

REPORT TO: Corporate Policy & Performance Board
DATE: 21st February 2012
REPORTING OFFICER: Strategic Director Policy and Resources
PORTFOLIO: Resources
SUBJECT: The People Plan (2012-2015)
WARDS: All

PURPOSE OF THE REPORT

- 1.1 To seek the views of the Corporate Services PPB on the contents of the draft Council's People Plan 2012-2015.
- 1.2 To seek Corporate Services PPB approval for onward transition to the Executive Board.

2.0 RECOMMENDATION: That

(1) Corporate Services PPB support the implementation of the Council's People Plan 2012-2015, and

(2) The Executive Board be recommended to approve and adopt it.

3.0 SUPPORTING INFORMATION

- 3.1 Attached to this report is a copy of the draft People Plan (2012-2015) – Appendix A. This has been developed by the Organisational Development Group, chaired by the Strategic Director Policy and Resources, with membership from the 3 Directorates and including Trade Unions representation.
- 3.2 The current People Plan ran from 2009-2012. The Council has faced significant changes over this period and will continue to do so for the life of this next plan. It is important for it to have a Plan that is flexible and to respond to changing circumstances.
- 3.3 This Plan has also been developed as a result of key research and findings derived from The Staff Survey (2011) and the Workforce Profile (2011).
 - The Staff Survey: (Appendix B)
Response Rates:
Overall Response: 1240 = 46%
Children & Enterprise: 269 = 38%
Communities: 577 = 48%
Policy & Resources: 319 = 42%
Not declared: 75

Electronically completions: 785 = 63%
Hard Copies completed: 455 = 37%

Comment: Highest overall response of all time / Number of return`s from Non-computer based staff – Highest of all time.

- The Workforce Profile:
Overall Completion: 2287/2690 = 87%
Children & Enterprise: 488/711 = 69%
Communities: 1086/1214 = 89%
Policy & Resources: 672/765 = 88%
(41 respondents did not answer)
Electronically completed: 1569 = 69%
Hard Copies completed: 718 = 31%

Comment: The first time with any degree of certainty that the organisation has been able to fully map out its workforce profile.

The average Halton Employee:

- Permanent position
- Full time (ie. 37 hours)
- Length of service with HBC – 6 to 10 yrs
- Salary – HBC 4
- Female
- Age: 45-54
- Live within the Borough
- White British
- Without a disability
- Level 2 qualification

- 3.4 The People Plan consists of 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 time scales.

The Plan will be monitored by the Organisational Development Group and as part of the evaluation process, a further Staff Survey will be carried out in 2015

4.0 POLICY IMPLICATIONS

- 4.1 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 our workforce has the appropriate skill set to deliver the priorities identified in those documents.

4.2 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) and the Staff Survey 2011 and Workforce Profile 2011.

5.0 OTHER IMPLICATIONS

5.1 This People Plan has a number of key outcomes and in order to achieve them we will need to do the following:

- Maintain and up-date Workforce Profile
- Make appropriate links to Directorate Workforce Plan's
- Ensure continued investment in the workforce
- Devise and introduce a 'Talent Strategy'
- Introduce an Employee Recognition & Award Scheme
- Devise and introduce a 'Talent Pool'

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

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

6.2 Employment, Learning and Skills in Halton

Critical to the success of this Plan will be ensuring that the Council has a workforce that are appropriately skilled and can respond to change effectively. Integral to this is the desire to increase the minimum level of qualification, as well as an expectation to lead by example in being the biggest employer within the Borough.

6.3 A Healthy Halton

The People Plan highlights the need to be 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.

6.4 A Safer Halton

No specific implications.

6.5 Halton's Urban Renewal

One of the key elements of the People Plan will be a 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.

7.0 RISK ANALYSIS

7.1 There are no major risks associated with this proposed action. However, at a time of uncertainty, change, constant re-structuring, low morale amongst certain staff and with many of these factors being outside the control of the council, one could argue that simply doing nothing would pose an even bigger risk.

8.0 EQUALITY AND DIVERSITY ISSUES

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

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

9.1 There are no background papers under the meaning of the Act.