

South Northamptonshire Council and Cherwell District Council

Joint Commissioning Committee

10 August 2015

Draft Competency Framework

Report of the Chief Executive

This report is public

Purpose of report

To present the draft competency framework, the first major deliverable from the Organisational Development workstream.

1.0 Recommendations

The meeting is recommended:

- 1.1 To agree the implementation of the competency framework, following submission and endorsement by the Joint Arrangements Steering Group (JASG) on 8 July 2015, and the Joint Councils Employee Engagement Committee on 10 August 2015 (if endorsed as the Committee is after the publication of this report).

2.0 Introduction

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 Organisational Development was included as a programme workstream. The objectives of this workstream are focused around ensuring the councils have a work force that is able to deliver the councils' strategic objectives and meet the challenges facing the sector in the long term.
- 2.2 The first major piece of work to be undertaken within this workstream has been the development of a competency framework. This framework sets out a series of behavioural competencies for the workforce, that reflect the future requirements of the councils.
- 2.3 The draft competency framework has been developed through a full review of our current framework and a review of best practice across the sector. The draft has been subject to staff and union consultation (as set out in our organisational change policy) and favourable comments have been received.

3.0 Report Details

- 3.1 The attached appendix presents the framework in full. At this stage there are no proposed changes to HR policy or employee terms and conditions.
- 3.2 If the competency framework is adopted by JCEEC and the JCC it will be used to underpin a series of HR policies and processes. These include training and development, appraisals, performance management, recruitment, workforce planning and job/role profiling.
- 3.3 The alignment of HR policy and process around the competency framework will be undertaken on an incremental basis and each policy change will be subject to the usual consultation and democratic decision making processes. The ultimate aim of this workstream is to ensure our HR policies and practices are fully aligned with our transformation objectives, harmonised across both councils, efficient and streamlined.

4.0 Conclusion and Reasons for Recommendations

- 4.1 Each Council currently uses the competency framework for limited reasons, mainly linked to performance through appraisals, whereas such a framework can be utilised to support the development of staff for the future in terms of workforce planning and talent management as well as recruitment based on competencies, as well as managing both good and bad performance through the probation, capability, appraisals, just to name a few. Building and implementing a competency framework that is based on the future behaviours of all staff will also support a change in the culture and the way things can be achieved at both Councils, without this such changes will be more difficult to achieve.

5.0 Consultation

Unison – SNC	Positive feedback given with very few changes.
Unison - CDC	Positive feedback given with very few changes.
Staff Consultation Group – CDC	Positive feedback given with very few changes.
JMT	Positive feedback given with a handful of changes mainly linked to word meanings.
Managers at CDC and SNC	Positive feedback given, a couple of requests to ensure the competencies are well aligned to HR policies such as appraisals.
JASG (8 July 2015)	Endorsement given with recommendation to proceed to JCEEC and JCC
JCEEC (10 August 2015)	Verbal update will be given as the report deadline is prior to the meeting on 10 August 2015

6.0 Alternative Options and Reasons for Rejection

- 6.1 The following alternative options have been identified and rejected for the reasons as set out below.

Option 1: Retain the current competency framework which would not support the future changes required by both Councils.

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report. Resources will be required to ensure that the competency framework is rolled out effectively for both Councils if agreed, and budget has been allocated for this eventuality.

Comments checked by:

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Legal Implications

- 7.2 There are no legal implications arising from this report. Any HR policy changes that are required to take account of the competency framework will be subject to the usual development process which will include consultation and legal compliance.

Comments checked by:

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Document Information

Appendix No	Title
1.	Draft Competency Framework
Background Papers	
None	
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