

REPORT TO: Corporate Policy and Performance
DATE: 1 November 2011
REPORTING OFFICER: Strategic Director Policy and Resources
TITLE: Succession planning
WARDS: N/A

1.0 PURPOSE OF REPORT

- 1.1 The Chairman had requested that a short report be presented to the Board on how the Council approaches the issue of 'succession planning', in the light of current pressures on staff numbers.
- 1.2 The report outlines some of the initiatives the Council has in place to address this issue.

2.0 RECOMMENDED: That:

- (1) the report be noted;**
- (2) the issue be reviewed when the Board receives a draft of the revised 'People Plan'; and**
- (3) the Board highlights any issues they would like to see covered in the revised People Plan.**

3.0 BACKGROUND

- 3.1 Succession planning is a process for identifying and developing staff with the potential to fill key leadership roles in the organisation in the future. It is about:
- Identifying those with potential.
 - Providing development opportunities.
 - Providing support and personal development opportunities.
 - Retaining skills and knowledge within the organisation for the benefit of the organisation by providing career paths for individuals.
- 3.2 The Council does not have a specific 'Succession Plan' but what it does have is a number of key initiatives/plans which address the issue of developing staff. The key one is the Council's People Strategy. The current strategy was approved by this Board in January 2009 and subsequently approved by the Executive Board and has the following key priorities:

- 1) Attract, develop and retain excellent people.
 - 2) Prepare for change, and promote improvement.
 - 3) Value the diversity of our workforce.
 - 4) Develop leadership.
 - 5) Maintain our 'can do' business culture.
 - 6) Meet customer needs.
 - 7) Recognise the role of partner agencies in meeting customer needs.
 - 8) Promote and fulfil the duty to safeguard children and adults of Halton.
- 3.3 The People Strategy is currently being reviewed in the light of the significant change programme in which the Council is engaged. Two key pieces of information needed to inform that revision have recently been completed – A Staff Survey and a Workforce Profile. A revised strategy will be brought to this Board for consideration before being recommended for adoption by the Executive Board. The Board may wish to consider the content of that strategy in the light of succession planning requirements.
- 3.4 In addition to the People Strategy the Council has Workforce Development Plans for those professionals working with Adults and Children. For example, the aim of the Children's Workforce Plan is 'to ensure we have across the Children's Trust the right people, with the right skills and knowledge in the right place at the right time'.
- 3.5 The Council's Learning and Development Team currently offer a wide range of Management Development Training to meet the current and future needs of the organisation. It uses the 'Halton Management Pathway' (See Appendix 1) to ensure that managers, at whatever level, have the right skills and knowledge not only to undertake their current duties but also to support their own personal development. This has been an extremely successful programme, and culminates in an annual awards ceremony, hosted by the Mayor, where staff receive the various certificates they have gained during the year.
- 3.6 The MDP is accredited by the Institute of Leadership and Management (ILM) which ensures quality of delivery and that national occupational standards in management are reflected within the pathway and the training delivered.
- 3.7 In addition to the above the Learning and Development Team is part of the Merseyside Capacity Building Group which offers (at no charge to this Council) the Merseyside Platinum Leadership Programme, which presents an opportunity to those wishing to develop into the Strategic Leaders of the future. A number of Managers have already benefited from this programme, which also brings them into contact with peers across all authorities in the Mersey Region.

- 3.8 The Council also has an established Employee Development Review process which also identifies the training and development needs of staff.
- 3.9 Whilst as stated earlier, the Council does not have a Specific Plan for succession, it does have many of the ingredients to ensure it is developing its staff to meet its future requirements.
- 3.10 The Board may wish to pursue this issue further when considering the revised People Strategy.
- 3.11 Perhaps the greatest challenge to the authority at present is how to manage with less people and how to support managers with increased spans of management and new disciplines under their remit. Formal handover processes have and do take place to ensure continuity, however, it is inevitable that with the significant loss of experience that has taken place, that experience will be missed by the organisation.

4.0 POLICY IMPLICATIONS

- 4.1 The revised People Strategy will be brought to this Board for detailed consideration.

5.0 OTHER IMPLICATIONS

- 5.1 Despite the pressure on resources the Council still provides a full range of training opportunities to its staff, whilst bringing all training activities together has produced cashable efficiency savings.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

Having appropriately trained staff is crucial to the Council delivering its priorities.

6.2 Employment Learning and Skills in Halton

Having appropriately trained staff is crucial to the Council delivering its priorities.

6.3 A Healthy Halton

Having appropriately trained staff is crucial to the Council delivering its priorities.

6.4 A Safer Halton

Having appropriately trained staff is crucial to the Council delivering its priorities.

6.5 Halton's Urban Renewal

Having appropriately trained staff is crucial to the Council delivering its priorities.

7.0 RISK ANALYSIS

7.1 There are no direct risks associated with this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no Equality and Diversity issues associated with this report.

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

9.1 There are no back ground papers under the meaning of the Act.