <p>Monitoring processes will be improved.</p>	<p>The Council will be fully utilising and promoting it's talent through a talent management approach and undertaking effective succession planning.</p>	<p>The strategy identifies the need to develop a talent management and succession planning strategy and identifies some of its key elements.</p> <p>Plans to improve the recording of qualifications and help staff realise their full potential.</p>	<p>The retendering of the Medway College for Social Care will provide an opportunity to re-focus the skills required going forward in social care.</p> <p>Review of Adult Education will identify opportunities for expanding the training offered.</p>	<p>The strategy demonstrates a commitment to getting the basics right and a move towards performing well.</p> <p>Recommendation Talent management and succession planning strategies should be formalised.</p>

Getting The Basics Right	How Medway Demonstrates Getting The Basics Right	Performs Well	How Medway Demonstrates Performs Well	How Medway Council Will Further Address KLoE 3.3 (Workforce Development Response)	Effectiveness Of Strategy In Addressing KLoE 3.3
<p>The council presents itself as a good employer in the marketplace, exploiting a range of recruitment channels.</p>		<p>The Council pro-actively marketing itself as an employer of choice.</p>	<p>The strategy foreword states a desire to be an employer of choice. This is restated later but does not consider how this will be marketed.</p>	<p>Review marketing of recruitment is needed to reflect that Medway Council is the Local Employer of Choice.</p>	<p>The strategy demonstrates a desire to be an employer of choice and hence to be performing well.</p> <p>A review of recruitment marketing could help the Authority to present itself as an employer of choice but it has not yet been fully planned.</p> <p>Recommendation The Head of Workforce Development and Service Improvement should ensure the review of the marketing strategy covers: Employment benefits; Recruitment channels; Under-represented groups; Threats to Medway Council's reputation as an employer; Timetable and allocation of responsibility for action.</p>

Getting The Basics Right	How Medway Demonstrates Getting The Basics Right	Performs Well	How Medway Demonstrates Performs Well	How Medway Council Will Further Address KLoE 3.3 (Workforce Development Response)	Effectiveness Of Strategy In Addressing KLoE 3.3
There will be effective performance management arrangements which support management in delivering services that are fit for purpose,	The strategy highlights the need to maintain a “strong and consistent approach to performance management”.	Performance management arrangements reflect priorities and have a strong customer and community focus to support new patterns of service delivery.		Roll out of Covalent performance management system to all managers enables them to record targets and achievement and cascade organisational objectives	The strategy identifies performance management as a need. The Covalent system should ensure performance management arrangements reflect priorities and have a strong customer and consumer focus.
With examples of action taken to resolve poor performance of teams or individuals.		There will be examples demonstrating that the council recognises and rewards high performance of teams and individuals.			This is not an issue for the strategy, however: Recommendation The Authority will need to collate evidence that high performance is rewarded.
There will be effective systems for monitoring and managing levels of staff accidents and sickness absence with action identified to reduce high levels.	The strategy plans development of the sickness monitoring system. Current position on sickness absence and the direction of travel has been identified but reasons for the change have not been discussed. The aim is to see reductions in sickness rates, which will improve efficiency.	The council will be investing in the health, safety and well being of its workforce with evidence of successful well-being initiatives.	The strategy states that the “Council already has a number of provisions which will assist with its goal to become an Employer of Choice”. The aim is to develop these provisions into a more holistic Employee Wellbeing Programme. Improved attendance rates demonstrated.	Continue to improve management information including regular monitoring down to service level. Also the inclusion of recruitment statistics within the Workforce Monitoring Report to Members.	The strategy demonstrates that Medway is getting the basics right and aspires to perform well. The plan to mould a holistic Employee Wellbeing Program from Medway Council’s existing provisions will further aid this. Improved attendance rates, particularly if related to specific initiatives, would be appropriate evidence to support the effectiveness of the programme.

