

Foreword

Halton Borough Council recognises that the success of its business is built upon the knowledge, expertise, and the commitment of its workforce.

The aim of the Council's People Plan is to place our workforce at the heart of the organisation as we recognise that this is our most valuable resource.

Given the current economic climate it is even more important that we have a workforce that are appropriately skilled and can respond to change effectively. Within these challenging and uncertain times it is most essential that the Council remains proactive and this People Plan is the vehicle to achieving this.

Integral to the success of this People Plan is a framework comprising of 4 Key Strategic Aims:

1. Attract, Develop and Retain Excellent People
2. Excellence in Leadership & Management Development
3. Being an Excellent Employer
4. Promoting Organisational Excellence

This Plan also strongly links to the wider demands of the organisation which includes The Equality Act 2010 and mandatory requirements such as the National Minimum Data Set (NMDS) Adult and Children's Social Care.

In conclusion the Council's People Plan will ensure that we support our workforce to be fulfilled, skilled and proud to work for Halton Borough Council.

Councillor Mike Wharton
Executive Board Member, Resources

David Parr
Chief Executive

Overview of the Key Strategic Aims

1. Attract, Develop and Retain Excellent People

- Workforce Profiling
- Introduction of a Talent Strategy
- Effective Succession Planning

2. Excellence in Leadership and Management Development

- Promoting the Council's Vision through clear leadership and direction
- Managing change effectively and successfully
- Managing consistency across the organisation
- Developing effective Leaders and Managers
- Collaborative leadership in a partnership/multi agency context

3. Being an Excellent Employer

- Open, honest and Transparent
- Striving to become a more Healthy Organisation:
- Employee Recognition and Award Scheme
- Become a more effective Learning Organisation
- Valuing and encouraging Equality & Diversity

4. Promoting Organisational Excellence

- High performing and effective organisation/ promoting improvement.
- Embracing change and innovation
- Introduction of a Talent Pool

Key Strategic Aim 1: Attract, Develop and Retain Excellent People

Working for Halton Borough Council can be both rewarding and challenging. Therefore it is important that the Council possesses a complete and thorough knowledge of our workforce profile ranging from total numbers through to age, gender breakdown and qualification achieved (see Appendix 1: Workforce Overview)

This key workforce data was initially acquired in the summer of 2011 and will be updated here on in on an annual basis.

Possessing this key workforce data will enable the Council to effectively attract, develop, and retain excellent people. This is vitally important if the Council are to have the workforce needed for the future and to compete in a rapidly changing labour market. Analysis of this data will also enable the Council to ensure a workforce that more closely representative of the local community by identifying emerging gaps and future skills shortages.

The council will strive to continuously develop our existing workforce, so that as many of them as possible reach their full potential, as well as attracting future employees through a career pathway. Furthermore the Council will continue to offer opportunities through a range of initiatives such as The Apprenticeships Scheme, The Graduates Programme and The Volunteer Project.

The vehicle to achieve all of these will be the Council's Talent Strategy (see below) thus ensuring a more proactive approach to succession planning.

Talent Strategy

- Career pathway (Qualification and vocational routes) to support employees to make full use of their talents.
- Skills for the future/ Address recruitment challenges facing the organisation
- Attracting future employees from both within and outside the borough
- The Apprenticeship Scheme
- The Graduate Programme
- The Volunteer Project

