



GREAT YARMOUTH
BOROUGH COUNCIL

Workforce Development Plan 2009/10

***“Getting the right people with the right skills in
the right place at the right time.”***

GREAT YARMOUTH BOROUGH COUNCIL

WORKFORCE DEVELOPMENT PLAN 2009/10

1. INTRODUCTION

- 1.1 Great Yarmouth Borough Council produced its first Workforce Plan in 2003/04. The document evolved into a Workforce Development Plan and has been produced annually (with refinements) since. This Plan has the following aims: -
- To provide a Workforce Profile as at 31 March 2009, with a comparison of the position as at 31 March 2008.
 - To provide medium-term Workforce Forecasts (including commentaries on expected changes to departmental establishments and workforce development priorities within them) so as to afford a link between service objectives and the staff resources required to deliver them.
 - To set out the corporate priorities for developing the Council's workforce and associated processes in 2009/10, to help support the achievement of the Borough's Shared Vision.
 - To summarise the Corporate Training Programme for employees.
- 1.2 Workforce development planning is an activity with the aim of improving the level and application of skills, so as to achieve greater success for individuals and employers. It is also the process that this Council uses to determine its employee resourcing needs. The following information was used during the compilation of this Plan: -
- Consultation with Management and UNISON representatives, to help establish the format that this Plan would take and the corporate priorities for 2009/10.
 - Reports drawn from the Council's Computerised HR Information System.
 - Workforce Forecasts contained in the various Departmental Service Plans (DSPs) for 2009/10.
 - Findings from the Learning Needs Audit undertaken across the Council in late 2008.

2. WORKFORCE PROFILE

- 2.1 Appendix A provides tabulated summaries of the position as at 31 March in 2008 and 2009. It shows breakdowns of employees by department in terms of: -
- Number - Headcount and Full-Time Equivalents (FTEs), including the gender split. [FTEs are calculated by totalling contracted hours and dividing that figure by 37.]
 - Age.
 - Maximum of grade.
 - Disability.
 - Ethnic origin.
- Any casual or agency workers are excluded, as are people seconded to the Council from other organisations.
- 2.2 Some interesting points to note from these tables are that, at 31 March 2009: -
- We employed more women than men (with the split being roughly 60:40).
 - Of the employees aged 34 or below almost 73% were female, whereas of those aged 55 and above almost 55% were male.
 - A significant number of our employees (constituting around 7.5% of the total) had declared that they met the Disability Discrimination Act 1995 definition of disability.

- Most employees had stated their ethnic origin was within a 'White' category.

2.3 With regard to the position twelve months earlier: -

- The headcount number of employees was unchanged, although the workforce had not remained static. For example, six employees were 'TUPEd' into the Council's employment when the Phoenix Pool at Bradwell was brought back in-house (they appear within the Regeneration & Environment Department).
- The reduction in the size of Central Services and Customer Services is largely due to the creation of the Policy & Improvement Department.
- The proportion of employees aged 44 and under is now closer to 45% than 50%.
- Although the numbers are still small, the proportion of employees aged 65 or over almost doubled.
- Whilst the distribution of employees by pay band was similar, the total number in bands 5 – 7 decreased by the same amount as those in bands 8 – 10 increased.

3. DEPARTMENTAL WORKFORCE FORECASTS

3.1 The information set out in Appendix B is essentially the workforce planning information that appeared in our 2009/10 DSPs. A rolling three-year element is now well established. Vacant posts are included for the first time, to summarise the impact of our current, general recruitment freeze on departments.

3.2 Whilst some workforce development priorities are department specific, there are common themes that appear in various 2009/10 DSPs. In particular, the following are seen as priorities by various departmental heads: -

- Training and development (including identifying skills gaps).
- Service transformation.
- Reviewing structures.

4. DEVELOPING THE COUNCIL'S WORKFORCE AND ASSOCIATED PROCESSES IN 2009/10

4.1 The 'Local Government Workforce Strategy' (LGWS) sets out five strategic priorities critical to developing the local government workforce to secure the delivery of better and more efficient customer focused public services. They are: -

- (a) Organisational development – effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership.
- (b) Leadership development – building visionary and ambitious leadership that makes the best use of both the political and managerial role, operating in a partnership context.
- (c) Skills development – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.
- (d) Recruitment and retention – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.
- (e) Pay and rewards – modernising pay systems to reflect new structures, new priorities and new ways of working.

