

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
<b>Strategic Human Resource Awareness (High Level – Non Operational)</b>					
1.	To maintain an awareness of strategic HR issues, including changes in employment law and relevant legislation, and gain an understanding of how they may impact on the Council.	Continue working in partnership with other authorities via the Essex HR Strategic Partnership.  Training sessions where necessary e.g. employment law updates	Monthly  As and when needed	M	HR Services
2.	Monitoring of delivery of Workforce Plan.	HR Strategy/Workforce Plan will establish the focus for the Human Resources Team and the Council in the development of the Council's workforce.  Regular highlight reporting to CMT/EMT to be undertaken.	Quarterly	H	Head of Service
3.	Support CMT/EMT with current and future workforce challenges for Castle Point	Develop working links with Policy & Performance to ensure link up in areas of corporate strategy, policy, diversity and partnerships. This enables HR to support workforce issues that are high on the agenda and to support continuous improvement in its services.	On-going	H	HR Services
<b>Developing Communication</b>					
4.	To ensure effective and consistent communication and availability of information to all council employees.	Continue to add policies, procedures and forms to the Council's Intranet as a communication tool and "one-stop shop" source of information for Managers and Staff.  Redevelop the staff handbook removing all policies which will become "stand alone" documents on the intranet.	On-going  March 2011	H  H	HR Services

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
5.	Implement annual staff survey	Investigate options for administration of survey including assimilation of results.	Prepare in May 2010  Implement September 2010	H	HR Services
<b>Developing Support for Managers</b>					
6.	To ensure the HR Service fully support Managers in leading and driving change through the organisation.	Develop working protocols to facilitate good practice and add procedures to revised policies.  Support senior management when required with provision of advice and solutions and attendance at meetings.  Manager 's handbook to be combined with staff handbook (and all policies to be "stand alone" documents on intranet for ease of access)	On-going	H	HR Services
7.	Performance Management – development of management skills.	Development of working procedures and provision of training to Managers to provide them with access to the skills required to manage performance related issues. Improve policies and procedures and develop e-learning where appropriate.  Management Development training programme to be delivered to aspiring and first line managers to ensure that they have a solid foundation on which to build their formal career development.	Ongoing  March 2011	H  H	HR Services  Training

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
8.	Review and update of key HR policies, procedures and handbooks.	<p>From programme identified during 2009/10 the following five policies have been identified for review and refresh during 2010/11:</p> <ul style="list-style-type: none"> <li>• Staff Handbook</li> <li>• Recruitment Guide</li> <li>• Redundancy Policy</li> <li>• Age Retirement Policy</li> <li>• Discretionary Payment LGPS Policy</li> </ul> <p>Where appropriate, revised and new policies will be sourced through the SLA with Southend Borough Council.</p> <p>All revised documents to be available to all Staff on HR Services area of Council's Intranet.</p>	Ongoing	H	HR Services
9.	Implement requirements of the Independent Safeguarding Authority (ISA)	<p>Ensure ISA registration process is incorporated into recruitment processes.</p> <p>Set up ISA registration programme of implementation for existing staff. Budgetary implications to be determined.</p> <p>Implement any actions resulting from the Essex Safeguarding Board audit undertaken by Mel Harris in Partnerships.</p>	<p>Nov 2010</p> <p>April 2011</p> <p>Seperate timetable</p>	<p>H</p> <p>M</p> <p>H</p>	HR Services
10.	Training for managers on HR issues (also see 15 below)	<p>From programme identified during 2009/10, the following training themes will be addressed during 2010/11 - capability, disciplinary, absence management and selection and interview skills.</p> <p>Further develop use of PPA test results at selection interviews and for performance management issues.</p>	March 2011	H	HR Services