Key Strategic Aim 1: Attract, Develop and Retain Excellent People

Objectives	Action(s)	Success Measures	Outcomes	Time Scale
Workforce Profiling	<ul style="list-style-type: none"> • Maintain and up date a profile of the workforce • Electronic pro forma in place 	<ul style="list-style-type: none"> • Data analysis to feed into Talent Strategy • Workforce pro forma updated on a regular basis 	<ul style="list-style-type: none"> • Possess accurate, up to date and relevant workforce information 	Year 1
Introduction of a Talent Strategy	<ul style="list-style-type: none"> • Multi skilling the workforce via the introduction of a Career Pathway, Apprenticeship Scheme, Graduate Programme, Volunteer Project 	<ul style="list-style-type: none"> • Less of a skills shortage within the Council in key areas • Increased retention of the workforce • Increased interest across the age spectrum and from within the Borough in wanting to join the organisation 	<ul style="list-style-type: none"> • Have a Career Pathway, Apprenticeship Scheme, Graduate Programme and Volunteer Project all in place 	Year 1 & Ongoing
Effective Succession Planning	<ul style="list-style-type: none"> • Striving towards a workforce more reflective of the community • Respond to vacancy levels in skill shortage areas should they arise • Develop current workforce to reach their full potential • Closer links with education providers, Job Centre Plus etc. 	<ul style="list-style-type: none"> • Increased % of BME / younger employees / employees with a disability / an improved retention of young people • A reduction in vacancy levels in skill shortage areas • Increased % of workforce residing in the borough • Workforce with the appropriate skills set 	<ul style="list-style-type: none"> • Workforce possess the right skills and knowledge to do the job 	Ongoing

Key Strategic Aim 2: Excellence in Leadership and Management Development

The Council already possesses excellent leaders and managers.

Effective Leadership & Management Development is critical to ensure that the Council continues to exist in an environment in which the workforce are motivated, skilled and focused, that services are transformed, that key outcomes are delivered and that as a result the people of Halton benefit accordingly.

At this present moment in time clear leadership and direction is pinnacle in promoting the council, both to the workforce and the community it serves. This needs to be provided by elected members, senior management and all managers alike. This is particular prevalent in times of great change.

Managing change effectively is a key component of a successful manager/leader and critical to this is the ability to communicate effectively at all times. More than ever in the current economic climate it is crucial that the workforce is consulted on any change(s) effecting the organisation. This can be via both formal and informal means ie. 1 to 1's, structured supervision, team meetings or even an informal chat when making a drink.

The Council believe that leaders exist across the organisation in every post and are not restricted just to employees in management positions. The Council requires managers who are visible and who can provide inspiration and engaging leadership which will persuade the workforce to go the 'extra mile'. Equally important is the consistent application of the Council's policies across the organisation, thus ensuring that the workforce is managed in a fair and equal manner regardless of Directorate, Division or Team.

In terms of Management Development we will fully utilise Halton's Management Career Pathway, which caters for aspiring managers right through to senior managers. This also links to the concept of 'growing our own' and a firm commitment to developing the next generation of leaders and managers.

A new type of leader is emerging within a partnership/multi-agency context. The Council needs to develop this role further by ensuring the leaders and managers of the future possess the appropriate skills set and can work collaboratively across a range of partner organisations. This will also be pertinent to the role of the Elected Member, who in providing a crucial link between the council and the community, will help to enhance their existing skill set - in particular those of being a facilitator and enabler.