4.2 It was felt appropriate to consider our own priorities for action in these five key areas, along with our Competency Framework and Customer Service Standards, as the basis for using workforce development planning to help achieve the Borough's Shared Vision (as contained in the Great Yarmouth Sustainable Community

Strategy). An outline diagram is provided as Appendix C. The 'block near the top' in the diagram is cyclical, illustrating that results are reviewed to help plan future activities. The Mission, Corporate Priorities and Core Values referred to in the diagram are explained in more detail in the Council's Corporate Plan.

- 4.3 Appendix D provides a summary of the Council's key corporate priorities for 2009/10 in the five LGWS areas. An update will be made to our Executive Board towards the end of 2009 on progress made against these priorities.

5. THE CORPORATE TRAINING PROGRAMME

- 5.1 The Council created a temporary Organisational Development service towards the end of 2008. One of its tasks was to create a Corporate Training Programme for employees; its implementation is one of the priorities set out in Appendix D of this document. The programme commenced in February 2009 and is currently scheduled to run until March 2010. It is based on priority needs identified following the comprehensive Learning Needs Audit referred to at paragraph 1.2.
- 5.2 The Corporate Training Programme as at the time this document was prepared is attached as Appendix E. Further events will be added as and when organised. An up-to-date online version is available to all employees.
- 5.3 The budget for the 2009/10 Corporate Training Programme is £46,000. The Learning Needs Audit identified over 1200 priority training needs (and a further 5,300 instances where it was identified that training would be either 'useful' or 'needed') over all 73 suggested subjects. It would not be possible to meet all of these needs using traditional off-the-job training courses. The Council has, therefore, subscribed to an e-learning package produced by the Public Sector E-learning Consortium (Ivy Soft) as a cost effective way of meeting a large proportion of the learning needs, particularly those around Microsoft Office applications.

6. CONCLUSION

- 6.1 It is hoped that this document presents interesting information about the profile of Great Yarmouth Borough Council's workforce, forecast evolution within services over the next few years and our corporate developmental priorities in 2009/10. Our Workforce Development Plan is geared towards getting the right people with the right skills in the right place at the right time.

Chris Dale
Senior Organisational Development Manager
Tel: 01493 846272
cdale@great-yarmouth.gov.uk

July 2009



GREAT YARMOUTH
BOROUGH COUNCIL

Workforce Profile

NUMBER OF EMPLOYEES BY DEPARTMENT

Department	31/03/08			31/03/09		
	Female	Male	Total	Female	Male	Total
Central Services	28	7	35	20	3	23
Community Services	70	30	100	63	32	95
Customer Services	72	21	93	60	17	77
Executive Board	1	1	2	1	1	2
Financial Services	14	6	20	17	6	23
GY Community Housing	32	59	91	31	57	88
Planning & Development	14	22	36	16	23	39
Policy & Improvement				24	8	32
Regeneration & Environment	28	45	73	29	44	73
Revenue Services	45	17	62	44	16	60
Total	304	208	512	305	207	512

NUMBER OF FULL TIME EQUIVALENT (FTE) EMPLOYEES BY DEPARTMENT

Department	31/03/08			31/03/09		
	Female	Male	Total	Female	Male	Total
Central Services	22.90	6.40	29.30	15.27	2.54	17.81
Community Services	58.98	29.05	88.03	54.49	29.59	84.08
Customer Services	57.45	20.38	77.83	48.85	16.87	65.72
Executive Board	1.00	1.00	2.00	1.00	1.00	2.00
Financial Services	13.17	5.67	18.84	15.76	5.67	21.43
GY Community Housing	25.20	56.48	81.68	24.14	54.29	78.43
Planning & Development	12.47	21.50	33.97	14.93	22.5	37.43
Policy & Improvement				19.53	7.86	27.39
Regeneration & Environment	23.06	42.08	65.14	23.15	41.48	64.63
Revenue Services	42.42	16.86	59.28	41.17	15.86	57.03
Total	256.65	199.42	456.07	258.29	197.66	455.95

