

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	18 January 2010

Report template revised June 2008



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Workforce Development Plan	Deputy Leader	Garry Barclay Susan Guinness	

SUMMARY AND LINK TO CORPORATE PRIORITIES

A Workforce Development Plan (WDP) has been produced to address several skills shortages which have been identified by ourselves as Service Heads in conjunction with managers and staff as being critical to the future success of the Partnership.

Whilst some technical skills need to be improved, the main focus of the WDP is to develop soft skills and competencies, particularly at managerial and supervisory level.

This report explains the content of the WDP and the approaches to be adopted.

The implementation of the WDP is a key priority for 2010.

The Shared Services Partnership is a high corporate priority for both Councils.

RECOMMENDATIONS

That the Committee approves the adoption of the WDP summarised and explained below.

DETAILS AND REASONING

The most important factor which is crucial to the long-term success of the Partnership is the need to develop the following core skills within its senior managers and staff.

- **focusing on customers** to identify and meet their needs;
- **leading** and **motivating** their teams to deliver the services and standards expected;
- **working as a team** within the partnership;
- **communicating** effectively with customers and staff.

This is supported by the results of a rigorous skills audit which was undertaken by Price Waterhouse Coopers (PWC) prior to the establishment of the Shared Services Partnership. Although a number of important skill strengths emerged from the audit, including a strong appetite for change, professionalism and integrity, the audit identified the above key areas for development.

These are fundamentally about changing culture, behaviours and attitudes and as such will not happen overnight. Nevertheless we have been working with Human Resources and Senior Managers in consultation with staff within the Partnership to produce a WDP to address these important skills gaps.

THE BASIS OF THE APPROACH

The WDP consists of the following 2 elements:

- A Staff Development Plan
- A Management Development Programme

STAFF DEVELOPMENT PLAN

The Staff Development Plan (see Appendix) builds on the PWC skills audit and has been produced in conjunction with the managers and staff within the Partnership. Its contents are summarised as follows:

Development Needs

These are the individual management skills, key competencies and technical skills which need to be developed.

Desired Behaviours & Outcomes

The success of any staff development activity depends on whether it actually makes a difference in terms of changing behaviours or achieving specific outcomes. This section articulates those behaviours and outcomes which have been generated by the managers and staff themselves.

Intervention / Activity

This section identifies a range of training courses and techniques which are aimed at delivering the changes in behaviour and development outcomes referred to above. This includes the introduction or improvement of a range of processes which will test and stretch the managers and staff involved and at the same time enhance the effective operation of the Partnership as a whole.

Audience / Timescale

This section identifies which managers and staff are in need of each development activity and an indication of when that development activity will take place.

All the actions included in the attached Plan will be set as personal objectives and personal training needs in the next round of performance appraisals.

MANAGEMENT DEVELOPMENT PROGRAMME

We have identified that the critical success factor to the long-term success of the Partnership is the need to develop core skills in **customer care**, **leadership**, **teamwork** and **communication**. This is especially the case amongst managers therefore the following Senior Managers will in addition also undergo a formal planned development programme over the next twelve months:

- Principal Financial Accountant
- Principal Management Accountant (Chorley)
- Principal Management Accountant (South Ribble)
- Systems Development & Exchequer Services Accountant
- Procurement Manager
- Internal Audit Manager
- Risk Manager

All the above managers will be included within the management development programmes of the 2 host authorities which will be finalised in February 2010.

In addition, a dedicated programme for the Partnership will be arranged to address any development needs that are essential to the Partnership but are not adequately covered in the host authorities' programmes. The existing management training providers to Chorley and South Ribble Councils will therefore also be asked to submit training solutions for these for consideration and implementation in 2010.

The costs will be met within the Shared Assurance training budget.

The level of participation by the Heads of Shared Financial and Shared Assurance Services will be agreed with the appointed provider.

WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the following:

FINANCIAL	The majority of the interventions emanating from the Plan have no financial implications but those that do will be built into the revised Partnership Budget for 2010/11 being agreed at this Joint Committee meeting and funded from within existing resources.		
LEGAL	There are no specific legal implications to consider.		
RISK	The development of the managers and staff is a critical success factor for the new Shared Services Partnership.		
OTHER (see below)	This Plan underpins the approach to the development and training of the Partnership's staff.		
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

BACKGROUND DOCUMENTS

Staff Assessment Exercise Final Report - Price Waterhouse Coopers.

APPENDIX - SHARED SERVICES STAFF DEVELOPMENT ACTION PLAN

DEVELOPMENT NEED	DESIRED BEHAVIOURS & OUTCOMES	INTERVENTION / ACTIVITY	AUDIENCE	TIMESCALE
MANAGEMENT SKILLS & KEY COMPETENCIES				
Leading and Motivating Others	<ul style="list-style-type: none"> • Being yourself – an authentic leader. • Be visible. • Clearly communicate expectations & monitor progress and performance. • Coach & develop others. • Inspire others. • Encourage willingness to change. • Help others understand their role in achieving goals / purpose • Setting clear, understandable goals & objectives. 	<p>Use all available means to reinforce the Partnership's core purpose and values / guiding principles to staff.</p> <p>Set & monitor short term objectives at team meetings and 1 to 1's with staff. Ensure that this covers competencies and development activities as well as tasks using the Council's performance appraisal documentation and processes.</p> <p>Conduct regular Team Meetings to:</p> <ul style="list-style-type: none"> • Communicate priorities for all aspects of work including tasks, projects, behaviours and developments. • Monitor progress on all aspects of work and construct solutions to problems. • Co-ordinate workload commitments and pressures (see time management and delegation below). • Encourage supportive team working and share information • Constant review of processes to secure efficiencies. 	<p>Service Heads & Managers.</p> <p>Service Heads, Managers & Supervisors.</p> <p>Service Heads, Managers</p>	<p>Ongoing</p> <p>Monthly</p> <p>Monthly</p>