Key Strategic Aim 2: Excellence in Leadership and Management Development

Objectives	Action(s)	Success Measures	Outcomes	Time Scale
Promoting the Councils Vision through clear leadership and direction	<ul style="list-style-type: none"> Elected members and management are clear about the vision and communicate this across the Council 	<ul style="list-style-type: none"> Workforce retention rates improved (Workforce Profile 2015) Satisfaction rates have increased (Staff Survey 2015) 	<ul style="list-style-type: none"> Workforce is aware of the vision of the Council and how their work contributes to the success of this 	Year 1 & Ongoing
Managing change effectively and successfully	<ul style="list-style-type: none"> Encourage managers to use a variety of communication methods 	<ul style="list-style-type: none"> The way change is implemented by the organisation is perceived favourable by the workforce (Staff Survey 2015) The workforce feeling empowered and supported through change (Staff Survey 2015) 	<ul style="list-style-type: none"> Good practice of implementing change is shared across the organisation 	Ongoing
Managing consistency across the organisation	<ul style="list-style-type: none"> Equip managers with skills set and knowledge of the organisation's policy and procedures 	<ul style="list-style-type: none"> All workforce treated in the same manner in line with a 'one council' approach (Staff Survey 2015) 	<ul style="list-style-type: none"> All managers treat their staff fairly and consistently 	Ongoing
Develop effective leaders and managers	<ul style="list-style-type: none"> Actively promote a number of existing leadership and management initiatives i.e. competency framework, formal qualifications 	<ul style="list-style-type: none"> Evidence of leadership and management potential being developed throughout the Council 	<ul style="list-style-type: none"> Increased number of employees being promoted to managerial positions internally 	Year 1 & Ongoing
Collaborative leadership in a partnership/multi-agency & community context	<ul style="list-style-type: none"> Introduce a variety of learning interventions to equip managers with a range of new skills 	<ul style="list-style-type: none"> Increased number of community/collaborative leaders within and outside the organisation 	<ul style="list-style-type: none"> All managers and elected members are equipped with the necessary skill set to ensure achievement of partnership objectives 	Ongoing

Key Strategic Aim 3: Being an Excellent Employer

The Council has a good reputation nationally, regionally and locally. This is borne out by the many surveys and external assessments which continue to be positive for the Council.

Today's working environment places high expectations on employees in terms of increased efficiency and effectiveness and so the Council recognises that a combination of benefits, flexibility in working patterns and support in achieving a healthy balance between work and home/family life are vital in attracting and retaining the calibre of employees needed to deliver outstanding services.

The Council are currently facing extraordinary challenges and demands with many factors existing outside the organisation's control. That said, the Council will make every effort to ensure that all our employees are treated in a fair, open and honest manner. In return the Council expects the workforce to remain committed and professional at all times. '*The Organisational Development Charter*' explains these roles and responsibilities more fully (See back cover).

Being an 'Excellent Employer' highlights the need to be a '*Healthy Organisation*' one which promotes the health of the workforce and in turn also benefits the health of their families and the wider community. Often referred to as Employee well being, this ensures that all employees enjoy a healthy balance between work and home life, recognising that balance means different things to different people at different times. Creating the right work-life balance is about adjusting working patterns so that everyone, regardless of age, race, disability, gender, sexual orientation, religion or belief is able to combine work with their other responsibilities, aspirations and wishes whilst continuing to meet the needs of the organisation. Gaining a work-life balance is not about working less – it is about how, when and where individuals work.

As an employer, the People Plan will ensure that we engage with our workforce in a meaningful way to enable every employee to help shape the direction of the organisation, be fulfilled by their work and be connected to the community we serve. It is proposed that the soon to be introduced *Employee Recognition and Award Scheme* will reinforce this ideal.

In order to ensure that our workforce possesses the right skill set in order to face both current and future challenges it is essential that the organisation continues to develop as a '*Learning Organisation*'. In short this means that we provide continuous learning opportunities and use learning to reach key goals.

The benefits of getting this right will ensure that as an organisation we:

- maintain levels of innovation and remain competitive
- are better placed to respond to external pressures
- improve quality of outputs at all levels

As the largest employer in the borough the Council take its responsibility seriously in terms of leading by example and ensuring that the workforce is truly representative of the community it serves. To this end the Council remains committed to these principles and to the importance of Equality and Diversity.

