



Corporate Organisational Development and Training

Team Plan 2015/16

Team Manager: Helen Scarrett
Service Plan: Resources
Date signed off: 15/06/2015
Signed off by: Reuben Bergman

Contents

Team Overview..... 3

Our Contribution to Service Plan priorities 2014/15 4

Our Team Plan 2015/16..... 5

Team Overview – Corporate Organisational Development and Training

The Corporate Organisational Development and Training team undertakes a key role in Organisational Development (OD) within the Council, delivering, contributing to or facilitating OD initiatives such as:

- Workforce Planning
- Change management support e.g. Reshaping Services Programme
- Assessment Centres for senior management recruitment

The team also delivers corporate training and development solutions through a blended approach of e-learning, traditional and less traditional approaches such as coaching, secondments, project work, shadowing etc. as recorded in the new Corporate Training & Development policy 2013 – 2017.

The Team's broad functions are:

- Workforce Planning
 - Innovation and Change Management support
 - Developing new leadership and management competencies and capabilities
 - Developing the new relationship between the employer and employees
 - Employee engagement and communication
 - Reshaping the workforce
 - Delivering corporate training and development solution in response to business needs.
-

Our Contribution to Service Plan priorities 2014/15

Our contribution to the Service Plan priorities last year:

- Contributed training and development solutions and guidance as a part of the collaborative arrangements (Service objective 2)
- Provided training, development and guidance for the implementation of new technology in relation to mobile application and the 'Digital First' approach (Service objective 1)
- We have improved how we support and engage with our staff to provide services at the higher possible standard through developing a HR strategy that includes a Training and Development Strategy to ensure staff feel supported and engaged. We have also supported managers to better support their staff through providing Change Management Training. We have successfully held a 2nd Annual Workforce Planning Conference that enabled us to identify key workforce planning issues for the council in the short to medium term. This has helped to define the HR/Workforce implications of the Reshaping Services agenda (Service Objective 4).
- Developed and delivered e-learning solutions to support the implementation of the Business Improvement Toolkit for managers (Service Objective 3)

Our Team Plan 2015/16

| Service Outcome 2: | | The Vale community benefits from the Council's sound and transparent decision-making through effective management of resources. | | | | | | |
|---------------------------|--|--|------------------------------|---|---------------|--------------|---------------------------------|----------|
| Objective 4: | | To ensure that Council Services are supported by the appropriate deployment of skilled, flexible and engaged employees. | | | | | | |
| Ref. | During 2015-16 we plan to: | Success Criteria/ Outcomes we'll achieve from this action are: | High, Medium or Low priority | Officer responsible for achieving this action | Start date | Finish date | How will the work be resourced? | Progress |
| RS/A116 (CL15) | Implement the strategy to improve the employment of school, college, university leavers, including trainees and apprentices. | There is an increase in the employment of younger people (trainees/apprentices) measured by number of 16-24 year olds we employ. | M | Helen Scarrett | April 2015 | March 2016 | 1FTE over the year. | |
| | Agree collaborative approach to implement wider apprenticeship framework with partner organisation. | Proposal is formulated and implementation plan produced. | M | Helen Scarrett | April 2015 | October 2015 | | |
| | Secure internal funding. | Internal funding is agreed. | M | Helen Scarrett | November 2015 | January 2016 | | |
| | Gain Cabinet approval to final implementation plan. | Implementation plan is approved. | M | Helen Scarrett | January 2016 | March 2016 | | |
| RS/A070 | Develop and implement a Staff Engagement Strategy in relation to reshaping services. | Employees feel appropriately informed and engaged in relation to the reshaping services agenda. | H | Helen Scarrett | April 2015 | March 2016 | 0.75 FTE over the year. | |
| | Develop Staff Engagement Strategy | Engagement Strategy is agreed by Corporate | H | Helen Scarrett | April 2015 | April 2015 | | |

| | | | | | | | | |
|----------------|---|---|----------|-----------------------|-------------------|-------------------|-------------------------------|--|
| | and obtain Corporate Management Team approval. | Management Team. | | | | | | |
| | Co-ordinate the delivery of staff engagement sessions. | All staff are invited to attend a staff engagement session. | H | Helen Scarrett | May 2015 | July 2015 | | |
| | Co-ordinate staff consultation activities specifically relating to the 'Developing my skills' theme. | Staff have the opportunity to contribute to a series of consultation activities in order to provide their ideas relating to specific employment relationship themes. Proposals specifically relating to the 'Developing my skills' theme are produced and presented to Corporate Management Team for approval. | H | Helen Scarrett | August 2015 | March 2016 | | |
| RS/A117 | Develop a new 'Vale Contract' to support reshaping services and the development of an agile workforce enabling flexibility for the future. | New contract agreed and suitable to support an agile and flexible workforce. | M | Helen Scarrett | April 2015 | March 2016 | 0.75FTE over the year. | |
| | Co-ordinate staff consultation activities that are delivered on key employment relationship themes. | Proposals are produced and presented to Corporate Management Team for approval. | M | Helen Scarrett | August 2015 | March 2016 | | |
| RS/A118 | Review of | Management | M | Helen Scarrett | April 2015 | March | 0.5 FTE over the | |

| | | | | | | | | |
|----------------|---|--|----------|-----------------------|-------------------|-------------------|--------------------------------|--|
| | Management Competency Framework to support the needs of the Reshaping Services agenda and use as a basis for appraisal and PDRS. | Competency Framework in place that supports the needs of the reshaping services agenda. Management Development Programme developed and implemented in response to the needs identified in the Management Development Programme. | | | | 2016 | year. | |
| | Consultation with key stakeholders across the Council | Comments and feedback on the current framework is collated. | M | Helen Scarrett | August 2015 | December 2015 | | |
| | Draft framework is produced for review by key stakeholders. | Draft framework is produced. | M | Helen Scarrett | November 2015 | February 2016 | | |
| | Management Competency Framework agreed by relevant stakeholders. | Competency framework is published across the Council. | M | Helen Scarrett | March 2016 | March 2016 | | |
| RS/A080 | Implement succession planning guidelines to help managers ensure continuity of the service that is delivered. | Managers are supported to plan for future change and ensure organisational knowledge and leadership is continuous. | H | Helen Scarrett | April 2015 | March 2016 | 0.25 FTE over the year. | |
| | Guidelines shared with management | Managers use the guidelines to | H | Helen Scarrett | August 2015 | December 2015 | | |

| | | | | | | | | |
|--|---|--|---|----------------|---------------|------------|--|--|
| | teams. | succession plan in their teams. | | | | | | |
| | Workforce Planning discussions refer to the succession planning guidelines. | Managers plan for succession within their teams. | M | Helen Scarrett | February 2016 | March 2016 | | |