

REPORT TO: Corporate Policy & Performance Board
DATE: 3 September 2013
REPORTING OFFICER: Strategic Director Policy and Resources
PORTFOLIO: Resources
SUBJECT: The People Plan (2012-2015)
WARDS: All

PURPOSE OF THE REPORT

1.1 To report to the Board on the progress made on the delivery of the Council's People Plan, in accordance with the Board's decision of 21 February 2012.

2.0 RECOMMENDATION: That

(1) the Board note progress to-date and support the continued implementation of the Council's People Plan 2012-2015.

3.0 SUPPORTING INFORMATION

3.1 Background Information:

The Executive Board, at its meeting on 29 March 2012, adopted the People Plan, following a recommendation from this Board

The aim of The People Plan is to place the workforce at the heart of the organisation as it recognises that this is our most valuable asset.

The People Plan is built around 4 Key Strategic Aims:

- Attract, Develop and Retain Excellent People
- Excellence in Leadership and Management Development
- Being an Excellent Employer
- Promoting Organisational Excellence

Each Strategic Aim contains a number of objectives, a number of actions, a number of success measures, with linked outcomes and timescales.

This Plan is monitored by the Organisational Development Group, chaired by the Strategic Director, Policy and Resources, with the membership across the 3 Directorates, and includes the Trade Unions.

4.0 SPECIFIC ACHIEVEMENTS

4.1 The People Plan has successfully implemented the following projects:

- Maintaining and updating the Organisation`s Workforce Profile.

The Council now possess the best staff records it has ever had. This is crucial within the context of a rapidly changing environment. By undertaking this exercise twice in recent times the Council is now able to, for the very first time, establish key workforce trends and develop policies in the light of those trends.

- Ensuring continued investment in our workforce.

The organisation has increased the number of its workforce who have acquired an academic/vocational qualification with the most occurring highest qualification obtained by our workforce rising from a Level 2 to a Level 3, which is akin to an 'A' Level/BTEC Higher Qualification process.

The Employee Appraisal & Development Review (EDR) has been revised to become more user-friendly. The Council has continued to invest in the training and development of its workforce, despite the austerity measures it operates within. A presentation will be made to the Board, giving further details of that activity and its success.

Furthermore, having a qualified and competent workforce also helps the organisation to achieve positive audit and external inspection outcomes.

- Devising and implementing a Talent Strategy.

Specifically designed to ensure that the Council possesses a skilled, competent and knowledgeable workforce which can meet emerging gaps and future skills shortages and which is also more representative of the local community. 3 initiatives are driving this forward – the Apprenticeship Strategy, the Volunteer Strategy and the Graduate Scheme. Work is progressing at different speeds in these areas; although more work is required in the latter area.

- Devising and introducing an Employee Recognition & Award Scheme.

This was re-introduced on the back of the Employee Survey with the staff wanting some form of formal recognition which valued their excellent work. It was also seen as a positive measure in terms of addressing and improving staff morale.

Now in its second year we have refreshed and updated the categories in order to make them more appealing. Presentations were made to staff at the recent Member Development event prior to the Council meeting on 6 February 2013.

- Implementing a Healthy Workforce initiative.

Having a healthy workforce does not just mean increased physical activity, but it also encompasses organisational measures such as increasing the percentage of staff who work more flexibly, through to ensuring that staff have

a greater awareness of the range of benefits on offer and reducing sickness absence.

The People Plan also places more emphasis on the organisation managing the wellbeing of staff, as opposed to the traditional approach of focusing on sickness. In doing so it is envisaged that the organisation will benefit from increased productivity, reduced absenteeism and improved staff morale.

In order to get key messages across we have established a Healthy Workforce Portal:

<http://intranet/HealthyWorkforcePortal/Pages/default.aspx>

This provides staff with advice and access to support for a whole range of services aimed at improving general health and wellbeing.

- Meeting Legislative requirements.

The successful implementation of the People Plan has aided the Council in meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty 2011, as well as the National Minimum Data Set (NMDS) in Adult and Children's Social Care.

5.0 FUTURE CHALLENGES

The following specific developments will take place over the next 12 months:

- Devising and implementing a Talent Pool
- Devising and implementing an Organisational Succession Plan
- Developing a Learning & Development, A Managers Guide
- Developing more effective Leaders

These developments will affect all employees within the organisation with development opportunities being made available to everyone regardless of position.

A further progress report will be made to the Board in twelve months' time.

6.0 POLICY IMPLICATIONS

6.1 The People Plan underpins key documents such as Halton's Sustainable Community Strategy, Halton Council's Corporate Plan and Directorate Plan's in that it ensures that the workforce has the appropriate skill set to deliver the priorities identified in those documents.

6.2 There are specific links to national, regional and local drivers, such as 'Delivering through people, The Local Government Workforce Strategy 2010' (Local Government Association), 'Local Government Workforce Survey 2010' (Local Government Association), 'The Brilliant Local Authority of the Future' (KPMG, 2011), Halton Borough Council People Strategy (2009-2012), The Equality Act 2010 and the Public Sector Equality Duty 2011, National Minimum Data Set (NMDS) in Adult and Children's Social Care, Skills for Sustainable Growth Strategy, Department for Business, Innovation and Skills 2010), the Staff Survey 2011 and the Workforce Profile's 2011 and 2012/13.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

Indirect implications in that the People Plan has introduced a 'Talent Strategy', of which key elements have had specific interest to the young people of Halton, namely 'The Apprenticeship Strategy', 'The Graduate Scheme' and 'The Volunteer Strategy'. It is envisaged that people who participate in these schemes will help to form the workforce of the future and in doing so ensure that the organisation has in place a balanced workforce.

7.2 Employment, Learning and Skills in Halton

Critical to the success of this Plan has been ensuring that the Council has a workforce that is appropriately skilled and can respond to change effectively. Integral to this has been putting into place plans to increase the minimum level of qualification, as well as an expectation to lead by example in being the largest employer within the Borough.

7.3 A Healthy Halton

The People Plan has made significant inroads in ensuring that we are a 'Healthy Organisation', one which promotes the health of the workforce and which in turn also benefits the health of Halton employee's families and the wider community at large.

7.4 A Safer Halton

No specific implications.

7.5 Halton's Urban Renewal

One of the key elements underpinning the People Plan has been the desire to establish greater links with local businesses and education providers, thus ensuring that both the current and future workforce possesses the appropriate skills and knowledge to help to achieve this. Work is still progressing in this area.

8.0 RISK ANALYSIS

8.1 There are no major risks associated with this proposed action as it is an update.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 The successful implementation of the People Plan has aided the Council in meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty 2011.

10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

There are no background papers under the meeting of the Act.