Key Strategic Aim 3: Being an Excellent Employer

Objectives	Action(s)	Success Measures	Outcomes	Time Scale
Open, honest and Transparent	<ul style="list-style-type: none"> • The Organisational Development Charter developed and adopted by the workforce 	<ul style="list-style-type: none"> • More open, honest and transparent as indicated in the satisfaction levels of the Staff Survey 2015 	<ul style="list-style-type: none"> • The workforce and the Council are each aware of their responsibilities and are committed to the Organisational Development Charter 	Year 1
Striving to become a more Healthy Organisation	<ul style="list-style-type: none"> • Update and re-launch the Family, Friendly, Flexible Benefits Package • Better education of initiatives available 	<ul style="list-style-type: none"> • Increase % of workforce working flexibly via 'agile working' i.e. equipping staff with the resources to undertake the job in a more flexible way • Reduced sickness absence 	<ul style="list-style-type: none"> • Workforce have a greater awareness of the range of benefits on offer 	Year 1 & Ongoing
Employee Recognition and Award Scheme	<ul style="list-style-type: none"> • Employee Recognition and Award Scheme devised 	<ul style="list-style-type: none"> • The introduction of an Employee Recognition & Award Scheme 	<ul style="list-style-type: none"> • Recognising and valuing workforce contributions 	Year 1
Become a more effective Learning Organisation	<ul style="list-style-type: none"> • Introduction of a Talent Strategy and Talent Pool • Sharing results of the Staff Survey 2011 	<ul style="list-style-type: none"> • More of the non-qualified workforce skilled to a minimum of level 2 qualification within the Qualifications Credit framework • Increased % of the workforce who have gained promotion • Increased % of employees undertaking regular supervision and annual EDR (Staff Survey 2015) 	<ul style="list-style-type: none"> • Successful implementation of a Talent Strategy and Talent Pool • Managers embracing Supervision/EDR concept more fully 	Year 1 & Ongoing
Valuing and encouraging Equality and Diversity	<ul style="list-style-type: none"> • Encourage more people to attend the Equality & Diversity courses • Ensure that everything the council undertakes is equality impact assessed 	<ul style="list-style-type: none"> • Our workforce more representative of the community it serves – as indicated by workforce profile and staff survey 2015 	<ul style="list-style-type: none"> • Meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty 2011 	Ongoing

Key Strategic Aim 4: Promoting Organisational Excellence

The People Plan is integral to achieving and maintaining organisational excellence. This is particularly pertinent within the current economic climate, uncertain and challenging times and the growing need 'to do more with less'. This in itself places great emphasis on having a skilled workforce that can respond not only to current challenges but to those of the future as well.

The council have transparent and workable processes in place to ensure that all employees are clear about what is expected of them and how their performance and effectiveness will be measured both internally and externally. This takes the form of audits, inspections and various surveys, such as the 2011 Staff Survey which indicated that the workforce believed that the Council is a good employer, as well as public surveys which state that the Council provides excellent services.

The People Plan will underpin our ambition to continue to be a high performing and effective organisation. In order to do this the Council will actively encourage the workforce to come forward with innovative and creative ideas. This does not only help to respond to future services, but ensures that the Council will remain at the forefront of new and emerging trends. Examples of this include the planned inclusion of Public Health and the increase of 'agile working'.

Wider to the organisation is the work the council does in supporting the Voluntary, Faith and Community Groups. The People Plan advocates that the Council continues to build upon the progress to-date and in doing so ensure that it promotes stronger communities with a sense of cohesion, which in turn promotes excellence throughout the Borough.

In the future the Council will need to develop the flexibility and culture in a manner that will enable one to deploy skills and knowledge where they are needed most and which maybe outside their current job role and Directorate. To this end we are going to create a '**Talent Pool**' capturing the skills and knowledge of willing employees who through joint agreement by all parties maybe deployed to other parts of the Council that are in greater need, thus breaking down Directorate silos and promoting a 'One Council' approach.

The '**Talent Pool**' could also be a forum for those of the workforce who may find themselves 'at risk' but nevertheless possess an invaluable skills set that could be utilised else where within the organisation e.g. Prince 2 Project Management Qualification and Coaching and Mentoring Qualifications.

In addition it could be used as a mechanism to re-skill, re-train and possibly re-deploy individuals wherever needed.

