

Workforce Planning 2014/15

This document outlines the key workforce planning issues that we will be focussing on during 2014/15

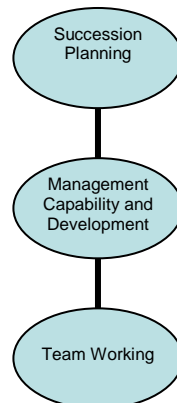
WORKFORCE PROFILE DATA

The key workforce profile data for the department is included in the Summary Business Plan. While it is important to analyse this data and understand what it is telling us, the focus of workforce planning is on what we know to be true of the department's workforce, and taking tangible action to move closer to the ideal workforce.

To that end, this workforce plan presents the key pragmatic challenges facing the department's workforce and planned actions to help resolve these.

Current position

The now established Department of the Built Environment is made up of professional and technical staff with managers ranging from grades D to SMT across a range of disciplines. We have 3 key focus areas in relation to our people:



Key Focus Area 1: Succession Planning

In order to deliver consistency and stability, as well as ensure that we make use of the existing talent and knowledge that we know we will lose in the future due to an aged workforce, we will take a structured approach to succession.

The nature of the work in some divisions has allowed us to develop career graded roles which has provided a clear pathway to develop staff and address succession issues. This has allowed more experienced staff to mentor and develop lower graded staff within a structured framework. District Surveyors and Highways are examples of divisions which have career graded roles in place and the department will consider whether other divisions may have similar opportunities within their service areas over the coming year. In particular, a review of roles within the Parking Ticket Office is underway with a view to introducing a career grade approach.

However, not all roles lend themselves to structured career pathways so we will also seek to address succession in a number of other ways as follows:-

- In the Planning Development division, a review of the structure is underway and is planned to be completed in the first quarter of 2014. The focus will be on creating a structure that encourages sharing of knowledge across broader areas than the current structure allows whilst increasing the depth of knowledge and skills in specialist areas and increasing flexibility. This may include an interim structure to ensure succession is effective in the longer term.
- A review of the Transportation structure is currently under way, and we have agreed some flexible retirement requests to allow for knowledge to be transferred in a more structured way over a longer period of time.
- We will consider longer hand-over periods where the department knows specific employees will be leaving the organisation and key knowledge may be lost, subject to financial implications.
- Senior managers will be required to provide a representative at management meetings they are unable to attend, enabling other levels of management to gain exposure and contribute to senior meetings.
- We will encourage managers to consider their team's skills and capabilities and, where possible, provide opportunities to develop these such as exposure to committee and senior management meetings, allocating projects that will stretch them, provide financial and mentoring support in relation to professional training where appropriate and support for City of London volunteering.
- We will encourage managers to seek the long term aspirations of employees through their appraisals and to agree learning and development plans to assist with them being able to achieve their aspirations either at the City or elsewhere in the long term. In doing so, whether our employees progress within the City or move on to other organisations, we can utilise the skills and knowledge they bring as a result of their development.
- We will support flexible retirement requests where there is a clear business benefit to enable knowledge to be transferred in a more structured way and ensure consistency to our service users.
- We will continue to support cross-divisional and cross-departmental secondments, subject to business needs, where opportunities arise in order to further develop employees and introduce them into new areas where they can bring their skills and knowledge.
- We will consider supporting further apprenticeships, providing opportunities for young people to learn about our professions and giving them an opportunity to apply for permanent positions, where available and to 'grow our own' employees.

- We will continue with current initiatives regarding cross-borough working, sharing knowledge and experience, where appropriate.
- We will resource our services with a permanent base of employees, addressing temporary resource needs through a combination of agency workers, fixed term contracts and secondments.

Key Focus Area 2: Management Capability and Development

The need to improve management capability and provide a development plan for both existing and aspiring managers was identified in 2012 and formed part of a longer term workforce plan. The aim was to improve existing management capability as well as ensure that the department has the management capability for the future.

Shortly after the creation of the Built Environment, The Transportation and Public Realm division engaged in a long term development programme, not only to develop senior management but also to enable a new team of senior managers to work together effectively. This development informed a general management development programme that we planned to offer to existing and aspiring managers in the future. However, towards the latter part of last year, some work by Corporate HR was undertaken alongside this initiative and it was felt appropriate to feed into this rather than provide a separate departmental programme. It is anticipated that the Corporate Management Programme will be available during 2014/15 and will include elements of the department's developed programme.

In addition to the Corporate Management Programme planned, we will, where appropriate adopt the following approaches in developing and supporting our managers:

- Increase self-awareness across teams by using tools such as personal profiling and emotional intelligence assessments, allowing managers to better understand their management style and helping them to manage their team more effectively;
- Provide improved management information to managers to allow them to be more effective and efficient; this is on-going and, whilst improvements have been made in the last year, it is recognised that more is required; this will include liaising with the Corporate Trent team where specific improvements are identified;
- Provide individual coaching and guidance to managers in specific situations, where appropriate, via the department's HR business partner and HR adviser;
- Raising awareness of manager's responsibilities in relation to health and safety including risk assessments through training sessions.
- Require our budget holders to undertake the planned financial e-learning currently being progressed by the Chamberlain's department.

Key Focus Area 3: Team Working

The Built Environment has been established since October 2011 and has focused on the integration of merged services. We believe this has been successful in that it

provides effective and efficient services to the public and divisional teams have integrated successfully.

We know that how individuals do things and their behaviour is really what differentiates performance. So further improvement can be made by adopting a departmental 'team' ethos whereby employees are encouraged to work more collaboratively across divisional teams, engaging and consulting with each other in a more structured way.

In order to do this we wish to create a culture whereby communication is key. We will:

- Ensure all staff have the 'team working' behaviour for the 14/15 Appraisal.
- Encourage employees to think about how best to communicate across divisions and, where appropriate, to talk more at the planning stage of activity. One way of doing this is to discourage the use of internal e-mail where a face-to-face conversation would be more beneficial. The business plan has, therefore, identified a target of reduced e-mails over the coming year to try to measure this.
- Encourage employees to respect the roles of other divisions and the contribution that they make, understanding their importance to the department as a whole. To support this, we will be organising an open day event in the 2nd Quarter where divisions will present to other divisions and/or have stands which communicate the key areas that they are working on and the contribution that they make to the organisation. We have also agreed cross-cutting divisional objectives as part of our business plan which involves all areas across the department working together to achieve the same aims.
- Identify and communicate a structured and transparent approach to giving and receiving feedback as a result of consultation across divisions. To support this new consultation protocols have been agreed between Planning Development and Transportation & Public Realm divisions which we plan to embed into processes during the coming year.
- Make 'Big Stuff' meetings a priority in order to share information, requiring representation from all divisions at every meeting. Information shared at these meetings will link to the cross-cutting divisional objectives agreed in the Business Plan.
- Review the role of the Communication Group, its frequency and terms of reference to ensure that it is fit for purpose. Use this group to consider other mechanisms to communicate across divisions.
- Encourage employees to share knowledge and information across divisions through a variety of initiatives. The departmental newsletter will continue to share information relating to events, specific roles, recognition, and initiatives related to the Built Environment.

- Require a representative from each division to attend the CPD group, contributing ideas to a calendar of cross-cutting learning events and facilitating their delivery.