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
11.	Develop managers skills in sickness absence management	<p>Delivery of training on new absence management system (First Care).</p> <p>Implement revised policy on sickness absence which will include procedures on how to manage long term and short term absence.</p> <p>Training delivered through development of e-learning programme on sickness absence and further and ongoing support from First Care.</p> <p>Targeting of persistent short-term absences through improved reporting processes available to managers from FirstCare</p>	<p>March 2010</p> <p>April 2010</p> <p>March 2011</p> <p>Ongoing</p>	H	HR Services
12.	Develop Induction Pack for new Managers	Add to existing Induction Pack to ensure new managers are better informed of the Council's policies and procedures	March 2011	H	HR Services
13.	Develop HR Business Partner role	This is a longer term aim with a view to further develop support to Heads of Service and managers on a more proactive basis. Current support being given direct or through DMT meetings.	March 2012	L	HR Services
<b>Workforce/Succession Planning</b>					
14.	Provide workforce data	Continue to provide reports to CMT (Use of Resources Requirement)	Quarterly	M	HR Services
15.	Implementation of Succession Planning Strategy.	Follow up of succession planning work tool introduced during 2009/10. Supported by separate action plan (use of Resources requirement)	March 2010	H	Training

Ref.	Objective	Action Proposed by CPBC in 2010-11	Timeframe	Priority	Lead
<b>Training and Development</b>					
16.	<p>Introduce e-learning programmes for managers</p> <p>Implement Learning Pool e-learning facility</p>	<p>E-learning programmes have already been designed for performance management but will need to be adapted for Castle Point use.</p> <p>Implement and develop e-learning tool</p>	<p>31-3-11</p> <p>31-03-11</p>	<p>M</p> <p>H</p>	<p>HR Services (if HR related)</p> <p>Training &amp; IT</p>
17.	Continue to support Apprenticeship Scheme	Having set up scheme for Castle Point, HR to monitor progress of apprentices and continue to be involved with Southend over evaluation and continuation of the scheme.	Ongoing until April 2011	H	HR Services
18.	To produce and deliver a Corporate Training Programme for 2010-11	<p>Programme for 2010/11 is being developed with training requirements linked to the Competency Framework and identified through the PPDP process and individual assessment of needs.</p> <p>Also included:</p> <ul style="list-style-type: none"> <li>✓ Training specific to meet CPD requirements</li> <li>✓ IT training requirements – Microsoft based</li> </ul> <p>Supported by separate action plan</p>	Ongoing	H	Training
<b>Health and Wellbeing</b>					

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
19.	Review Occupational Health Provider	Current contract with Occupational Health expires 31-3-11 so tender process to be undertaken or link to procurement group. Essex HR Partnership undertaking an assessment of Occ Health throughout Essex which may provide opportunities.	Start April 2010  Complete by March 2011	H	HR Services
20.	Retain accreditation as an Investor in People (IiP)	Support the Council's objective to remain an Investor in People. Next assessment will take place in June 2010	June 2010	H	HR Services
<b>Equality and Diversity</b>					
21.	To have involvement in Equal Opportunities and Diversity Council wide	Continue to contribute to Diversity Group and working groups	On-going	M	HR Services
22.	Equal pay audit.	Equal Pay audit to be carried out. Comparisons needed across service areas and not just within any one service area and to include additional payments such as standby pay.	31-3-11	H	HR Services
23.	Member/officer awareness training	Delivery of training to Members and Officers – THEATREand and Learning Pool	Ongoing	M	Training
<b>Human Resources Service Improvements</b>					
24.	Smarter working practices.	Continue to streamline and improve working practices within HR Services where possible. Explore opportunities to utilise IT solutions to automate and streamline processes.  Introduce on screen process for managers when shortlisting	On-going	M	HR Services

**CASTLE POINT BOROUGH COUNCIL**  
WORKFORCE DEVELOPMENT PLAN 20010/11 to 2014/15

Ref.	Objective	Action Proposed by CPBC in 20010-11	Timeframe	Priority	Lead
25.	Promote Feedback on performance of HR Services.	Customer Satisfaction Questionnaires for managers to be completed following any specific HR support given and returned to Head of Resources for evaluation.  Improvement actions will be identified and implemented where appropriate.	On-going	H	Head of Service
26.	Review and revise contract of employment	Current employment contract has not been reviewed for some time and needs to be updated. Draft to be drawn up and checked with Legal Services	31-3-11	M	HR Services
27.	Review of Recruitment process	Review current process and update accordingly	31-3-11	H	HR Services