Talent Pool

- Utilising the skills of the workforce more effectively across the organisation
- Promotes a 'One Council' ethos
- Provides an opportunity to re-skill, re-train and re-deploy
- Ensuring that the Council continues to value its workforce

Key Strategic Aim 4: Promoting Organisational Excellence

Objectives	Action(s)	Success Measures	Outcomes	Time Scale
High performing and effective organisation/ promoting improvement	<ul style="list-style-type: none"> • Providing a range of opportunities for the workforce to come forward with ideas, both within the Council and in a community context throughout the borough 	<ul style="list-style-type: none"> • Level of organisational performance has improved (surveys, audits and inspections) • Levels of staff motivation has increased as indicated by the Staff Survey 2015 	<ul style="list-style-type: none"> • A number of successful initiatives implemented • Closer working with Volunteers, Faith & Community Groups 	Year 1/2
Embracing change and innovation	<ul style="list-style-type: none"> • Equip the workforce with the appropriate skill set to embrace change and innovation 	<ul style="list-style-type: none"> • Creating and promoting a culture of continuous improvement • Workforce more receptive to change and innovation • More productive workforce 	<ul style="list-style-type: none"> • Workforce more equipped to implement new ways of working quicker ensuring organisational excellence 	Ongoing
Introduction of a 'Talent Pool'	<ul style="list-style-type: none"> • Create and develop a 'Talent Pool' 	<ul style="list-style-type: none"> • This concept is supported and embraced by all • Opportunities provided to re-skill, re-train and or re-deploy where required • Increased levels of satisfaction across the workforce (Staff Survey 2015) • 'One Council' approach fully embraced 	<ul style="list-style-type: none"> • The skills of the workforce utilised more effectively across the organisation 	Year 1 & Ongoing

Appendix A: Workforce Overview 2011

2287 staff completed in total.

%'s reported are valid percents – from the number who responded to a question not the overall response.

Directorate

	Number	%
Children and Enterprise	488	21.7
Communities	1086	48.4
Policy and Resources	672	29.9

2246 answered 41 respondents did not answer this question

Employee Status

	Number	%
Permanent	1968	86.9
Temporary / Fixed Term	210	9.3
Casual	79	3.5
Secondment	8	0.4

2265 answered 22 respondents did not answer this question

Employment type

	Number	%
Full time i.e. 37 hours	1365	60.6
Part time i.e. up to 30 hours	781	34.7
Reduced hours	32	1.4
Casual	74	3.3

2252 answered 35 respondents did not answer this question

Length of service

	Number	%
Less than 2 years	201	9
2 - 5 years	475	21.2
6 - 10 years	665	29.6
11 - 15 years	423	18.9
16 - 20 years	176	7.8
21 - 25 years	155	6.9
26 - 30 years	72	3.2
31 years +	76	3.4

2243 answered 44 respondents did not answer this question

Salary

	Number	%
HBC 1	247	12.1
HBC 2	207	10.1
HBC 3	227	11.1
HBC 4	282	13.8
HBC 5	231	11.3
HBC 6	238	11.6
HBC 7	222	10.8
HBC 8	134	6.5
HBC 9	77	3.8
HBC 10	61	3
HBC 11	54	2.6
Higher than HBC 11	67	3.3

2047 answered 240 respondents did not answer this question

Gender

	Number	%
Male	632	27.7
Female	1638	71.8
Prefer not to say	11	0.5

2281 answered 6 respondents did not answer this question

Marital Status

	Number	%
Single	463	20.4
Married	1284	56.6
Civil Partnered	20	0.9
Co-habiting	206	9.1
Divorced	148	6.5
Separated	36	1.6
Widowed	38	1.7
Prefer not to say	75	3.3

2270 answered 17 respondents did not answer this question

Age Group

	Number	%
Under 18	6	0.3
18 - 24	70	3.1
25 - 34	416	18.5
35 - 44	576	25.6
45 - 54	720	31.9
55 - 64	422	18.7
65+	44	2

2254 answered 33 respondents did not answer this question

Religion

	Number	%
No religion	431	19.2
Buddhist	8	0.4
Christian (all denominations)	1582	70.5
Hindu	7	0.3
Jewish	2	0.1
Muslim	3	0.1
Other	47	2.1
Prefer not to say	163	7.3