NUMBER OF EMPLOYEES IN DEPARTMENTS BY AGE GROUP

Department	31/03/08							31/03/09						
	≤ 24	25 – 34	35 - 44	45 - 54	55 - 64	≥ 65	Total	≤ 24	25 - 34	35 - 44	45 - 54	55 - 64	≥ 65	Total
Central Services	1	7	13	6	8		35	2	2	9	5	4	1	23
Community Services	4	17	21	34	24		100	2	16	21	29	26	1	95
Customer Services	8	22	25	23	14	1	93	9	17	19	20	11	1	77
Executive Board				1	1		2				1	1		2
Financial Services		5	9	6			20		5	11	4	3		23
GY Community Housing	3	10	27	24	26	1	91	3	6	22	31	25	1	88
Planning & Development		3	9	16	8		36	1	2	8	17	11		39
Policy & Improvement								1	9	7	8	7		32
Regeneration & Environment	1	7	15	28	22		73	2	5	15	30	20	1	73
Revenue Services	6	13	24	12	6	1	62	5	12	23	14	6		60
Total	23	84	143	150	109	3	512	25	74	135	159	114	5	512
<i>Female Total</i>	<i>16</i>	<i>60</i>	<i>100</i>	<i>82</i>	<i>45</i>	<i>1</i>	<i>304</i>	<i>15</i>	<i>57</i>	<i>95</i>	<i>84</i>	<i>54</i>		<i>305</i>
<i>Male Total</i>	<i>7</i>	<i>24</i>	<i>43</i>	<i>68</i>	<i>64</i>	<i>2</i>	<i>208</i>	<i>10</i>	<i>17</i>	<i>40</i>	<i>75</i>	<i>60</i>	<i>5</i>	<i>207</i>

NUMBER OF EMPLOYEES IN DEPARTMENTS BY MAXIMUM OF GRADE

Department	31/03/08					31/03/09				
	1 - 4	5 - 7	8 - 10	Chief Officer	Total	1 - 4	5 - 7	8 - 10	Chief Officer	Total
Central Services	15	12	7	1	35	9	10	3	1	23
Community Services	39	47	13	1	100	40	43	11	1	95
Customer Services	53	33	6	1	93	47	25	5		77
Executive Board				2	2				2	2
Financial Services	10	8	1	1	20	9	11	2	1	23
GY Community Housing	35	41	13	2	91	34	38	14	2	88
Planning & Development	12	18	5	1	36	12	20	6	1	39
Policy & Improvement						10	12	9	1	32
Regeneration & Environment	35	19	18	1	73	38	14	20	1	73
Revenue Services	31	27	3	1	62	31	25	3	1	60
Total	230	205	66	11	512	230	198	73	11	512
<i>Female Total</i>	<i>166</i>	<i>119</i>	<i>17</i>	<i>2</i>	<i>304</i>	<i>167</i>	<i>113</i>	<i>24</i>	<i>1</i>	<i>305</i>
<i>Male Total</i>	<i>64</i>	<i>86</i>	<i>49</i>	<i>9</i>	<i>208</i>	<i>63</i>	<i>85</i>	<i>49</i>	<i>10</i>	<i>207</i>

DISABILITY AMONGST EMPLOYEES, BY DEPARTMENT

Department	31/03/08				31/03/09			
	Disabled	No Disability	Undisc.	Total	Disabled	No Disability	Undisc.	Total
Central Services	3	32		35	1	22		23
Community Services	7	93		100	8	87		95
Customer Services	6	87		93	4	73		77
Executive Board		2		2		2		2
Financial Services		20		20		23		23
GY Community Housing	15	75	1	91	15	72	1	88
Planning & Development	3	33		36	3	36		39
Policy & Improvement					1	31		32
Regeneration & Environment	5	68		73	5	62	6	73
Revenue Services	3	59		62	2	58		60
Total	42	469	1	512	39	466	7	512
<i>Female Total</i>	<i>17</i>	<i>287</i>		<i>304</i>	<i>17</i>	<i>285</i>	<i>3</i>	<i>305</i>
<i>Male Total</i>	<i>25</i>	<i>182</i>	<i>1</i>	<i>208</i>	<i>22</i>	<i>181</i>	<i>4</i>	<i>207</i>

