

REPORT TO: Executive Board

DATE: 29th March 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 Executive Board on the contents of the draft Council's People Plan 2012-2015.
- 1.2 To seek Executive Board approval for the implementation of the Council's People Plan 2012-2015.

2.0 RECOMMENDATION: That Executive Board fully endorse and support the implementation of the Council's People Plan 2012-2015

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 the membership across the 3 Directorates, and including the Trade Unions.
- 3.2 The previous Plan covered the period 2009/10 and therefore needed reviewing and refreshing. Since the last plan and, as a result of the austerity measures, the Council has reduced its number of managers by 33% and staff generally by 10%. It was therefore even more important that its remaining staff were appropriately trained and motivated. Two key pieces of work were undertaken at the start of the process, which have been used extensively in the production of this plan. A Staff Survey and a Workplace Profile.
- 3.3 The Staff Survey sought the views of staff on what the Council was like to work for, whilst the Workforce Profile looked, in depth, at the characteristics of the workforce. Whilst some of that data could be derived from the Trent System, not all of it could. Staff were therefore asked to fill in a simple proforma. This has resulted in the Council having more information about the make up of its workforce than ever before.
- 3.4 The draft Plan was considered in some detail at the Corporate Services Policy and Performance Board at its meeting on 21 February 2012. The Board received it positively and have recommended that the Executive Board approve its adoption. The PPB have asked for an annual report to them on progress against the Plan.

3.5 As mentioned earlier, the Plan has been developed as a result of key research and findings derived from The Staff Survey (2011) and the Workforce Profile (2011).

- The Staff Survey can be found at Appendix B to the Plan
- The overall response rates were:
 - 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 results of that work show that 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

3.6 The draft People Plan identifies 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 and annually by the Corporate Services PPB. 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, the Council's Corporate Plan and Directorate Plans in ensuring that the workforce has the appropriate skill set to deliver the priorities identified in those documents.

4.2 There are specific links also 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 the Council will need to do the following:

- Maintain and up-date the 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

There are 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 is a risk to the Council if its workforce is not appropriately trained and supported that it will be unable to deliver on the priorities with less employees. It is important that their capacity is used to the maximum. It is also important that staff have appropriate support available, given that ore is expected from less of them.

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

None under the meaning of the Act.