

REPORT TO: Executive Board

DATE: 24 March 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 seek Executive Board's endorsement of the draft 'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20'. This strategy document is the successor to the 'People Plan' and is attached as an appendix.
- 1.2 The Strategy was considered by the Corporate Policy and Performance Board on 23 February 2016 and it is recommended that it be adopted by the Executive Board.

2.0 RECOMMENDATION: That Executive Board endorse and support the implementation of the Council's 'Unlocking our Potential – an Organisational Development Strategy for Halton BC 2016-20' in April 2016.

3.0 SUPPORTING INFORMATION

3.1 Background

This Strategy develops and builds upon the achievements of the Council's previous organisational development strategy: 'People Plan, a vision for our workforce 2012-2015'.

In line with the public sector generally and 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 its potential.

In formulating this Strategy we have taken into consideration the future needs of the community, our values and ways of working as defined by 'The Halton Way'; as well as being mindful of our current workforce composition (Workforce Profile 2015) and the 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, a number of actions, a number of success measures, with linked outcomes and timescales.

This Action Plan will be monitored by the Organisational Development Group, chaired by the Strategic Director, Community and Resources. The Corporate Policy and Performance Board requested updates on its delivery.

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 the Council's workforce
- Aid the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers

3.4 The Corporate Policy and Performance Board were particularly concerned to see that specific consideration will be given to maximising the range of opportunities to encourage the younger people of the Borough to join/experience the organisation, whether that be via work placements, apprenticeships and possibly the re-introduction of a graduate scheme.

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 in that it aims to ensure that the Council's workforce has the appropriate skill set to deliver the priorities identified in these documents, as well as helping 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 Whilst there are no direct financial implications as a result of the implementation of this Strategy, it is important that the Council retains resources that ensure that sufficient emphasis is placed on the training and development of its workforce.
- 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, such as for 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 the Organisational Development Group, 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 understand 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.

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

None under the meaning of the Act.