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		<p>Expand the Councils Core/Team Briefing Sessions to include:</p> <ul style="list-style-type: none"> • Inter-team briefings and opportunities for questions, consultation and contributions/inclusion from all staff. • Key messages on partnership achievements and performance for both the Business Improvement Plan (BIP) and other relevant matters. <p>Provide coaching and other support to up-skill people in important disciplines like member/chief officer reporting and relationship management.</p>	<p>Service Heads & Managers</p> <p>Service Heads</p>	<p>Monthly</p> <p>Ongoing</p>
<p>Time Management and Delegation</p>	<ul style="list-style-type: none"> • Setting SMART objectives. • Forward planning and prioritising tasks. • Empowering people where they have the necessary skills. • Develop a delegation “mindset” supported by selective intervention. 	<p>Set & monitor short term objectives at team meetings and 1 to 1’s with staff (as above).</p> <p>Conduct regular team meetings (as above).</p> <p>Review processes to remove non-added value activities (monthly reporting / recharging a priority).</p> <p>Encourage people to develop new skills in order to build greater capacity (for example by shadowing managers at key meetings).</p>	<p>Service Heads, Managers & Supervisors.</p> <p>Service Heads & Managers.</p> <p>Service Heads & Managers.</p> <p>Service Heads</p>	<p>Monthly</p> <p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p>

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<p>Working in Partnership and Managing Conflict</p>	<ul style="list-style-type: none"> • Demonstrating ownership & accountability. • Build relationships outside immediate teams. • Improve Communication. • Resolve conflicts of interest. • Understand others' roles. • Work together on joint activities & projects. 	<p>Continue with full partnership away days & make them more participatory and inclusive.</p>	<p>ALL</p>	<p>Jan / July</p>
		<p>Introduce interim Partnership news bulletins to report on key developments.</p>	<p>ALL</p>	<p>Bi-Monthly for 2010/11</p>
		<p>Expand the Councils Core/Team Briefing Sessions to include:</p> <ul style="list-style-type: none"> • Inter-team briefings and opportunities for questions, consultation and contributions/inclusion from all staff • Key messages on partnership achievements and performance for both the Business Improvement Plan and other relevant matters 	<p>Service Heads & Managers</p>	<p>Monthly</p>
		<p>Set up project teams for appropriate projects in BIP.</p>	<p>Managers.</p>	<p>March 2010</p>
		<p>Introduce working group to establish and maintain appropriate intranet content.</p>	<p>Lee Hurst</p>	<p>ASAP</p>
		<p>Revisit the ICT action plan to resolve connectivity and other residual issues.</p>	<p>Andy Armstrong</p>	<p>ASAP</p>

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Business and Planning Skills	<ul style="list-style-type: none"> • Develop a better understanding of “the business.” • Act as business advisers. • Provide challenge and support to financial decisions. • Own and manage financial drivers of value. 	<p>Arrange regular meetings with chief officers to keep abreast of developments in services.</p> <p>Attend service department Management Team meetings and cascade issues down to staff in team meetings and briefings.</p> <p>Develop and deliver training packages at strategic, tactical and operational levels for customers to gain cross department process efficiencies and also enhance working relationships</p> <p>Start to hot-desk when working in services under review.</p>	<p>Managers</p> <p>Service Accountants</p> <p>Managers and Team Leaders</p> <p>Auditors</p>	<p>Quarterly</p> <p>Monthly</p> <p>ASAP</p> <p>Ongoing</p>
TECHNICAL SKILLS				
Core IT skills (MS Outlook / Excel / Word)	<ul style="list-style-type: none"> • More efficient, maximum application of tools. 	In-house needs based short courses.	All	TBA
Core IT skills – Council financial information system	<ul style="list-style-type: none"> • More efficient, maximum application of tools. 	In-house needs based short courses.	All	TBA
CIPFA Treasury Management Principles	<ul style="list-style-type: none"> • Improve understanding and apply best practice 	CIPFA / other course Certificate in International Treasury Management – Public Finance	Accountancy	TBA

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Money Laundering Regulations	<ul style="list-style-type: none"> • Improve understanding of monitoring and reporting responsibilities 	In-house briefing by ML Officer	Accountancy	TBA
Accounting for Sustainability	<ul style="list-style-type: none"> • Improve understanding and apply best practice 	CIPFA / other course Project work - research and development	Accountancy	TBA
Procurement	<ul style="list-style-type: none"> • Develop expertise in e-procurement, benchmarking & contract law 	CIPFA / other course	Procurement	TBA
Partnerships & VFM	<ul style="list-style-type: none"> • Investigation & reporting on partnerships & value for money 	CIPFA / other course plus on-the-job application	Internal Audit	TBA
Risk Management	<ul style="list-style-type: none"> • Establish performance standards, monitoring & reporting 	CIPFA / other course plus networking	Risk Management	TBA
Health & Safety	<ul style="list-style-type: none"> • Improve understanding of responsibilities and apply corporate policies in the workplace 	In-house management & officer awareness sessions	All	TBA