Getting The Basics Right	How Medway Demonstrates Getting The Basics Right	Performs Well	How Medway Demonstrates Performs Well	How Medway Council Will Further Address KLoE 3.3 (Workforce Development Response)	Effectiveness Of Strategy In Addressing KLoE 3.3
		<p>The Council will be able to demonstrate how its productive and skilled workforce is benefiting the Community, for example staff identifying and implementing efficiencies and innovations, backed by a strong improvement culture.</p>			<p>This is not an issue for the People Strategy but:</p> <p>Recommendation The Authority will need to demonstrate that the investment in staff is delivering benefits for the people of Medway.</p>

Theme 2: The organisation knows in the medium to longer term what staff it will need and what skills and has plans to achieve this.					
<p>Workforce Planning will be integrated with service planning, showing how the Council will deliver its strategic objectives.</p>	<p>Medway Council will renew its Investors in People (IIP) accreditation in 2010. IIP standard has a positive impact on the degree of achievement of company's strategic goals.</p>	<p>There will be a strategic approach to workforce planning that reflects strategic priorities and objectives and supports the delivery of services. It aligns closely with strategic planning and is designed to deliver improvements in efficiency, productivity against local priorities.</p>	<p>Corporate approach – strategy links the workforce plan to strategic priorities.</p> <p>The transformation programme board is considering future staffing needs in response to the transformation of adult social care</p> <p>The Children's Trust is taking a strategic approach to future workforce needs.</p> <p>Future jobs fund and Project Search have been identified as a means of delivering employment opportunities in Medway whilst delivering other strategic priorities.</p>	<p>The completion of Workforce Strategies for Adults' Services and Children's Services.</p> <p>Continued engagement with Children's Workforce Development Council (CWDC) in developing an integrated children's workforce strategy for Medway Children's Trust.</p>	<p>The strategy demonstrates a desire to be performing well in aligning workforce planning with the Authority's strategic targets. The links are especially strong in the services that are facing the greatest change (children's services and adult social care).</p> <p>The Authority will demonstrate that it is performing well in Children and Adults, but may have insufficient evidence in Business Support and Regeneration, Community and Culture.</p> <p>Recommendation: The Authority needs to demonstrate a strategic approach to workforce planning in Business Support and Regeneration, Community and Culture.</p>

<p>The council will base workforce plans on reliable data and information.</p>	<p>The Strategy highlights the need for accurate and up to date information on the workforce. There has been significant development of development of workforce data.</p> <p>Further developments are planned which will allow the skills and competencies of the workforce to be better understood.</p>	<p>Strategic workforce planning is accompanied by fit for purpose information on demand for services, workforce size and profile, and systematic collection of the views of staff.</p>	<p>Current size and profile of the organisation is understood. There is an annual staff survey that collects views of staff.</p>	<p>Completion of the National Minimum Dataset For Social Care and the Schools' Workforce Census is key to mapping the current workforce skills etc. This will feed into the workforce strategies for adults and children.</p>	<p>The Authority is getting the basics right and positioning itself towards demonstrating performing well for Children and Adults.</p> <p>Recommendation: The Authority needs to demonstrate a strategic approach to workforce planning in Business Support and Regeneration, Community and Culture.</p>
<p>Plans will set out current staffing, and identify what staff are needed over the next three to five years and how they intend to get there.</p>	<p>Workforce Data will identify the current workforce. This is presented annually to the Council's Employment Matters Committee.</p> <p>Workforce profile identifies the proportion of staff by division who will be retiring in the next five years.</p> <p>The strategy identifies an ageing population, and changes to the children's workforce as key challenges for workforce planning. Additionally, other shortage areas are highlighted.</p>	<p>Strategic workforce planning addresses current and future workforce needs for people and skills.</p>	<p>Workforce data identifies current and future needs (5 year retirement)</p> <p>The transformation programme board has targets for the numbers of clients in receipt of individual budgets within 2 and 5 years. The strategy does not identify how this translates to staffing numbers.</p> <p>The Children's Trust are using the "One Children's Workforce" toolkit to better design the core skills and competencies required in the future.</p>	<p>Further work is required to improve turnover and retirement rates, although this is not the biggest issue facing the workforce. The rate of change within the council and the budgetary pressures require continual reassessment of job roles and structures.</p>	<p>The Authority is getting the basics right and moving towards performing well.</p>

