city of london

**Department of the Built Environment
Workforce Planning 2012/2013**

This document outlines the key workforce planning issues that the department will be focussing on during 2012/2013

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WORKFORCE PROFILE DATA
The key workforce profile data for the department is included in the appendices of the Business Plan. While it is important to analyse this data and understand what it is telling us, the focus of workforce planning this year 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
As a new department created from a combination of previously established departments, the Department is keen to assess and improve the management capability of managers typically in grades F/G and H in the newly formed department to ensure that it addresses five key issues as follows:

Key Issue 1
Without assessing the management capability of middle managers that currently exists, it is difficult to prepare for the future services that the department may be required to provide. This issue focuses on management behaviours and may need to be developed over some considerable time

Action
Analysis of person specifications to assess profiles for roles.
Assess through appraisals and management information gaps in key skills.
Evaluate the effectiveness of the profiling exercise currently being undertaken by Transportation & Public Realm as a tool to assist with assessing existing skills in other divisions.
Plan for the development of key skills, where identified.

Key Issue 2
There is a high proportion of the workforce in the over 50 category. Whilst this may mean that the department is in danger of losing the key knowledge and skills required to carry out the services it currently delivers, it has sufficient time to consider succession to minimise this risk.

Action
Identify critical services
Identify any employees who have indicated their intention to retire and who provide these critical services.
Ensure short-term that there is a plan to transfer knowledge/skills prior to their departure.
Identify a longer term plan to ensure that knowledge and skills are transferred and learned to allow for succession. The Actions at Key Issue 1 will assist with this.

Key issue 3
There is a need for a more integrated approach to the way the department works in order to effectively achieve the purpose of forming the new department. The capability of our managers is important to ensure that this happens.

Action
Encouragement and adoption of the following practices:

- Identifying staff to partake in specific projects across the department and organisation
- Identifying staff to shadow others across divisions
- Encouraging secondments where there are opportunities
- Sharing knowledge across divisions.

A key factor in the success of such working practices is freeing up the time that people are spending fire-fighting. Work is currently being undertaken to achieve a more joined-up approach on works and how they are programmed, planned and measured.

This work will involve:-

- Improved management of information and communication
- Identifying areas of duplication across and within divisions
- Implementing new processes where it is identified they can be streamlined
- Process benchmarking with other departments or other local authorities to improve processes.

Key Issue 4
Inconsistencies identified in the management of sickness, indicates that there may be a gap in the knowledge that managers have in executing sickness procedures.

Action
Improve the provision of sickness absence information to managers.
Reinforce sickness absence procedures with managers.
Regularly review the management of absence in accordance with the policy to ensure adherence.

Key Issue 5
Yearly moderation exercises indicate that objective setting for some managers can be improved upon to achieve SMARTer objectives that compare consistently across grades.

Action
The setting of firm and SMART objectives in the Business Plan will flow through to appraisals to ensure consistency across grades.
Forward looking moderation to be undertaken by peer managers and SMT to measure consistency.