ETHNIC ORIGIN OF EMPLOYEES, BY DEPARTMENT

Department	31/03/08				31/03/09			
	Minority Ethnic	White	Undisc.	Total	Minority Ethnic	White	Undisc.	Total
Central Services		34	1	35	1	22		23
Community Services		99	1	100		94	1	95
Customer Services	3	90		93	1	76		77
Executive Board		2		2		2		2
Financial Services		19	1	20		22	1	23
GY Community Housing	1	90		91	1	87		88
Planning & Development		36		36		39		39
Policy & Improvement					1	31		32
Regeneration & Environment	1	72		73		67	6	73
Revenue Services		62		62		60		60
Total	5	504	3	512	4	500	8	512
<i>Female Total</i>	<i>4</i>	<i>297</i>	<i>3</i>	<i>304</i>	<i>4</i>	<i>296</i>	<i>5</i>	<i>305</i>
<i>Male Total</i>	<i>1</i>	<i>207</i>		<i>208</i>		<i>204</i>	<i>3</i>	<i>207</i>

GREAT YARMOUTH BOROUGH COUNCIL
WORKFORCE DEVELOPMENT PLAN 2009/10
APPENDIX B

DEPARTMENTAL WORKFORCE FORECASTS

1. CENTRAL SERVICES

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	16.8	16.8	0	16.8 (possibly fewer, depending on current review).
Number of vacant FTE posts at 31 March 2009	2.0			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Not applicable.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>See above.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Organisational development – engaging staff in service transformation. 2. Skills development – diversity training. 3. Skills development – identifying skills gaps. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Working with team members to review procedures to improve service delivery. 2. Diversity training to be provided to all staff utilising learning hours. 3. Delivering specific training based on identified individual training needs. 				

2. COMMUNITY SERVICES

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	104.83	107.47	2.64	110.47
Number of vacant FTE posts at 31 March 2009	12.40			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Sub-regional Homeselect scheme.</p> <p>Environmental Health: Typing Services.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>Possibly a small reduction in homelessness establishment and pest control. Also a temporary net addition of 5 staff from Ship and Sharp 2 projects.</p> <p>Typing services transferred from Customer Services to EH Service Unit (1.62 FTE) (will also work on a recharge basis for Planning & Benefit fraud section).</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Organisational development – engaging staff in managing change arising from the budget process. 2. Skills development - Assisting staff in developing skills needed to manage change. 3. Leadership development – Promoting career development and increasing resilience in the management of the Department. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Continue with team meetings and 121's. Ensure open and timely communication and authentic leadership. 2. Give staff the relevant opportunities to develop change management skills. 3. Discuss with management team how succession planning can be achieved. 				

3. CUSTOMER SERVICES

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	72.84	66.84	-6.00	66.84
Number of vacant FTE posts at 31 March 2009	6.45			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Possible deletion of Service Unit Manager position Deletion of Head of Customer Services position Reduction in number of face to face facilities Closure of Gorleston Cash Office.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>No change currently envisaged.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. To develop and introduce a training package through 'Train to Gain' which will enable staff to achieve NVQ level 3 in Customer Service or IT 2. Continuing staff development to ensure skills match requirements and opportunities are open to staff to further their career development. 3. To ensure that there is a fair and consistent approach in how we manage our team to ensure each individual performs to their optimum. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Working with Great Yarmouth College to deliver both workshop training and office based assessments to ensure that competency levels are achieved throughout the department. 2. Use of the corporate skills matrix to identify needs and provide solutions. Continuation of work shadowing within Customer Service and other departments. 3. Continuation of 1:1's, coaching, development and training. 				

4. FINANCIAL SERVICES

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	23.2	21.8	-1.4	21.8
Number of vacant FTE posts at 31 March 2009	2.0			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Reduction of establishment in Purchase Ledger though improved processes. Reduction of establishment in Technical through removal of VAT on mileage reclaim.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>No change currently envisaged.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Ensure continuing professional development of staff 2. Reduce sickness absence 3. Ensure personal development. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Performance Development Reviews – identification of needs 2. Strict adherence to sickness policy 3. Training needs assessment. 				

