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**Unlocking our Potential –
An Organisational Development Strategy
for Halton Borough Council (2016 – 2020)**

Version Control Record

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v1.0	December 2015	Draft 1	Organisational Development Group	
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Halton Borough Council's Organisational Development Charter

What you can expect from Halton BC as an Employer	What Halton BC 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 and organisational levels.	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 key 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'. Celebrate success appropriately.	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 be aware of Health & Safety policies and procedures.
Friendly, flexible policies are in place which helps ensure that every employee achieves a healthy work/life balance.	To achieve and maintain a healthy work/life balance and at the same time ensure that the needs of the service are paramount at all times.
Opportunities provided to take part in making decisions that affect 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 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.
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.

Foreword by David Parr, Chief Executive and Cllr Mike Wharton

How we provide, and what we provide, for the communities of Halton will look very different as we move towards 2020. Local government is being challenged by Government to find new ways to do business and fund services differently. The challenge has never been greater.

Faced with ongoing reductions in public sector funding and higher customer expectations and demands, Halton will need to embrace increased partnership working within Halton and within new geographies, take advantage of advances in technology and explore new ways of working that deliver quality and value for money for the public of Halton

Investment in Organisational Development is essential to ensure Halton is “fit for purpose” to deliver this “new” local government and to meet the requirements of the people of Halton.

Our commitment, as defined by our Organisational Development Charter, will remain the same, underpinning everything we do is an ethos that our workforce will be part of the solution to providing excellent services.

As an organisation we will continue to invest in our workforce by providing a range of learning and development opportunities and qualifications, which will ensure that Halton’s reputation for being a forward thinking organisation, that values its staff and goes from strength to strength.

We have achieved a lot in recent times and this refreshed Strategy and its priorities will help ensure that the organisation continues to move in the right direction and will help us in facing the key challenges that lie ahead over the next 4 years.

Background

This Strategy builds on the significant achievements of the previous organisation's People Plan.

As with all public sector organisations Halton Borough Council needs to respond to significant constraints in funding, whilst remaining effective, professional and motivated and at the same time creating opportunities for the workforce to maximise its potential.

It is crucial that we develop and harness the skills, knowledge and experience of our existing workforce, in order to continue to meet the needs of our customers and provide high quality services to the people of Halton.

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", along with current workforce composition and Staff Survey Feedback.

There will be changes to what we do and how we do it. This is inevitable given the challenges the Council faces. That said, the key to this Organisational Development Strategy will be to provide opportunities for people to flourish within a different environment.

Vision and Strategy

Our vision for Halton is to have a workforce that understands the local context and is ready and equipped to respond to changes in the work we do and how we do it.

To this end we want everyone to feel involved in how we operate and how we deliver our services and to work together effectively to deliver what our customers need.

In short, this Strategy will benefit the organisation by:

- Helping to create a flexible and sustainable business to ensure the delivery of quality services.
- Protecting the present strengths of the organisation and building for its future.
- Promoting the investment in and continued development of our workforce.
- Aiding the organisation when undertaking restructures by identifying redeployment opportunities or skills transfers.

The focus for this strategy will be to ensure that those who work for the Council possess a new and wide skill set ranging from entrepreneurship and commercial skills through to innovation and creativity, which together with a new partnership

emphasis will manage customer demand in different ways in light of increased responsibilities and diminishing resources.

The new Policy, People, Performance & Efficiency Division will play a key role in the achievement of this Strategy.

Our Strategy

To achieve our vision we will focus on the following 5 Strategic Objectives:

Workforce Skills & Development:

To ensure that we have a workforce which realises its potential, is creative, innovative and self-motivated. We also want to have visionary and ambitious managers and leaders who can develop and lead our teams successfully.

By achieving this we will ensure that our Organisation will continue to deliver its services in new and different ways both effectively and efficiently.

Recruitment & Retention:

To recruit, attract and retain a workforce with the expertise, skills and values we need both now and in the future.

We will also build on our existing career and professional frameworks, along with identifying, developing and motivating talent.

Engagement & Recognition:

To promote and manage effective and active employee engagement at all times in order that all can contribute to and shape the direction of the organisation.

To ensure that managers recognise and value the commitment of all staff.

