



# SKILLS FRAMEWORK

RESILIENT > ADAPTABLE > PARTICIPATIVE

# OVERVIEW

1. **Summary of the Programme/Strategy**
2. **Target Audiences**
3. **Background**
4. **Proposed Approach & Recommendations**
5. **Future Offer**
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# 1. SUMMARY OF THE PROGRAMME

Working inside the organisation, we want a Skills Framework that aligns with Our Plan and skills for each layer that meet our three Principles. We want to share with staff the skills and competencies that will build resilience for the future.



## Adaptable

Each area has a skill, or set of skills, that align to the principle of being adaptable - because learning is a key element of being adaptable there is a strong focus on learning and development so that staff are able to access support to their own skills development, and digital skills to align with our vision of being digital first.



## Participative

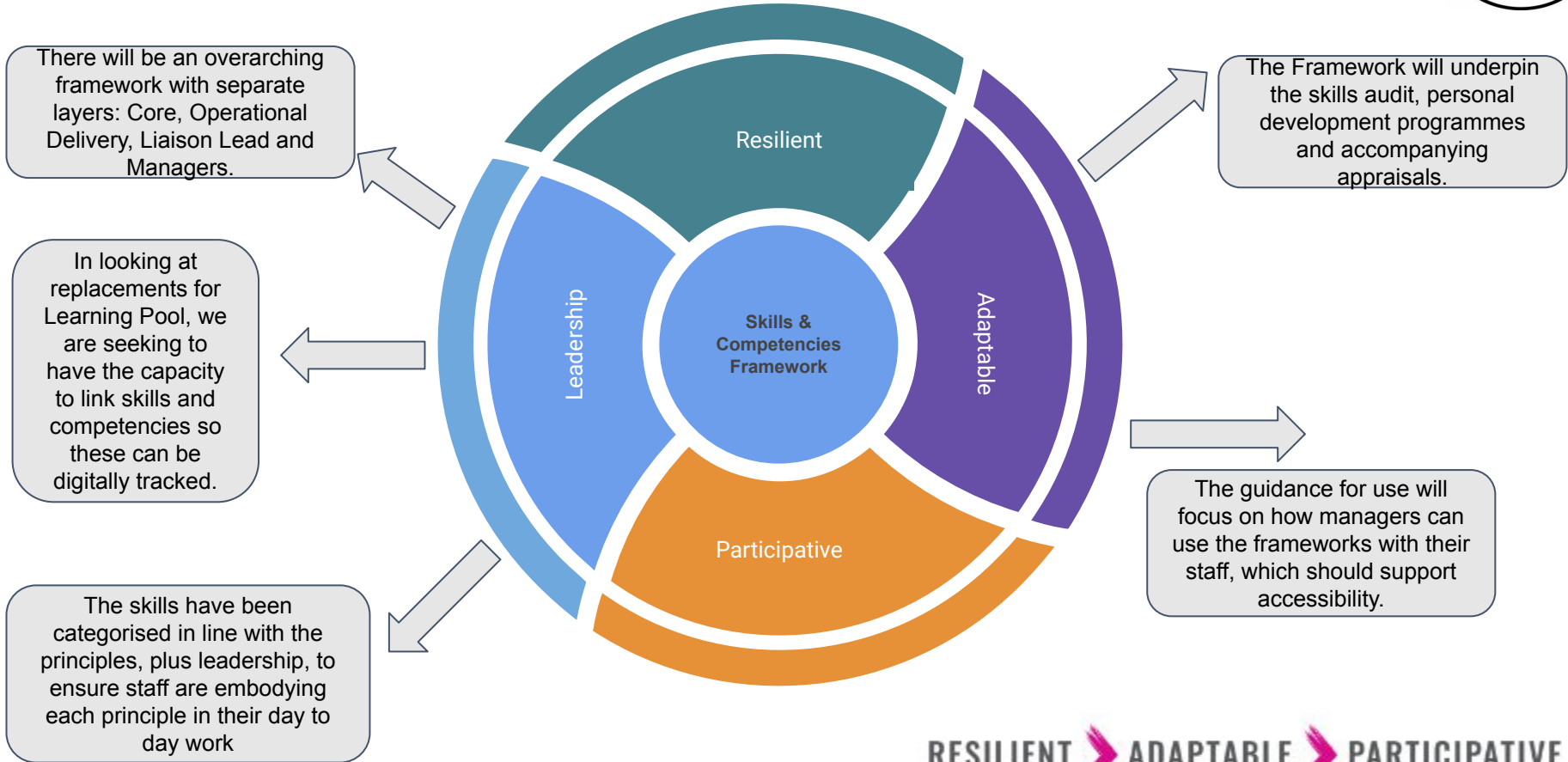
The skills that sit within the participative principle focus around teamwork, communication, and taking responsibility for their own learning. For managers, this is through the lens of participative activities and storytelling to engage with others through the work they are involved in.