<p>Because of effective workforce planning you might expect to see transparent and managed agency costs.</p>	<p>The foreword states a desire to see better management of temporary and agency staff as one means of reducing costs.</p>			<p>This will flow from the consultation and action planning that is taking place to develop a delivery plan against the strategy.</p>	<p>The desire for better control of temporary and agency staff costs is expressed.</p>
		<p>Joint workforce planning will be delivering benefits, for example reduced costs, more integrated services and reduced unproductive competition between public sector bodies in an area for scarce skills.</p>	<p>The Kent and Medway partnership are collaborating on i-share, which will provide online training and share training and development events.</p> <p>The transformation programme board has representatives from social care, health, the voluntary sector and other partners involved in workforce planning.</p> <p>The Children's Trust within Medway has representatives from Schools, social care, early years, youth services, the voluntary sector and other partners and bringing together information that will allow joint workforce planning in this sector.</p>	<p>Noted.</p>	<p>The Authority is working towards "performing well", particularly in relation to children and adults workforce planning.</p> <p>Recommendation: Records will need to be maintained that will be able to demonstrate the benefits of joint workforce planning with partners are being achieved.</p>

		The council will be taking action to ensure it has a positive and appropriate brand as an employer in the context of the local labour market, for example to attract under-represented groups.	The strategy states Medway Council will continue to market and promote Medway Council as the local employer of choice.	Review marketing of recruitment is needed to reflect that Medway Council is the Local Employer of Choice. Also marketing of apprenticeships, work experience and graduate placement schemes are in hand.	The authority aspires to perform well. Recommendation: See 1.3 above.
Theme 3: The organisation engages and supports staff in organisational change.					
Senior management will effectively manage and support organisational change while involving the workforce in the process.		Senior management has a systematic and planned approach to managing the workforce implications of organisational change.		Children and Adult workforce strategies will provide this planning.	The People Strategy does not address the issues surrounding engaging staff in organisational change. Recommendation: Further work is required to demonstrate a planned approach to managing the workforce implications of organisational change for Business Support and Regeneration, Community and Culture.

<p>Senior management shows commitment to engaging staff in the process of change and minimising the impact of change by being sensitive in ensuring two-way discussions.</p>	<p>The People Strategy does not describe how staff are engaged in the transformation agenda or with the changes in the Children's Workforce.</p>	<p>The council fully involves staff in the implementation of change and empowers them to help deliver it.</p>		<p>Examples include the introduction of I-Share, FACS in adult social care, care director training etc.</p>	<p>See 3.1 above.</p>
		<p>The council trains line managers to deal with change management issues and to develop specialist change management skills.</p>		<p>This forms part of the competences within the leadership and management programme</p>	<p>The Authority's Leadership Framework is the mechanism that can demonstrate that we are performing well.</p>
<p>The council monitors staff satisfaction and morale through periods of change and supports staff through mechanisms such as employee assistance programmes.</p>				<p>The staff survey is the mechanism we use to monitor this information.</p>	<p>There is an appropriate mechanism in place to demonstrate getting the benefits right.</p>

<p>The council consults with staff, trade unions and other representative groups and actively involves them in managing change and reports positively on their involvement.</p>		<p>The council uses various methods for communication with staff on change management issues, for example staff briefings, surgeries and focus groups and the council evaluates the effectiveness of its approach to staff communications.</p>		<p>Connections, Headlines, team meetings, service manager sessions etc are all regularly used.</p>	<p>The Council has a number of methods in place to help it to demonstrate that it is performing well.</p>
		<p>The council has effective partnership working between trade unions and other staff representative groups, including joint communication strategies.</p>		<p>Already in place.</p>	<p>These are already in place and would not necessarily be captured within the People Strategy.</p>
<p>Post-implementation reviews include monitoring and evaluation of the impact of change on staff.</p>		<p>Post-implementation reviews assess the benefits of change against clearly defined success criteria and the council learns from the results.</p>		<p>This is standard project and programme management process</p>	<p>The strategy does not demonstrate performing well.</p> <p>Recommendation: Project / programme management processes need to be standardised across the Authority to ensure that post-implementation reviews are always completed.</p>