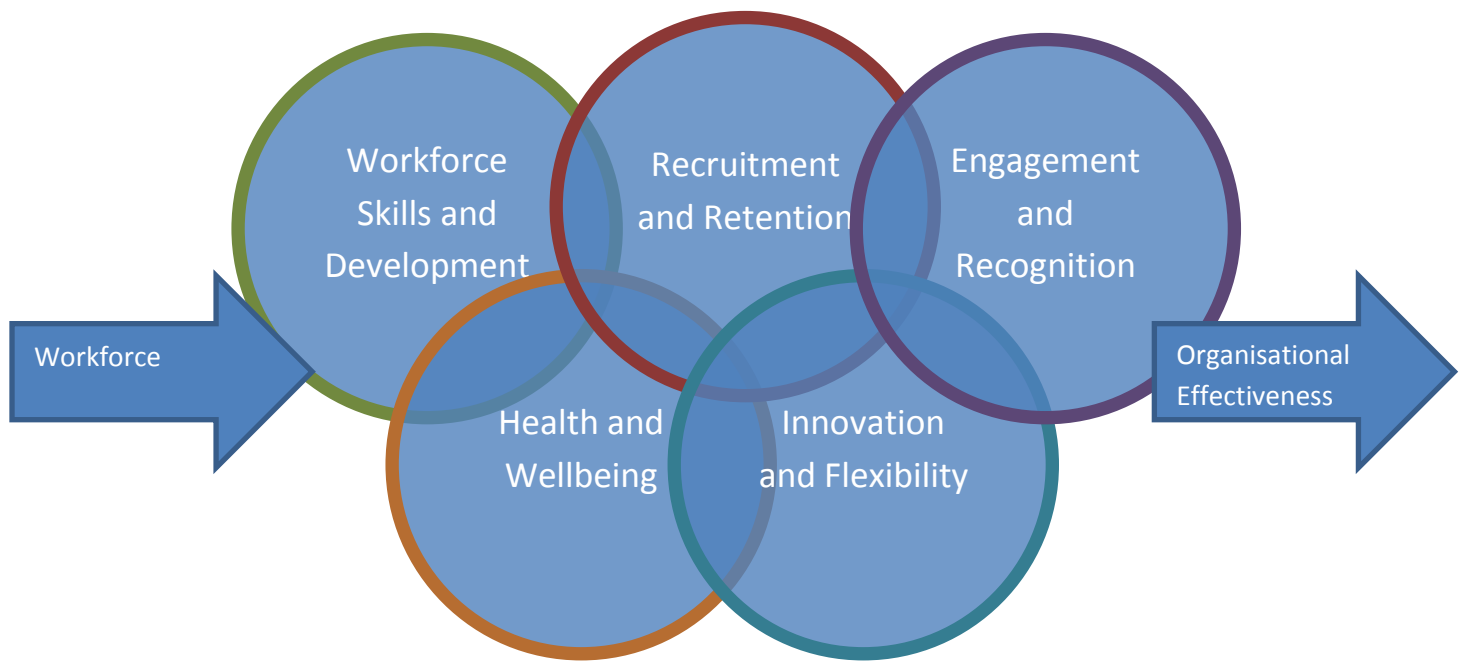
Health & Wellbeing:

To maximise the health and wellbeing of the workforce and in turn benefit the health and wellbeing of their families and the wider community of Halton.

To this end we will continue to provide and promote numerous staff benefits, schemes and policies, such as the flexible and agile working arrangements, whilst at the same time advocating a strong work/life balance.

Innovation & Flexibility:

To become a different organisation operating within a new and challenging environment we will need to build a workforce which is “fit for purpose”, one that is highly productive, commercial driven, is focused on innovation and creativity, and which maximises the performance of the workforce in all job roles.



Finally, this should not be seen as a 'standalone' strategy, it is an 'enabling' strategy, one which will assist Halton Borough Council to move forward in meeting the difficult challenges that lie ahead.

Evaluation

Progress against this Organisational Development Strategy will be reviewed annually with a formal written report presented to both Management Team and Corporate Policy & Performance Board.

Link to HBC Workforce Profile 2015: [Please click here.](#)

Link to HBC Staff Survey 2014: [Please click here.](#)