## Resilient

Resilience skills have a focus on financial management at both core and manager levels as this will help to support financial resilience across the Councils, but there is also a more personal focus on conflict resolution so that staff can develop the tools they need to deal with challenging situations both in the workplace and in the wider community. This will support a line of sight to cross-cutting capacity on a specific skill so we can direct it where it is most needed.

# PROGRAMME DETAILS



RESILIENT > ADAPTABLE > PARTICIPATIVE

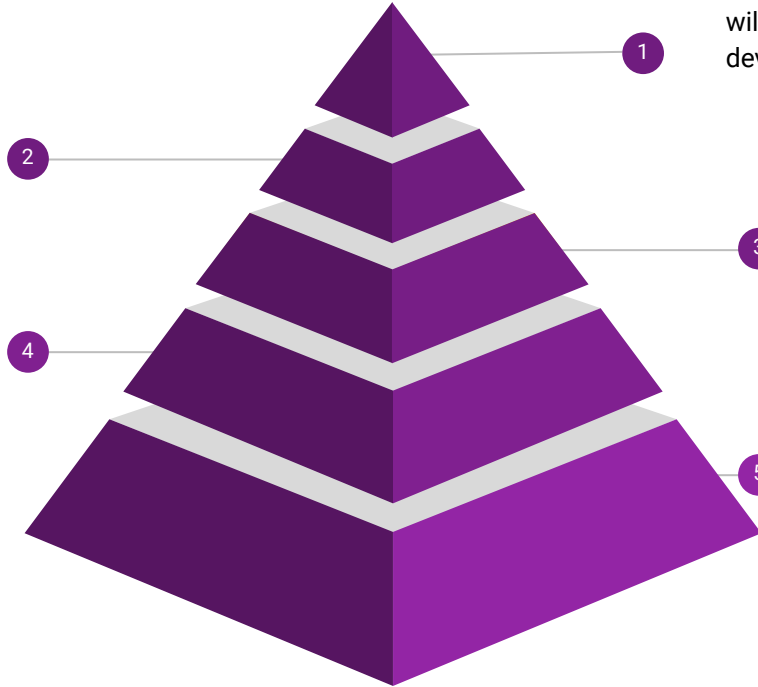
# STEP-BY-STEP USER GUIDE

## Skills Framework

The core skills framework will be linked to the manager section of the skills matrix which managers will complete with the member of staff to determine their training needs.

## Personal Development Programme

The skills framework is directly referenced in PDP templates, with staff selecting principle-based targets and using the framework as a guide to defining actions



## Skills Audit

This will be part of the wider intranet offer which will house all documentation related to skills development within the L&D Programme