Theme 4: The organisation has policies which support diversity and good people management.					
<p>The Council will have established and maintained policies and practices, including diversity practices to support good people management, and to ensure compliance with equalities legislation and duties.</p>	<p>The strategy states the Council will work to ensure pay and rewards policies are fair and they work to eliminate discrimination.</p> <p>This will be enforced by the commitment to the Equality Framework.</p>			<p>This will flow from the consultation and action planning that is taking place to develop a delivery plan against the strategy</p>	<p>The council is committed to getting the basics right.</p>
<p>The council will train and support managers to implement the policies and practices consistently.</p>	<p>This will be enforced by the commitment to the Equality Framework.</p> <p>The leadership and management competencies are being developed to encompass the IIP standards framework and will form the basis of a leadership and management programme for Medway Managers</p>			<p>The implementation of policies and practice is through the application of core management skills. The details of individual policies are communicated to managers.</p>	<p>The Authority is getting the basics right.</p>

<p>The council will be working towards building a workforce that is more representative of the community it serves,</p>	<p>The foreword identifies a need for an increasingly diverse workforce to respond to the needs of an increasingly diverse society and better reflect the community we serve.</p> <p>Workforce data – identifies current position regarding diversity (gender / ethnicity / age / disability / living in Medway). The position from 2004/05 to 2007/08 has been benchmarked against other unitary authorities.</p> <p>Action is being taken to remove barriers to disabled workers. The apprenticeship scheme is seen as key to increasing the proportion of younger workers. Time will then correct age imbalances.</p> <p>Development of workforce profile reporting will monitor progress.</p>	<p>There will be evidence of significant progress in building a workforce broadly representative of the community at all levels including senior management.</p>	<p>Medway has benchmarked key performance indicators against other Authorities. These records can be used to demonstrate future progress.</p> <p>Improved monitoring will enable management to demonstrate progress made.</p> <p>Apprenticeships, Work experience, graduate placement schemes are in place to improve the representation of young and disabled people within the workforce.</p>	<p>The cessation of BVPI indicators and the lack of national indicators require the council to develop its own measures, benchmarking will no longer be available. Key statistics are reported to members through the workforce monitoring report that details how the workforce compares to the working age population as a whole. Performance of actions to address under representation is reported to members through this report.</p>	<p>The Authority can show that it has the basics right and will be in a position to show whether it is performing well.</p>
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<p>The council will have adopted the current equality standard for local government and improved its assessment against the five performance levels.</p>	<p>Medway Council assessed itself as being at level 2 of the equality standard, with a commitment to achieving level 3.</p>	<p>The council will have evidence of achieving level 3 or above of the current Equality Standard for local government and have adopted the new Equality Framework from April 2009.</p>	<p>The council has adopted the equality framework.</p>	<p>The development of the Equality Framework lies outside the scope of the workforce strategy.</p>	<p>The strategy highlights Medway Council's commitment to the equality framework.</p>
		<p>Different groups of staff report that the council operates positive diversity practices.</p>	<p>The Council works in partnership with the Disabled workers forum to improve accessibility and to address other issues of concern.</p> <p>The Black Workers Forum is not mentioned in the strategy.</p>	<p>Agreement has been given to take positive action to improve the number of young people employed within the council.</p> <p>Medway continues to use the two ticks scheme in recruitment. The review of the recruitment policy will help under represented group to gain employment through a more flexible approach to recruitment.</p>	<p>The strategy highlights some of the requirements for performing well.</p> <p>Additional action should support Medway Council to demonstrate "performing well".</p>
		<p>There will be high levels of staff satisfaction including across different groups in the workforce and good retention levels particularly in priority areas and where there are skills shortages.</p>	<p>Continue with the annual staff survey. Improved data analysis will enable monitoring of retention levels.</p> <p>IIP accreditation has a positive impact on retention of staff.</p>	<p>This will flow from the consultation and action planning that is taking place to develop a delivery plan against the strategy.</p>	<p>The Authority aims to perform well and the results of the monitoring should enable it to demonstrate staff satisfaction and retention.</p>