Priorities, Actions and Outcomes/Measures

Strategic Priority	Actions	Outcomes/Measures
<p>Workforce Skills and Development To ensure we have a workforce which realises its potential, is creative, innovative, and self-motivated with visionary and ambitious managers and leaders.</p>	<ul style="list-style-type: none"> - Develop the workforce (at all levels) in relation to the new skills and knowledge (such as Commercial skills / Demand Management, etc) required to successfully meet the new local Government challenges. - Establish and develop a Coaching and Mentoring Network. - Assess the effectiveness of all Learning & Development opportunities through evaluation. - Continue to provide financial and developmental support to employees to access Further and Higher Educational qualifications. 	<ul style="list-style-type: none"> - The development of revised service delivery models which generate sustainable revenue budget savings, through the Efficiency Programme and service redesign, (ongoing). - Enhanced organisations efficiency and effectiveness through the council's corporate Learning & Development Programme, (ongoing). - Evaluation and improved delivery of key services through the use of business re-engineering, eg. Administration Services, (ongoing) - The organisation ensuring that the concept of 'social value' is consistently applied in the commissioning, delivery and provision of public services, (ongoing).
<p>Recruitment and Retention To recruit, attract and retain a workforce with the expertise, skills and values we need both now and in the future.</p>	<ul style="list-style-type: none"> - Regular review of workforce data establishing trends, patterns and concerns. - Devise and implement a Resilience /Succession Strategy. - Create opportunities for younger people by encouraging work experience placements, developing a programme of apprenticeships and considering re- 	<ul style="list-style-type: none"> - Reduction in agency costs year on year by 2020. - Recruit 5 Apprentices per year by 2018. - HBC Resilience/Succession Strategy approved and implemented by 2017. - Recruit and retain a social care workforce to deliver the necessary level of scrutiny and management oversight to ensure effective care planning resulting in

	<p>introducing a graduate scheme.</p> <ul style="list-style-type: none"> - Cross referenced to the annual Social Care Organisational Health Check. 	<p>reduced turnover year on year 2016-2020.</p>
<p>Engagement and Recognition To promote and manage effective and active employee engagement.</p>	<ul style="list-style-type: none"> - Explore new ways of working via new and emerging partnerships, such as the Combined Authority, Liverpool City Region. - Consult and engage with Halton service users to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required. - Develop ways of improving engagement and morale with the HBC Workforce. - Promote the Organisational Development Charter. - Celebrate successes via the Awards Qualification Ceremony. - Share HBC success stories and publicise compliments within the organisation. 	<ul style="list-style-type: none"> - A comprehensive development and investment service in place across many HBC work streams, (by the end of 2016). - Increase staff satisfaction levels from 62% (2014 Staff Survey) to 70% (2017 Staff Survey) - Achievement recognised through internal bi-annual Employee Qualification/Employee Recognition & Awards Ceremonies, in place by 2016 and externally re: national awards, 2016 onwards. - Corporate HBC system in place that recognises compliments and success stories by end of 2016. - Council mechanisms in place which encourage efficient and effective staff engagement by the end of 2016.
<p>Health and Wellbeing To maximise the health and wellbeing of the workforce and in turn benefit the health and wellbeing of their families and the wider community of Halton.</p>	<ul style="list-style-type: none"> - Ensure that programmes are developed to improve Health and wellbeing of staff which reflect the key priorities within the Halton Health and Wellbeing Strategy. - Promote access to, and increase staff participation in lifestyle and health related benefits offered by the council. 	<ul style="list-style-type: none"> - Sickness absence to decrease annually from 10.44 days in 2014/15 to 9 days in 2017/18. - Increased proportion of staff who believe that staff Health and Wellbeing is an important consideration in this council from 63.5% (Staff Survey 2014) to 70% (Staff Survey 2017).

		<p>- Increased proportion of staff who feel informed about all HBC staff benefits from 59% (Staff Survey 2014) to 70% (Staff Survey 2017).</p>
<p>Innovation and Flexibility To be an organisation that can transform quickly and effectively and that is highly productive.</p>	<ul style="list-style-type: none"> - Facilitate and encourage HBC staff to become more creative and innovative through training and culture shift. - Enhance productivity throughout the Council and re-prioritise work in line with the resources available. - Continue to review services to ensure that they run as effectively and efficiently as possible. - Develop new and effective partnership working both within Halton and emerging geographies. - Develop effective Change and Demand Management processes. - Promote and publicise the Council`s working practices to encourage family friendly and agile working. - Revisit the HBC Talent Pool concept to determine relevance, potential and suitability in providing a flexible and multi-skilled workforce. 	<ul style="list-style-type: none"> - New and effective business processes and services are in place which enable HBC to manage, procure and deliver high quality value for money services which meets service user`s needs, (2016 to 2020). - The Council continues to meet savings targets in accordance with its annual budget requirements, (2016/17 to 2019/20 budgets). - Successful implementation of improved service delivery models which generate revenue benefit, savings and income, (2016 to 2020). - Increased proportion of staff who feel informed about the Council`s family friendly and agile working to 80% (Staff Survey 2017).