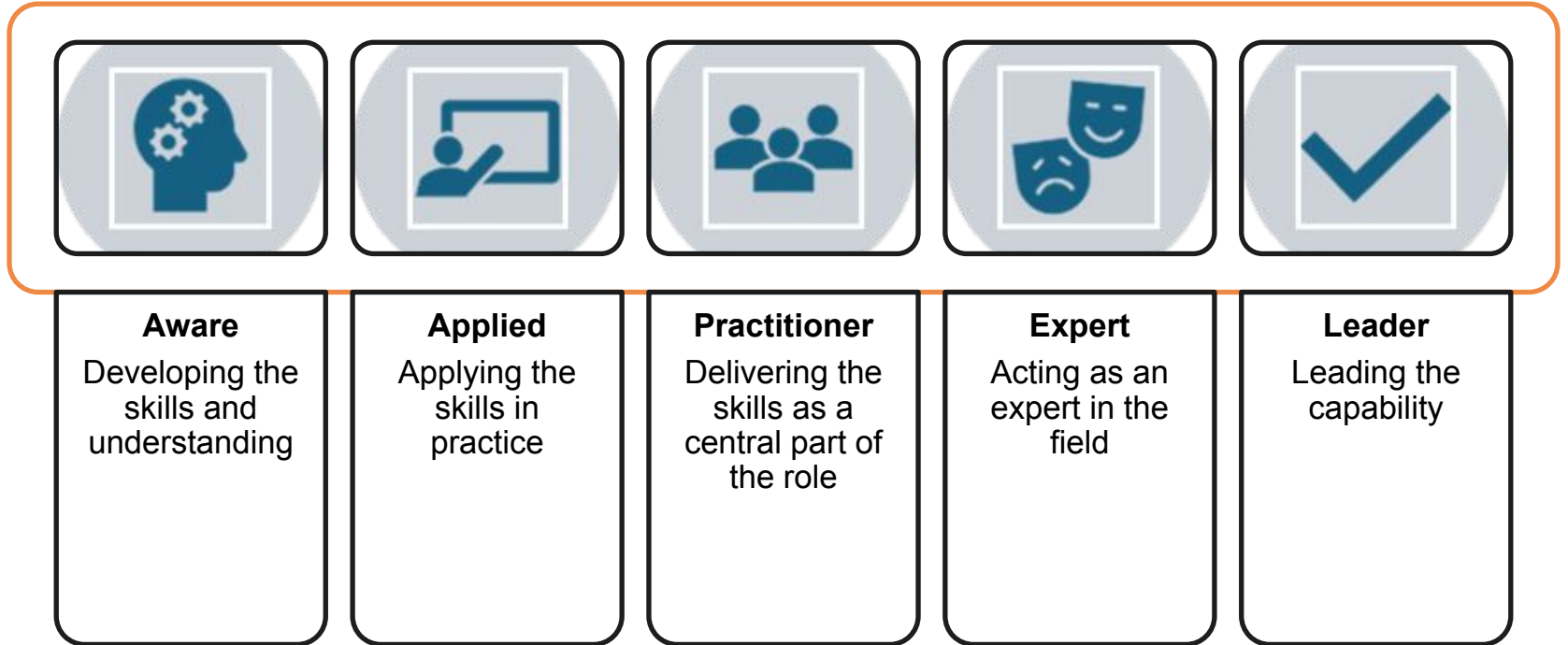
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The skills framework will be used to support development conversations in 1-2-1 conversations e.g. supporting progression plans

## Appraisal

The framework will support review conversations in the appraisal process, helping to determine if targets have been met and for Operational Delivery and Liaison Leads - the levelled approach will further support the determination of achievement of targets.

# CAPABILITY PATHWAY



# LINKS BETWEEN SKILLS FRAMEWORK AND CAPABILITY PATHWAY



- The Skills Framework takes an holistic approach to the various skills and competencies across the organisation
- The Capability Pathway sits in tandem with the framework, supporting the matrix model where we will have staff working cross-organisation to support areas such as Digital and Participation - the pathways for each area will show the levels of competency required for each discipline and will support staff development in these roles, at the same time as indicating training needs

# 2. TARGET AUDIENCES



## Cabinet/s

The leadership of the organisation can see how we are supporting our staff to develop their skills and also engage in an appraisal process that celebrates achievement as well as holding staff accountable for their own performance.



## Staff

Staff will understand the expectations of them within different roles and will be able to pursue L&D opportunities relevant to their own personal skills development. The framework will also help with progression pathways, so that staff can see there are different routes for career development.



## Corporate Leadership Team

CLT to champion all aspects of the Skills Framework and how this feeds into L&D, staff appraisals, and understanding the talents and development needs of all staff members.



## Partners (i.e. funders, major businesses, etc.)

Working with partners to identify L&D opportunities resulting from the need identified in the skills audit and sharing the framework so partners can identify where they can support us, e.g. CCG provision of training opportunities around digital skills.



## Managers

Managers will use the framework to underpin 1-2-1 conversations with their teams with a view to supporting L&D opportunities, providing time for these to take place, and supporting staff through an appraisal process where goals are agreed and progress monitored.



## 3. BACKGROUND

Part of the Organisational Design is to build a resilient workforce. To do this, we need to be able to map out skills, talents, and training needs in order to support staff in their development.

Currently, there is no mechanism in place to do this and no framework against which to evaluate skills and competencies.

## THE NEED

A Skills Framework which will underpin all aspects of Workforce Development, from the skills audit leading into an L&D plan, and the personal development programme where managers and staff can refer to this when setting objectives and appraising progress/behaviours.

## THE CHANGE

We recognise that having a coordinated approach to skills development will be new to people within A&W, even if they have experienced this in other organisations. Therefore it has been important to involve staff in the development stages, which have influenced the production of summary frameworks and guidance to support use. This is intended to support the resilience of staff in the transition to a new approach.