		<p>The council will be considering introducing a total rewards approach to attract, retain and reward staff, including developing opportunities for flexible working arrangements to support staff through key life events.</p>	<p>The Strategy demonstrates that the Council is considering a Total Reward approach to pay and benefits.</p>	<p>This will flow from the consultation and action planning that is taking place to develop a delivery plan against the strategy</p>	<p>Performing Well demonstrated in this part of KLoE 3.3. However, the strategy does not identify responsibility or a timetable for the move to the Total Reward approach.</p>
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Appendix 3 – Agreed Management Action Plan following 2008/09 Internal Audit Report, with progress

Recommendation	Management Action / Responsibility	Target date	Progress
<p>A more strategic approach should be taken that assesses workforce development priorities across the authority. This should include: Business Support Department should clarify responsibility for monitoring and coordinating workforce planning issues across the department Further development of service plans should be in order to better highlight workforce planning needs Service plans should be reviewed by Research and Review, with emerging workforce planning issues highlighted to directorates Directorates should draw priorities from service plans into divisional and directorate plans</p>	<p>Business Support DMT to consider workforce planning issues as they are articulated in the service plans for the Department on an annual basis</p>	Apr 09	Completed
	<p>Further developments for service plans to be implemented through Research and Review during 21009/10 with workforce planning to be included</p>	Oct 09	Completed
	<p>Workforce development priorities to be discussed at divisional management teams and fed up to the directorate management teams for consideration</p>	Oct 09	Completed / ongoing
<p>The people strategy should be updated and include: Framework for planning workforce development issues Processes for identifying potential issues before they impact on Medway Council Demographics of the workforce should be analysed to at least service level Responsibility and methods for monitoring effectiveness of action taken</p>	<p>Project Plan to be developed and implemented for the revision of the people strategy by Assistant Director, Organisational services and Head of Organisational Development</p>	Apr 09	Completed. Workforce Development Strategy presented to Employment Matters Committee in September 2009
<p>Data on the current workforce and recruitment should be analysed at least annually to determine services with: Potential retirement of high proportions of senior staff Potential retirement of significant amount of the overall workforce Hard to fill vacancies</p> <p>This should be made available to service managers and officers monitoring workforce planning within directorates</p> <p>This analysis should be used to inform the Organisational Development and workforce planning priorities</p>	<p>Data to be drawn from Resourcelink and referred to Directorates as part of other workforce data available annually in October</p>	Oct 09	Completed. Workforce Monitoring Report presented to Employment Matters Committee in October 2009

Recommendation	Management Action / Responsibility	Target date	Progress
Organisational Development and Regeneration, Community and Culture directorate should plan for the impending retirement of a high proportion of the highways staff	<p>Head of Highways to present a report to RCC DMT giving options for preparing staff within Highways for management roles to compensate for retirement of management roles in 5 years time</p> <p>RCC and OD to consider appropriate management development routes for staff</p>	Apr 09	<p>DMT received a report in the summer 2009 explaining the issues within highways. Service manager is currently working on a review and reorganisation where succession planning will be incorporated into a report in April 2010.</p> <p>Completed. Forms part of the new Management and Leadership Programme</p>
<p>Further development of the workforce profile of the organisation should be undertaken to cover:</p> <p>Sexual orientation Religion Gender Identity Direction of Travel (e.g. proportion of profiles from retirement / recruitment data)</p>	<p>Data to be drawn from Resourcelink and referred to Directorates as part of other workforce data available in October 09</p> <p>There may be some practical difficulties in collecting data for sexual orientation/gender alignment.</p>	Oct 09	<p>Completed</p> <p>Ongoing practical difficulties in collecting data on sexual orientation / gender alignment.</p>
Appropriate action should be identified to ensure the workforce better represents the Medway Population	Working with Colleagues in RCC, HR services and Job Centre Plus to promote proactive recruitment campaigns with often overlooked groups	Dec 09	Completed. Contained within the Workforce Strategy. Also Medway is implementing its successful bid to the Future Jobs Fund.