2243 answered 44 respondents did not answer this question

Sexual Orientation

	Number	%
Bisexual	12	0.6
Gay Man	8	0.4
Lesbian	7	0.3
Heterosexual	1903	88.3
Prefer not to say	224	10.4

2154 answered 133 respondents did not answer this question

Where you live

	Number	%
Within the Borough	1568	70.3
Outside of the Borough	663	29.7

2231 answered 56 respondents did not answer this question

Disability

	Number	%
Yes	74	3.7
No	1855	93.1
Prefer not to say	64	3.2

1993 answered 294 respondents did not answer this question

Ethnic Group

	Number	%
British	2173	95.7
Irish	14	0.6
White other please tell us in the box below	29	1.3
Indian	3	0.1
Pakistani	1	0
Bangladeshi	1	0
Chinese	5	0.2
Caribbean	2	0.1
African	1	0
Black other please tell us in the box below	1	0
White & Black Caribbean	4	0.2
White & Black African	3	0.1
White & Asian	3	0.1
Mixed other please tell us in the box below	2	0.1
Other ethnic group please tell us in the box below	2	0.1
Prefer not to say	26	1.1

2270 answered 17 respondents did not answer this question

Level of qualification

	Number	%
1	97	4.5
2	488	22.8
3	457	21.3
4	108	5
5	215	10
6	319	14.9
7	296	13.8
8	5	0.2
1 2 3	16	0.7
88	143	6.7

2144 answered 143 respondents did not answer this question

Other qualifications

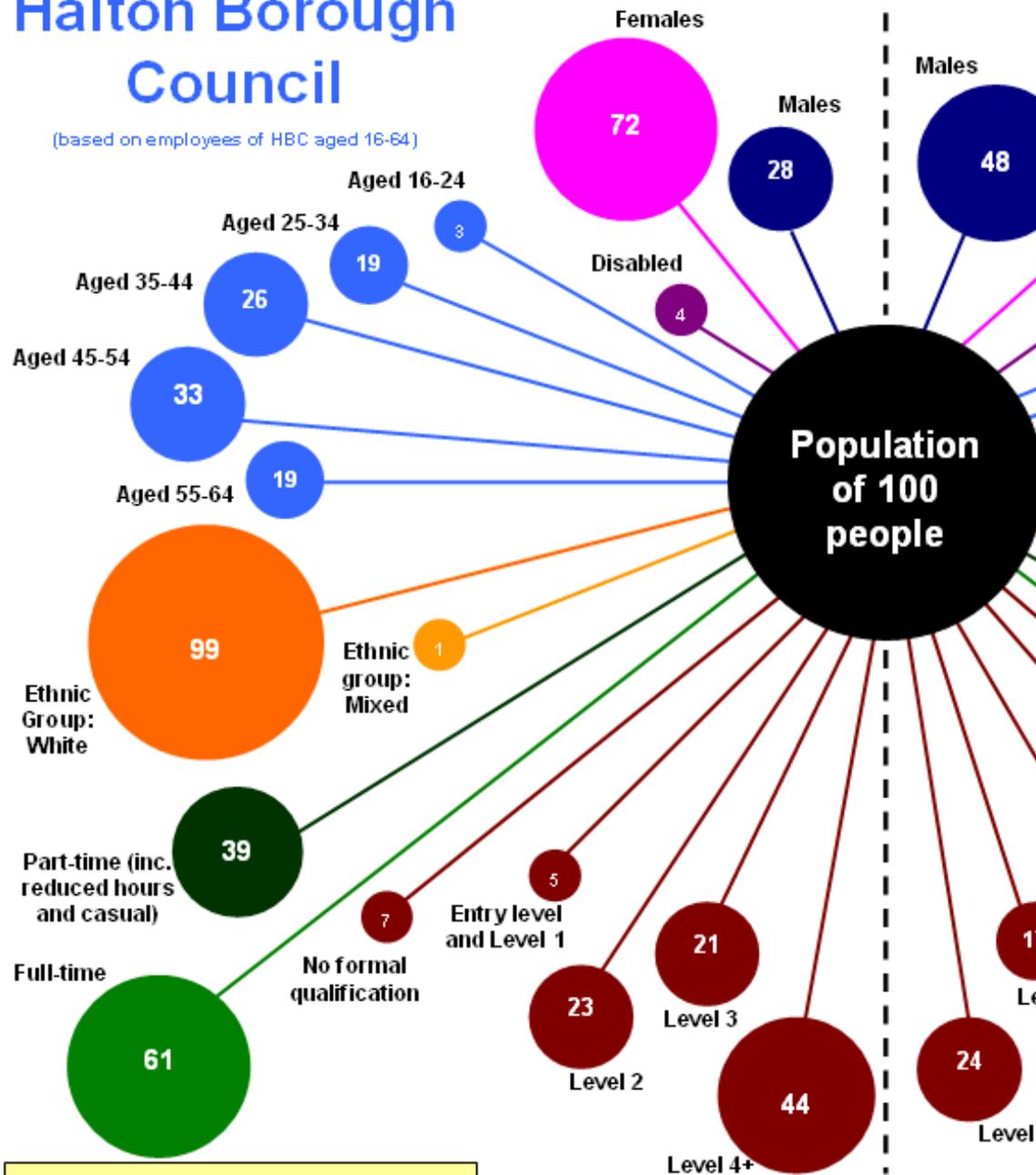
	Number	%
First Aid	281	12.3
IT qualification	169	7.4
Coaching / Mentoring	147	6.4
Teaching	126	5.5
Other please tell us in the boxes below	124	5.4
Nursing / Care work	121	5.3
Catering	108	4.7
Social Work	103	4.5
HGV, Agricultural or other driving licence (please	73	3.2
Counselling	71	3.1
Languages	34	1.5
Occupational Therapy	4	0.2