5. GY COMMUNITY HOUSING

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	89.71	93.08	+3.37	97.68
Number of vacant FTE posts at 31 March 2009	6.59			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Creation of new posts to ensure improved service provision.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>Creation of new posts arising from re-structuring but unable to finance in 2009/10.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Leadership Development 2. Skills Development 3. Organisational Development. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Participation in Norfolk Lead Engage Aspire Perform in Partnership (LEAPP) programme and lessons learned applied and principles shared. 2. Following review of training needs analysis, ensure staff receive appropriate development within resources. 3. Implement review of services and develop organisation through ongoing monitoring of a number of issues including sickness absence. 				

6. PLANNING AND DEVELOPMENT

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	38 (38.45)	36	-2	35
Number of vacant FTE posts at 31 March 2009	4.5			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Reduction either through career progression, redeployment or retirement to achieve required 5% or 10% reduction in workforce.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>Assumes a 10% reduction in departmental workforce to achieve long-term financial savings.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Align jobs and number of (and value, in terms of fees) applications received 2. Professional and personal development of employees 3. Increasing the ability to achieve flexible working across the sections 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Workforce monitoring and productivity / performance levels 2. Budget monitoring 3. Continued flexible working across the sections 				

7. POLICY AND IMPROVEMENT

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	30.27	32	1.73	32
Number of vacant FTE posts at 31 March 2009	4.5			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Transfer of Information & data security manager to P&I from Customer Services Recruitment of part-time crime reduction officer.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>No change currently envisaged.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Finalising the structure of the department and ensuring appropriate arrangements are made to deliver the work required. 2. Developing a 'one team' ethos within all areas of the department which will act as an exemplar to the rest of the Authority. 3. Training, development, and consolidation of learning in the Policy & Performance Service to fulfil its role – particularly in relation to supporting performance management and co-ordinating the development of a coherent policy framework. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Make adjustments to team members' roles in order to deliver the priorities contained in the service plan. Complete outstanding JD's, job evaluation and redeployments and make appointments as appropriate. 2. (i) Development of an open culture and appropriate leadership styles within the Department, (ii) creation of a programme of regular and relevant events for learning hours and (iii) active encouragement of cross-service/departmental working. 3. In depth analysis of job roles, post holders' knowledge/skills, and creation of a detailed training plan for the Service. 				

