

REPORT TO: Corporate Policy & Performance Board
DATE: 23rd February 2016
REPORTING OFFICER: Strategic Director, Community and Resources
PORTFOLIO: Resources
SUBJECT: 'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20'
WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To provide an overview of 'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20'. This strategy document is the successor to the 'People Plan '

2.0 RECOMMENDATION: That the Board notes the contents and intentions of the strategy, and approves its submission to Executive Board.

3.0 SUPPORTING INFORMATION

3.1 Background

This Strategy further develops and builds upon the achievements of the Council's previous organisational development strategy: 'People Plan, a vision for our workforce 2012-2015', which was endorsed by this Board prior to its launch.

In line with the public sector generally, despite significant constraints in funding, the Council needs to maintain an effective, professional and motivated workforce, whilst at the same time creating opportunities for the workforce to maximise their potential.

In formulating this Strategy we have taken into consideration the future needs of the community, our values and ways of working, workforce composition (Workforce Profile 2015) and feedback from the Staff Survey 2014.

3.2 This Strategy is built around 5 Key Strategic Aims:

- Workforce Skills & Development
- Recruitment & Retention
- Engagement & Recognition
- Health & Wellbeing
- Innovation & Flexibility

Each Strategic Aim contains a number of objectives and of actions, with linked outcomes and timescales. This will enable the monitoring of progress during the life of the strategy.

3.3 The benefits of this strategy will be:

- Help to create a flexible and sustainable business by helping to ensure the delivery of quality services.
- Protect the present strengths of the organisation and build for its future.
- Promote the investment in and continued development of our workforce.
- Aid the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers.

4.0 **POLICY IMPLICATIONS**

4.1 This Strategy underpins key documents such as Halton`s Corporate Plan (2015-18), Halton`s Sustainable Community Strategy (2011-2026) and the Directorate Business Plans, as it is designed to ensure that the Council workforce has appropriate and relevant skills to deliver the priorities identified in these documents. It will also help to ensure that Halton is a fair borough with equality of opportunity for all.

4.2 There are specific links to national, regional and local drivers, such as the Local Government Workforce Strategy – Delivering through People (last updated 2013), The 21st Century Public Servant, University of Birmingham (2014), The Equality Act (2010), National Minimum Data Set (NMDS) in Adults and Children`s Social Care, The National Minimum Wage Regulations 2015, The future of Apprenticeships in England (2014), The Apprenticeship Agreement 2012, the Staff Survey (2014), and Halton BC Workforce Profiles (2012/13 and 2015).

5.0 **FINANCIAL IMPLICATIONS**

5.1 There are no direct financial implications as a result of the implementation of this Strategy.

5.2 It is designed to help facilitate the development of Halton`s workforce to become professional, productive and efficient, but in places will be a blueprint to attract external funding, for example apprenticeships.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

The strategy supports the development of the Council workforce across all service areas, thus contributing to all corporate priorities to some extent.

7.0 **RISK ANALYSIS**

- 7.1 Capacity & Resources – to ensure that project leaders, managers and key personnel are given the resources (human, physical and financial) to achieve the strategic outcomes and measures within required timescales.
- 7.2 Communication and Commitment – ensuring from the outset that the whole workforce is aware of this strategy and understands its importance and relevance. It will also require Senior Management support in ensuring that all staff engage with it.
- 7.3 External Environment – in light of continued financial constraints, higher customer expectations and demands, there exists a continued desire maintain a professional and competent workforce.
- 7.4 Failure to deliver Strategy – this strategy will be building on the previous People Plan and comprises of outcomes and measures which are challenging, but achievable. It is crucial that this strategy is successful as the workforce is the organisation's most important asset.

8.0 **EQUALITY AND DIVERSITY ISSUES**

- 8.1 The successful implementation of this Strategy will aid the Council in meeting the requirements of the Equality Act 2010 and Public Sector Equality Duty 2011.

Appendix 1:
Unlocking our Potential – an Organisational Development Strategy
for Halton BC 2016-20