

# Skills Development

With our partners we aim to develop employees' skills and knowledge, in an innovative and high performance environment.

## Recent progress includes:

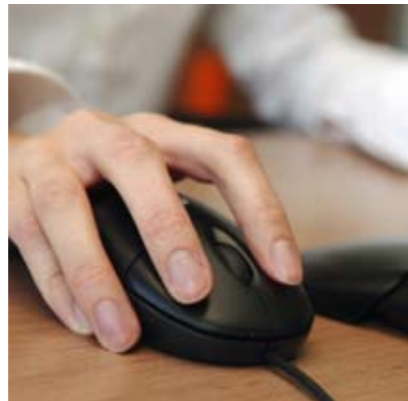
- ✓ securing external funding to address our skills gaps
- ✓ signing a Learning Agreement jointly with the Trade Unions to confirm a commitment and joint approach to learning opportunities for our employees
- ✓ City Works IIP status - due for reaccreditation with the rest of the organisation in 2011
- ✓ training managers in the new appraisal arrangements for personal development of all staff
- ✓ training staff in project and programme management
- ✓ introducing Business Process Improvement to help employees lead, manage and deliver change, such as with CRM.

## What we still need to do:

- undertake a skills audit and gap analysis
- develop corporate and service area learning plans
- maintain an appropriate training budget, evaluate training and adjust accordingly
- continue the Skills For Life programme
- determine the equalities impact of the Learning & Development programme.

## Our key challenges:

- need for creative development opportunities which deliver results and achieve value for money
- staff taking ownership of personal and professional development needs
- Adapting to new skills requirements such as changes in technology or meeting new customer demands.



# Pay and Rewards

Modernising pay systems enables us to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total reward approach.

## Recent progress includes:

- ✓ implementing Single Status on 1 October 2009 - This reinforces our commitment to ensuring equality in pay, terms and conditions of employment
- ✓ developing proposals to move away from automatic increments and introduce a scheme to reward staff more effectively and appropriately
- ✓ continuing to modernise our employment package, including tax efficient benefits.

## What we still need to do:

- complete the modernisation of our terms & conditions of employment
- introduce equal pay and fair employment policies
- review, adjust and market existing staff benefits.
- improve the management of overtime

## Our key issues:

- ensure we maintain the equality of pay and rewards
- rewarding high performers
- flexibility of benefits and giving more choice to staff in what they receive
- ensuring we can compete in the market
- marketing the package we offer to existing and potential staff.



For more information on our People Management activities, contact  
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# Leading Managing Empowering

## People Strategy & Workforce Plan 2010

We have made substantial changes over the past two years as we work towards transforming to make Oxford a world-class city for everyone.

Through increased productivity and greater service performance our transformation is making great progress. This is down to the commitment and engagement of our staff.

Our new People Strategy & Workforce Plan has been designed to help us to reflect on what we've achieved through the management of people, and build on that to meet the challenges of the future.

We are committed to investing in our people as only through them will we become a world-class Council. Our new People Strategy & Workforce Plan is an important tool in helping us to achieve this aim.

The full plan can be found on the intranet under 'Corporate Priorities, Policies & Performance', or ask your line manager for a printed copy.

### The five strands to our People Strategy & Workforce Plan are:

- Organisational Development
- Leadership Development
- Recruitment and Retention
- Skills Development
- Pay and Rewards



# Organisational Development

Organisational development is about building effective workforce support for new ways of working, to deliver citizen-focused and efficient services in partnership with others.

## Recent progress includes:

- ✓ introducing new partnership arrangements for service delivery - including leisure facilities, Park & Ride sites and our ICT provision
- ✓ updating our employment policies and developing an Equalities Action Plan
- ✓ developing an Accommodation Strategy
- ✓ improving our customer contact
- ✓ completing our management restructure - resulting in savings of £750k.

## What we still need to do:

- continue delivering our Corporate Plan
- roll out CRM across the Council
- introduce Modern Workstyles and reduce our accommodation
- roll out a Management Development Programme
- continue working in partnership with the Unions
- progress our Equalities Action Plan.

## Our key challenges:

- improving communication and staff engagement
- managing our organisational change
- solving our accommodation needs
- improving our performance
- communicating our successes and promoting innovation
- improving customer service
- increasing our partnership working
- monitoring staff health, safety and well being.



# Leadership Development

Leadership development enables us to build visionary and ambitious leadership, which makes the best use of both the political and managerial role.

## Recent progress includes:

- ✓ increasing access opportunities to our Chief Executive and Executive Directors
- ✓ launching the Management Practice Group
- ✓ addressing a structured approach to grow our own talent in hard-to-fill jobs
- ✓ developing the basis of attracting, retaining and motivating our employees
- ✓ developing councillor development.

## What we still need to do:

- introduce a plan to identify and develop future leaders
- ensure our leaders get open feedback on their performance
- further develop our Management Practice Group
- develop the diversity of our leaders.

## Our key challenges:

- ensuring our leaders are visible
- further our management development and leadership skills
- plan for turnover in our key roles
- further encourage and reward the "right" behaviours
- increase councillor development.



# Recruitment & Retention

With our partners, we need to address key future occupational skill shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues.

## Recent progress includes:

- ✓ developing a recruitment policy and procedure
- ✓ adopting a Living Wage
- ✓ shifting to using more on-line recruitment
- ✓ Striving for excellence under the Equalities Framework for Local Government
- ✓ producing a new recruitment pack
- ✓ reviewing and developing our trainee programmes.

## What we still need to do:

- introduce better control of our headcount
- explore partnership opportunities
- introduce more flexible working styles
- minimise the use of agency staff
- develop our apprenticeship scheme.

## Our key challenges:

- developing our recruitment and selection processes
- retaining staff and nurturing talent
- Increasing the diversity of our workforce
- Introducing on-line recruitment.

