

CABINET

10 MAY 2011

REPORT OF THE CABINET MEMBER FOR CUSTOMER SERVICES AND HUMAN RESOURCES

Title: People Strategy 2011-13	For Decision
<p>Summary:</p> <p>The proposed People Strategy for the Council is attached as Appendix 1.</p> <p>The Council depends upon its employees in order to deliver its priorities and services to the community. The recent changes to the organisation is clearly having an impact on our employees' capacity to deliver now and the modernisation process on which the Council is engaged will impact still further in the future.</p> <p>The aim of the People Strategy is to address some of the concerns staff have now and will ensure that the Council has the right people, with the right skills in the right places, with the right kinds of management and leadership, who are motivated to perform well.</p> <p>A range of actions are set out in the Strategy under the following themes:</p> <ul style="list-style-type: none">• Supporting the savings programme• Workforce planning• Talent management• Performance management and reward• Well-being• Management development• Communications and employee engagement <p>The Council is investing specifically to deliver this People Strategy as when an organisation's processes and systems are changing, its employees need new skills to help make the change.</p> <p>The action plan is monitored through the People Board and the impact on employees is gauged through a range of indicators, such as the staff temperature checks and sickness absence rates.</p> <p>Wards Affected: None</p>	
<p>Recommendation(s)</p> <p>The Cabinet is recommended to agree the People Strategy 2011-13 attached at Appendix 1.</p>	
<p>Reason(s)</p> <p>To ensure that the Council has a plan for the effective management and development of its workforce in support of the overall service improvement and modernisation agenda.</p>	

<p>Comments of the Chief Financial Officer There is a transitional cost of people change when the organisation is changing its processes and systems. In recognition of this, Members agreed to £250,000 as a one-off investment in delivering the People Strategy.</p>		
<p>Comments of the Solicitor to the Council There are no specific legal implications associated with this proposal.</p>		
<p>Cabinet Member: Councillor John White</p>	<p>Portfolio: Cabinet Member, Customer Services and Human Resources</p>	<p>Contact Details: Tel: 020 8724 8013 E-mail: john.white@lbbd.gov.uk</p>
<p>Head of Service: Martin Rayson</p>	<p>Title: Divisional Director - Human Resources and Organisational Development</p>	<p>Contact Details: Tel: 020 8227 3113 E-mail: martin.rayson@lbbd.gov.uk</p>

1 Why is the People Strategy important?

- 1.1 An organisation's success depends on its people. The ability of this council to achieve its priorities and deliver excellent services is dependent upon staff being equipped and motivated to perform.
- 1.2 This council has embarked on a significant programme of change as a response to the funding position it faces. Maintaining staff engagement through a period of change is difficult. However the success of the council's improvement and modernisation programme and its ability to deliver the priorities set out in the Policy House is dependent on having **the right people, with the right skills in the right places, with the right kinds of management and leadership, who are motivated to perform well.**
- 1.3 The People Strategy sets out a range of actions which collectively will enable the above ambition to be achieved. The Strategy is also focused on building the right organisational "style" or culture, one that will support the delivery of the council's priorities.

2. How has the Strategy been developed?

- 2.1 The Strategy has been developed by undertaking a gap analysis between where the council needs to be in terms of people management and development and where it is at the moment. It has been developed through a dialogue with stakeholders; managers, staff, Trades Unions and the portfolio holder.

3. How do we want it to be?

- 3.1 The council is likely to employ fewer people in the future. It needs those people to continue to be fully productive. There will be an emphasis going forward on working

in partnership with the community and other organisations. We need to ensure people are empowered to deliver and compliant with policies and procedures.

3.2 The values which were developed in 2009 continue to reflect the way we want our people to work together and with the community. In addition we believe the council in the way it operates must:

- ✓ be outward-facing and connected with the community
- ✓ operate as one council, having clear plans and delivering against them
- ✓ be consistent and follow through on the things that we start, recognising good performance and tackling poor performance
- ✓ make sure everyone owns the problems and issues customers bring to us and work efficiently to address them
- ✓ empower the people who work for the council and encouraging innovation in a managed environment
- ✓ engage with our staff to make sure there is an effective dialogue with them

4. How it is now?

4.1 We are running regular temperature check surveys and have held a number of focus groups with managers and staff to build a sense of what it is like to work for the council now. The key messages from the survey and those events are that people:

- do understand why the council has to change
- want to know more about what the changes mean in practice and be involved in shaping the future
- are keen to see good performance recognised and poor performance managed
- are proud to work for the council, but are uncertain about the future
- do not always feel empowered

4.2 There is clearly a gap between “how it is” and “how we want it to be” in the council and the actions in the People Strategy are designed to fill that gap.

5. Proposed actions

5.1 The full action plan is outlined in the Strategy. The main themes are as follows and some example projects are given for each theme:

- Supporting the savings programme – redeployment and the Employee Assistance Programme
- Workforce planning – agency staff, establishment control, apprenticeships
- Talent management – succession planning
- Performance management and reward – appraisal process
- Employee well-being – sickness management, equality and diversity in employment
- Management development

➤ Engagement – Ideas Space, Let's Talk

5.2 The Strategy and the Action Plan in particular, is an evolving document. The Strategy was first drafted some months ago and some actions in it have already been completed or are in progress. Other actions involve the development of strategies for Learning and Development and talent Management for example, from which new actions will flow. The themes will remain consistent however as these are key to what we are seeking to achieve and the performance measures will also remain consistent.

6. Measuring Success

6.1 Progress will be measured through monitoring a range of performance indicators, such as sickness levels and the number of grievances and responses to key questions in the temperature check survey. In a couple of areas the mechanisms to monitor the indicator are still being developed, but these anomalies will be resolved in 2011.

6.2 Progress is discussed monthly with the portfolio holder, at the People Board (comprising managers responsible for implementing People Strategy actions) and at the Corporate Management Team.

7. Financial Issues

7.1 A one-off budget allocation was made for 2011/12 of £250k to support People Strategy actions and in recognition of the need to progress quickly people change activities alongside the broader improvement and modernisation programme. This supplement the resources allocated to HR/OD through the budget process.

8. Legal Issues

8.1 There are no specific legal implications associated with this proposal.

9. Other Implications

9.1 Risk Management – One of the risks in the Corporate Risk Management Plan relates to staff morale and the actions in the People Strategy are designed to sustain morale and staff engagement during a difficult period of change.

9.2 Staffing Issues – Staffing issues are covered in other parts of the report and in the Strategy itself

10. Background Papers Used in the Preparation of the Report:

None.

11. List of appendices:

Appendix 1 – People Strategy 2011-13