# 4. PROPOSED CHANGE + RECOMMENDATIONS

What the Council does now	What the Council will do in the future	What we will work with partners to do	Measure of success
<ul style="list-style-type: none"> <li>• Tracks mandatory e-learning</li> <li>• Supports 1-2-1 meetings between managers and direct lines to facilitate developmental conversations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a Skills Framework that will confirm expectations of behaviours linked to a range of skills and competencies relevant to different job families</li> <li>• Map all roles to job families and continue to add to this following each redesign process</li> <li>• Map out skills and training needs</li> <li>• Use the framework to underpin a staff development programme that will facilitate progression pathways</li> <li>• Introduce an appraisal process that monitors progress against skills and competencies</li> <li>• Further develop our Capabilities work which links into Matrix ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Develop training opportunities to facilitate skills development across the different layers of the framework</li> </ul>	<ul style="list-style-type: none"> <li>• The framework will be rolled out to all staff and be used in 1-2-1s with managers to support personal and professional development</li> <li>• Skills will be audited across the Councils and this will form the basis of a strong and resilient learning and development programme</li> </ul>

# CAPABILITIES

We are doing connected work to develop the capabilities of the organisation to:

- Help achieve the outcomes of the organisational design & mission approach
- Anticipate the key skills that we need to develop & improve over the next five years
- Develop an offer that helps retain & attract a skilled workforce

While the Skills Framework is aimed at all staff & managers now, the capabilities work will be developed over time with specific cohorts of staff.

See more in [Developing Capabilities](#).



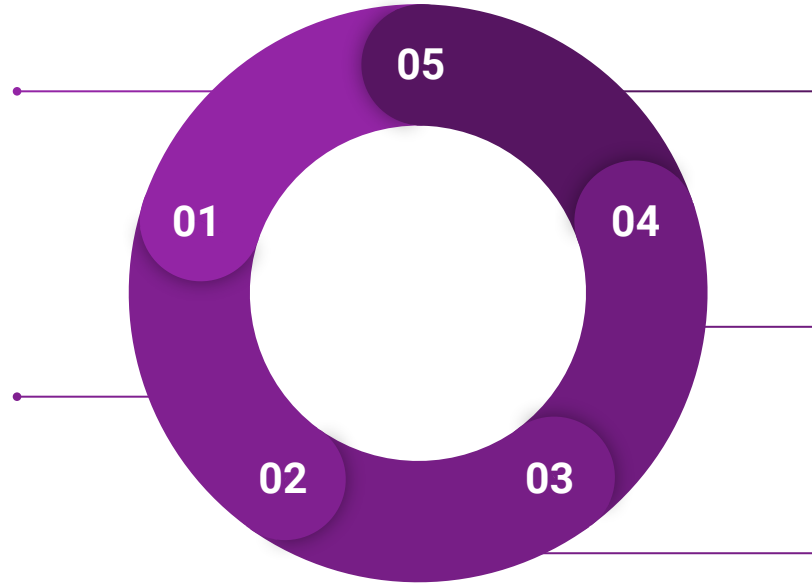
# 5. PROPOSED APPROACH

## Launch

We propose to launch the Skills & Competencies Framework and Skills Audit simultaneously - [feedback](#) has already been sought on the different framework layers

## Stages

The launch will initially be to members of staff not in consultation phases of redesign to ensure buy-in



## Personal Development

The framework will also underpin the personal development programme where goals are set based on relevant skills and progress monitored through the 1-2-1 process

## Learning and Development

The framework will underpin the L&D plan to ensure we are mapping training against skills needs\*

## Feedback

We will facilitate feedback opportunities so that the framework can be adapted where necessary to ensure inclusion

# 6. FUTURE OFFER

What CLT will do	What Heads of Service/ Assistant Directors will do	What we expect staff to do
<ul style="list-style-type: none"> <li>Champion the Skills and Competencies Framework and all of the aspects which it underpins (L&amp;D Programme, Skills Audit, 1-2-1, Personal Development).</li> </ul>	<ul style="list-style-type: none"> <li>Use the framework support professional development discussions with staff, and also to support assessment of progress;</li> <li>Promote its value in DMTs and team meetings;</li> <li>Champion the framework in OLT</li> </ul>	<ul style="list-style-type: none"> <li>Familiarise themselves with at least the summary framework for both Core and the job family relevant to their role;</li> <li>Use the framework to set personal development goals;</li> <li>Refer to the full framework in collaboration with the manager in 1-2-1 discussions to determine a higher level of detail in terms of goals</li> <li>Have an understanding of the expected behaviours linked to the various skills relevant to their role</li> </ul>

## 7. MEASURES OF SUCCESS



**Measure of success:** Increased levels of understanding of skills and competencies and how they relate to individual roles.



**Measure of success:** Staff will be able to see progression pathways within job families.



**Measure of success:** Staff will have a personal development plan and appraisal of their performance against goals agreed with managers.