8. REGENERATION AND ENVIRONMENT

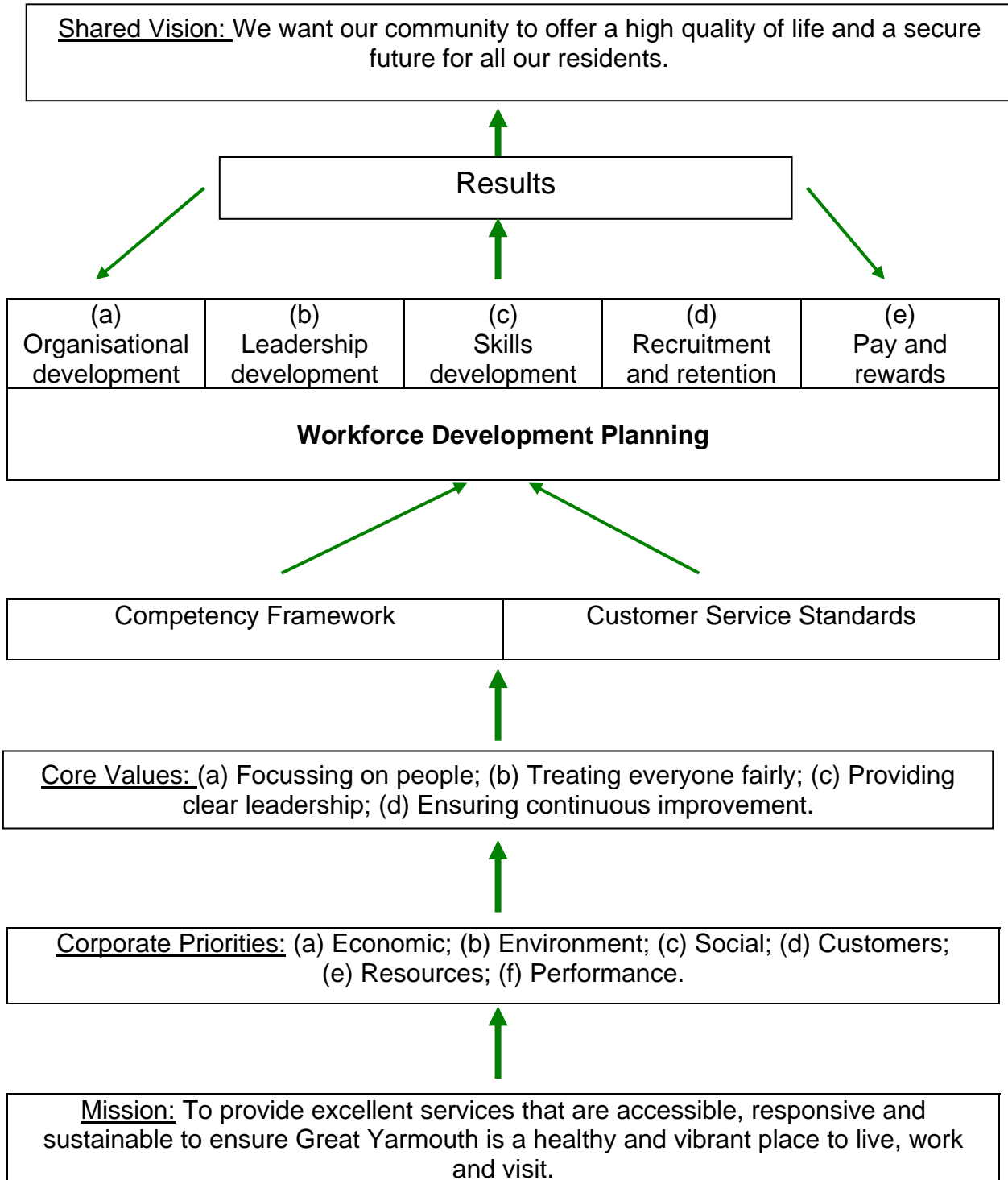
	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	69.78	66	-4	63
Number of vacant FTE posts at 31 March 2009	8.09			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Reductions in staff numbers in Regeneration Unit (3FTE), Tourism (1FTE), Conservation (1FTE) Economic Development (0.5FTE) partly offset by an increase of 2.5 FTE in Property Services.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>Further funding for LEGI programme not yet confirmed, therefore an assumed 3 FTE will be lost. Further reductions will require consideration to be given as to whether certain functions cease altogether.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Complete departmental structural review and ensure that staff are equipped to take up new roles as required. 2. Focus on skills development in project management. 3. Supporting staff to take advantage of corporate training programme. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Re-organisation undertaken and redeployment/re-skilling programme put into place 2. Department specific project management training using learning hours 3. Further use of PDRs to identify and respond to individual training needs. 				

9. REVENUE SERVICES

	2008/09	2009/10	Difference +/-	2011/12 Estimate
Number of funded FTE posts	59.3	59.3	0	57.8
Number of vacant FTE posts at 31 March 2009	2.0			
<p>Reason(s) for the difference between the 2009/10 and 2008/09 'Number of funded FTE posts' figures:</p> <p>Note: The need to recruit temporary Benefits staff during 2009/10 because of the impact of the economic recession was agreed in March.</p>				
<p>Reason(s) for the 2011/12 estimated figure:</p> <p>A staffing reduction of one and a half posts is envisaged.</p>				
<p>The three Workforce Development priorities to 31st March 2010 in this department are:</p> <ol style="list-style-type: none"> 1. Organisational development – engaging staff in service transformation. 2. Skills development – diversity training. 3. Skills development – identifying skills gaps. 				
<p>The following action will be taken within this department to ensure that these three priorities are addressed:</p> <ol style="list-style-type: none"> 1. Working with team members to review procedures to improve service delivery and efficiency. 2. Diversity training to be provided to all staff utilising learning hours. 3. Delivering specific training based on identified individual training needs. 				

