

HAMPSHIRE COUNTY COUNCIL

Report

Committee/Panel:	Employment in Hampshire County Council Committee
Date:	15 July 2013
Title:	Workforce Development – ‘Transforming the Council <i>through you</i> ’
Reference:	5025
Report From:	Director of Strategic Change and Business Development

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1. Summary

- 1.1. The purpose of this paper is to provide an outline of the Council’s workforce development strategy which is being called ‘Transforming the Council *through you*’. The title has been chosen deliberately in order that the strategy is clearly positioned as an enabler to achieve the Council’s ‘Transformation to 2015’ programme approved by Cabinet on 24 June 2013.
- 1.2. The overarching purpose of the strategy is to provide our staff with the necessary skills, behaviours and competencies to deliver the Council’s priorities. While the Council has been hugely successful in reducing its costs, which puts us in a strong position to move forward, there is recognition of a need to change and work differently. A key theme of the strategy is to strengthen capacity and (re)-position some of our services to expand and innovate in line with the objectives contained in the Council’s Business Strategy. The Council’s Workforce Development Strategy is one part of a broader programme of HR developments which will need to be in place to facilitate the organisation’s transformation agenda. Further details about these are contained in the Chief Executive’s report “Major Change Programmes - HR implications” which is also on the agenda.
- 1.3. The strategy builds on the Priority Leadership Skills programme that ran throughout last year and provided a wide range of different learning interventions to support senior managers with new leadership and business skills. This strategy however will go further than providing just learning and development opportunities for managers by introducing:
- A new flexible competency framework
 - A revised performance management scheme

- A new programme of what a good manager looks like, incorporating 'Hampshire in Business'.

2. Key themes of the Strategy

2.1. Transforming the Council *through you* has four key themes:

- People Development: setting core skills and behaviours for all staff
- Performance Management: developing clear performance standards, linked to measures and rewards
- Managing Change: strengthening the organisation's ability to lead and deliver change through its staff
- Talent Management: establishing a fair and transparent approach to identifying the most talented staff for career progression.

2.2. Initially, implementation will focus on the three core aspects of the strategy (identified in section 1.3 above) on the basis that they are the priority areas and form the essential building blocks for other work. Other new areas of work, particularly Talent Management, will follow implementation of the areas noted below.

2.3. Competency framework

A new framework is being designed to provide a clear and consistent understanding of what is expected from staff and embraces both skills and, crucially, behaviours. While the framework will have a set of core requirements for all staff it will be flexible enough to embrace all levels and types of roles. At its simplest there would be just four competencies with a more demanding matrix for the most senior roles. The flexibility will ensure the competencies are relevant, proportionate and embrace any existing profession based competencies.

2.4 Performance management

The Council's appraisal scheme is being redesigned to set objectives and job standards against the competency framework. The new appraisal scheme will place greater emphasis on not just individual development but on how that supports wider team and organisational objectives. The current rating system will be changed from a three-point scale to a five-point rating enabling performance to be better recognised and rewarded around the current very broad 'Meeting Expectations' category. A review of relevant HR Policies, implementation of a simple IT based appraisal system and development of a staff wellbeing initiative are all being undertaken either as part of the strategy or in parallel.

2.5 What a good manager looks like

A set of expected management and leadership qualities are being established that will describe what a good manager looks like and these will include specific qualities required to deliver other key strategies, for example the Business Strategy. In future, recruitment and promotion into management

roles will require leadership competencies to be evidenced with capacity for further development.

3. Resources

- 3.1. A specialist team, led by the Head of Strategic Workforce Development, has been established and is now working on the detailed implementation of the three priority areas described in this report. Wider engagement with departments and staff has commenced and this will be a critical success factor going forward. Each department has identified a management team lead who will work closely with the core team. The importance and challenge of staff engagement is not underestimated and this, together with communication, has a dedicated workstream led by Head of Performance and Communications who is working closely with the Head of Strategic Workforce Development to ensure the necessary connectivity.
- 3.2. Initial feedback from departments has highlighted the importance of having a simple and effective IT based appraisal system which also supports the use of the competencies and management of development needs. This needs to be linked to recruitment which will in future reflect the new competencies and also support the Council's longer term talent management strategy. It is hoped that this work will be developed as part of the implementation of the Integrated Business Centre which would be the most cost-effective and least disruptive approach.
- 3.3. The Council's Private Sector Partner, Deloitte, have supported the development of this Strategy which is largely based on the joint work undertaken last year on organisation development. It would be appropriate to commission further limited support from Deloitte at critical project milestones.

4. Timeline

- 4.1. The table below indicates the key milestones and dates.

Key Area	Key Milestone	Date
Competencies Appraisals	Focus Groups (key engagement with departments)	July 2013
Good Manager	Leadership & Management activity aligned to six 'Good Manager' qualities	August 2013
Competencies	Draft competencies available	August/September 2013
Good Manager	Evaluation of current 'In Business' programme	September 2013
Competencies	Final competencies available	October/November 2013
Appraisals	Draft appraisal scheme (including new competencies)	November 2013
Competencies Appraisals	Testing and preparation for pilot	November 2013 - January 2014

Competencies Appraisals	Training and guidance for pilot	January – March 2014
Competencies Appraisals	Pilot roll-out	April 2014
Good Manager	Final roll-out of new 'In Business' programme	April 2014
Competencies Appraisals	Final roll-out of new competency framework and new appraisal scheme	April 2015

5. Conclusion

5.1. The implementation of an organisation-wide workforce development strategy will undoubtedly be one of the most challenging projects the Council has ever undertaken. Implementation will impact all staff and their support needs to be gained through genuine engagement. The positioning of the strategy as an enabler to achieving the Council's transformation agenda is therefore vitally important. Notwithstanding the challenges, the need to align workforce development and performance more closely to the priorities and ambition of the Council has never been more compelling both for the organisation and its workforce.

6. Recommendation

6.1. It is recommended that the Employment in Hampshire County Council Committee approves the development of the workforce development strategy outlined in the report.

CORPORATE OR LEGAL INFORMATION:

Links to the Corporate Strategy

Hampshire safer and more secure for all:	no
Corporate Improvement plan link number (if appropriate):	
Maximising well-being:	no
Corporate Improvement plan link number (if appropriate):	
Enhancing our quality of place:	no
Corporate Improvement plan link number (if appropriate):	

Section 100 D - Local Government Act 1972 - background documents	
<p>The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)</p>	
<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

1.1. N/A

2. Impact on Crime and Disorder:

2.1. N/A

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption? N/A

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? N/A