# 8. RISKS AND MITIGATIONS



Risk Description	Likelihood	Impact	Risk Rating (LxI)	Mitigation	Risk Owner
Lack of willingness of staff to engage with a new framework	3	4	12	CLT supporting the process of cultural change by championing the framework and its benefits to staff in creating a more resilient workforce	CLT, ADs, Heads of Service
Workload for managers of large teams in managing the use of the framework in 1-2-1s and as part of a personal development programme	3	4	12	Clarification that the appraisals linked the personal development programme are based on a rolling programme which should enable some balancing of the workload across the year	CLT, ADs and Heads of Service
Individual service areas having wide-ranging skills and competencies that can't be captured in a cross-organisational approach	4	4	16	Working with areas such as Environmental Health to investigate creating a separate framework for their service, which captures the complexity of skills, competencies and regulatory qualifications needed to ensure effective delivery of service. We will prioritise which services have the greatest need for this.	Workforce Development Manager with relevant ADs/Heads of Service

# 9. EQUALITY IMPACTS

Equality Impacts	Mitigations
<p>Staff with lower literacy levels finding the framework challenging to access</p>	<p>Managers ensuring that they support their staff by providing the summary framework and take a collaborative approach to setting goals and measuring progress so that they can guide individual staff members through the process and explain challenging aspects</p>
<p>Staff who are neurodivergent/have mental health concerns who may find the use of the framework and providing information challenging</p>	<p>Ensuring that we offer drop-in opportunities for staff to complete the skills audit, which will be the first aspect of using the skills framework, so that they are supported in completing the detailed information. In terms of use of the framework and Personal Development Programme, ensuring that managers facilitate conversations and can support completion of written information, as well as providing a developmental space where staff feel confident in being open about their individual needs.</p>



# 10. ROLES AND RESPONSIBILITIES



## Lead Member

- Cabinet Members for Resources (Adur & Worthing) will receive updates on progress with delivering the Skills Framework and accompanying programmes.

## CLT

- Prioritise opportunities to champion the framework, support the manager development sessions to align to the managers skills and competencies framework and looking at workload issues to support managers in engaging in the framework with their teams.

## Programme Executive

- Ensure alignment to strategic priorities (including the OD) and principles and oversight of delivery of programme.

## Programme Manager

- Lead development of programme and engagement of staff in actively engaging and alignment into wider Workforce Development.

## Managers

- Managers prioritise use of the framework by modelling expected behaviours set out in the managers skills and competencies layer

## Staff

- Staff engage with the framework in 1-2-1 discussion and use it to set personal development goals

# 11. ROADMAP



## Work Stream

### Skills Framework

## July

Run session for OLT and managers outlining use of framework and applications to other aspects of WFD

Engage in soft launch with staff outside of consultation processes

Launch Skills Audit to same group of staff

## August

Review feedback from initial group of staff and make necessary adjustments

Integrate initial findings from skills audit into L&D Programme

Agree next group of staff for next phase of launch

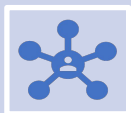
## September

Work with internal comms plan to engage in pulse survey to follow up skills questions

# ALIGNMENT TO ORGANISATIONAL DESIGN

A&W

The Skills Framework aligns with the wider Organisational Design objectives & timescales and underpins the vision for improved skills development



**Mid term (June-December): Organisational Design:** Improved skills development, participation and digital supports the delivery of changes that make it easier for residents to use our services and make a difference. **Skills Framework:** Maps out skills and competencies across the Councils and supports L&D programme to develop resilient workforce.



**Long term change (2025 onwards):** Impacts of delivering the improved services are embedded, communities are better connected, staff have applied skills they've learnt to develop their careers and skills & resources are pooled with partners to attract further investment to deliver our shared missions. **Skills Framework:** An approach to future-proofing our workforce and supporting them to develop the skills needed as the workplace evolves.

# APPENDIX:

1. [Skills Framework Document](#)
2. **Core Skills:**
  - [Wheel](#)
  - [Summary](#)
  - [Full Framework](#)
3. **Operational Delivery Skills:**
  - [Wheel](#)
  - [Summary](#)
  - [Full Framework](#)
4. **Liaison Lead Skills:**
  - [Wheel](#)
  - [Summary](#)
  - [Full Framework](#)
5. **Managers Skills:**
  - [Wheel](#)
  - [Summary](#)
  - [Full Framework](#)
6. [Job Family Mapping](#)
7. [Liaison Lead Skills Levels](#)
8. [Operational Delivery Skills Levels](#)
9. [You Said We Did Feedback](#)
10. [Organisation Wide Skills Framework](#)
10. [Environmental Health & Licensing](#)