GREAT YARMOUTH BOROUGH COUNCIL
WORKFORCE DEVELOPMENT PLAN 2009/10
APPENDIX C

**HOW WORKFORCE DEVELOPMENT PLANNING HELPS TO ACHIEVE THE
BOROUGH'S SHARED VISION**



GREAT YARMOUTH BOROUGH COUNCIL
WORKFORCE DEVELOPMENT PLAN 2009/10
APPENDIX D

DEVELOPING THE COUNCIL'S WORKFORCE AND ASSOCIATED PROCESSES

1. Organisational Development

<u>Priority for GYBC in 2009/10</u>	<u>Lead Contact (01493...)</u>
<i>Aligning the Council's corporate culture to its values.</i>	<i>Barry Walton, Service Manager – Organisational Development (846260)</i>

2. Leadership Development

<u>Priority for GYBC in 2009/10</u>	<u>Lead Contact (01493...)</u>
<i>Implementing our training programme for elected members.</i>	<i>Chris Skinner, Head of Central Services (846314)</i>

3. Skills Development

<u>Priority for GYBC in 2009/10</u>	<u>Lead Contact (01493...)</u>
<i>Implementing our corporate training programme for employees.</i>	<i>Chris Dale, Senior Organisational Development Manager (846272)</i>

4. Recruitment and Retention

<u>Priority for GYBC in 2009/10</u>	<u>Lead Contact (01493...)</u>
<i>Further developing electronic data collection and transfer, including improving the information supplied to candidates. Improving access to vacancies by all members of the community.</i>	<i>Elaine Douglas, Human Resources Manager (Resourcing) (846263)</i>

5. Pay and Rewards

<u>Priority for GYBC in 2009/10</u>	<u>Lead Contact (01493...)</u>
<i>Continuing the maintenance of our new pay structure.</i>	<i>Ruth Hassall, Service Manager – Human Resources (846360)</i>

GREAT YARMOUTH BOROUGH COUNCIL
WORKFORCE DEVELOPMENT PLAN 2009/10
APPENDIX E

Corporate Training Programme: February 2009 to March 2010 (as at July 2009)

Number of courses and dates	Venue	Provider	Max delegates per course	Approx Cost
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Funded by Improvement East

Leading Change	One - 4 February '09	1	East of England Regional Assembly	12	N/a
Managing Performance and Attendance	Two - 4 and 10 March '09	2	East of England Regional Assembly	12	N/a
Presentation Skills	One - 2/9 March '09	1	East of England Regional Assembly	12	N/a
Public Speaking	Two - 9 February and 20 March '09	1	East of England Regional Assembly	8	N/a
Surviving Change	Two - 24 February and 18 March '09	2 and 1	East of England Regional Assembly	12	N/a

Corporate Priorities*

Equality & Diversity and Community Cohesion	Twelve - 15, 25, 26 & 30 September, 23 & 28 October '09 (2 x ½ days on each)	3	Moving Parts	50	£3.5K
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Other priorities identified by the Learning Needs Audit

Assertiveness Skills and Behaviours	Four - 12, 16 & 18 June, 1 July '09	1	East of England Regional Assembly	12	£4K
Communication Skills	Four - 6, 11, 18 & 28 May '09	1	Michael Black Executive English	12	£4K
Managing People & Teams	Five - 4, 5, 6, 9 & 16 November '09	1	East of England Regional Assembly	12	£5K
Minute Taking	One - 31 March '09	2	East of England Regional Assembly	12	£1K
Negotiation Skills	Three - 13, 16 & 17 July '09	1	East of England Regional Assembly	12	£3K
Problem Solving & Decision Making	Three - 25 & 29 June, 3 July '09	1	East of England Regional Assembly	12	£3K
The Art of Defusing: Personal Safety & Conflict Management	Six - 23 & 24 September; 5, 6, 15 & 16 October '09	1	Jo Bunker Training	12	£5K
Time Management & Increasing Personal Effectiveness	Four - 15, 22, 26 & 30 June '09	1	East of England Regional Assembly	12	£4K

E-learning

Subscription to the Public Sector E-learning Consortium (Ivy Soft)	N/a	N/a	Ivy Learning Services	N/a	£9.5K
Induction for new managers and/or managers new to Norfolk (with supporting workshops and action learning sets, also funded by Improvement East)	One - 13 July; 10, 12 & 24 August	4	A partnership of Norfolk Authorities	3 from GYBC	N/a

Venue Key

- 1 – Maritime House, 25 Marine Parade, Great Yarmouth
- 2 – Town Hall Complex, Great Yarmouth
- 3 – Cobholm & Lichfield Resource Centre
- 4 – Corporate Training & Development (CTD) Annexe, County Hall, Norwich

* Other Corporate Priorities will be met through e-learning, via the subscription to Ivy Soft.