Multiple choice question - did not have to be answered

Comparison of Halton Borough Council's workforce (from the Workforce Profile 2011) to the overall profile for the Borough of Halton...

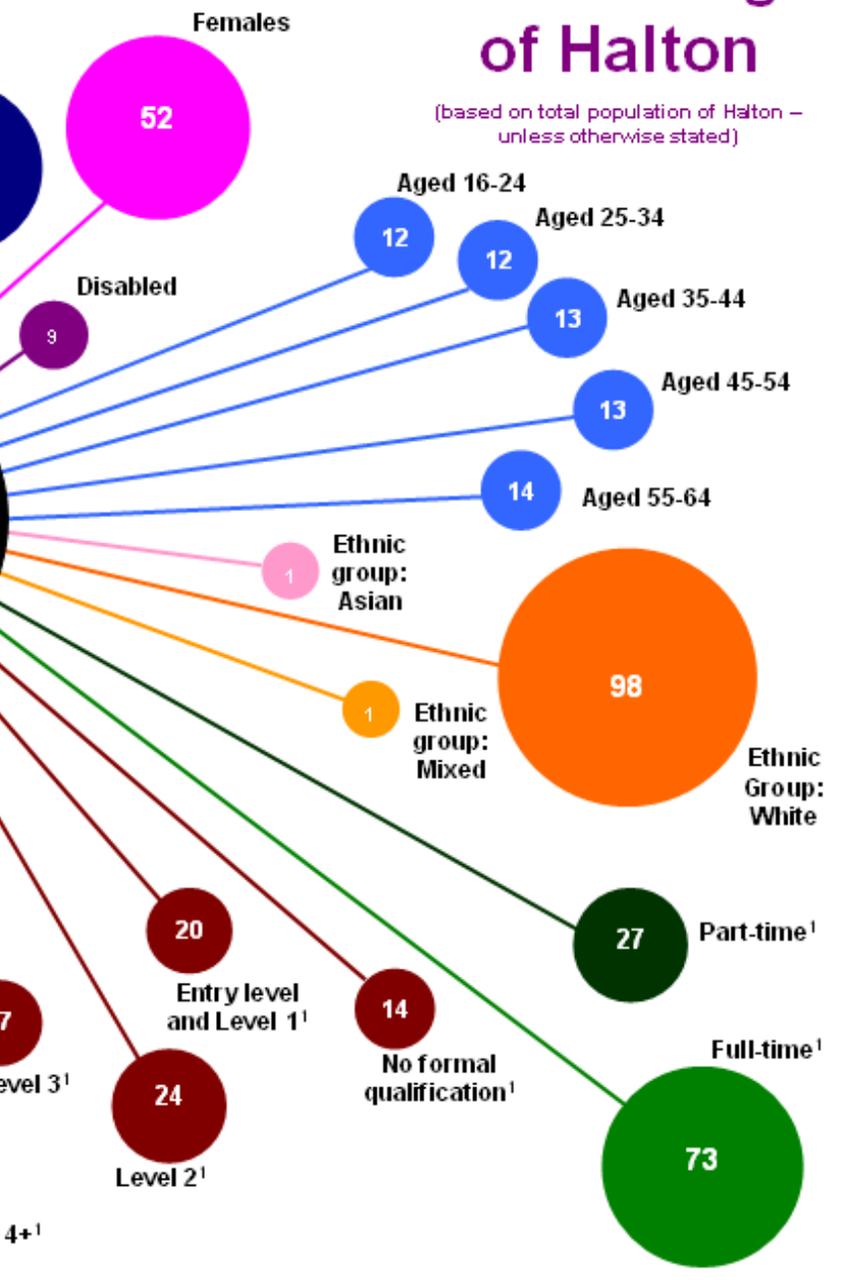
Halton Borough Council

(based on employees of HBC aged 16-64)



The Borough of Halton

(based on total population of Halton – unless otherwise stated)



Halton Borough Council `s Organisational Development Charter (Back Cover)

What you can expect from Halton B.C. as an Employer	What Halton B.C. expect from you in return as an Employee
Opportunities provided to influence and contribute ideas about how things could be changed for the better at individual team or organisational level's.	To actively contribute, participate and suggest creative and innovative ideas.
Ensure that you have an awareness and understanding of the organisation's vision, priorities and key objectives.	To adhere and support the organisation's vision, priorities and objectives and understand how your work contributes to the achievement of these.
To be treated with respect, fairness, dignity and honesty.	To treat colleagues and customers with respect and honesty and to be friendly, helpful and attentive at all times.
Give praise and recognise a job "well done".	Work diligently, be self motivated productive and effective.
A safe work environment which will provide you with the means to work effectively and efficiently.	To treat your working environment with respect and beware of Health & Safety policies and procedures.
Friendly, flexible policies are in place which helps and ensures that every employee achieves a healthy work/life balance.	To achieve and maintain a healthy work/life balance and at the same time ensuring that the needs of the service are paramount at all times.
Opportunities provided to take part in making decisions that effect how you do your job.	A commitment to actively participate and take ownership in this process.
Provide a thorough and professional induction on joining the organisation, transferring position, or on promotion.	To fully participate and engage in this process.
Opportunities provided to take part in regular team meetings, 1 to 1's with line manager and be updated and informed through many different and wide-ranging mediums.	To actively participate in this process.
Have an annual Employee Development Review (EDR) / annual appraisal during which your objectives for the coming year will be agreed, as well as Learning & Development needs.	To recognise that an EDR is a 2 way process and to take full responsibility in preparing, completing and implementing the agreed actions. Have a desire to fulfil one's potential.
A strong commitment to personal development ensuring that everyone, where appropriate, has access to learning opportunities which support personal development and growth.	To take full advantage of learning & development opportunities and to transfer the learning readily back into the workplace.