

Scrutiny Committee

29 November 2011

OUR PEOPLE ACTION PLAN – OUTTURN REPORT 2010/11 AND
REVISED PLAN FOR 2011/13



Lead Member: Councillor Margaret Smith, Leader

Lead Officer: Steve Nugent, Head of Human Resources

Our People Action Plan Outturn – 2010/11

1. Background

- 1.1 Our People Action Plan was launched in 2008, building on the previous Organisational Development Strategy. The action plan covers three years from 2008 to 2011. Overall progress on the plan is measured against the employee survey results and a number of workforce targets. The employee survey results will not however be available until January 2012. The results will be presented to a future Committee meeting if requested.
- 1.2 This report presents the 2010/11 outturn for the Council's Our People Action Plan, It also presents the revised plan for 2011/13 for consideration by the Scrutiny Committee.
- 1.3 The Plan is the Council's key document for ensuring that we have the right people with the right skills, attitudes and commitment to achieve our Corporate Priorities. The Plan currently contains objectives for both members and employees. It is however proposed that the plan for 2011/13 will focus on employee-related matters and a similar plan will be prepared for Members.
- 1.4 Full details of progress against the existing plan are detailed at Appendix A.
- 1.5 The revised plan for 2011/13 is detailed at Appendix B.

2. Progress

Good progress has been made in the past twelve months against the objectives of the Plan, which was considered by the Scrutiny Committee in August 2010. For example;-

- The Council has successfully retained its IIP status in November 2011, following a four day visit by the IIP Assessor, who interviewed forty-eight employees.
- Leadership Development is now embedded into the management structure of the Council, with twenty-four Managers and the Senior Management Team completing a Leadership Development Programme.
- A comprehensive Member Induction Programme for 17 newly Elected Members has been completed.
- Sickness absence has reduced for the third successive year.

(a) Areas of significant progress/achievement

There were some significant achievements in the past year, for example,

- A new Occupational Health Service has been procured.
- The number of working days lost per employee in 2010/11 was 6.8 days. There has been a major improvement in sickness absence during the past three years, with a reduction of 3.0 days during this period from 10.02 days lost in 2008/09 to 6.8 days lost in 2010/11.
- A strong approach to change management has resulted in a range of service reviews being completed with minimal impact on service delivery, whilst still achieving the required budget savings.

(b) Area for further action

- The Values Framework is to be refreshed and further embedded into the organisation, during 2012.

3. Background papers

none

PROGRESS AND ACHIEVEMENTS 2010/11

1. Workforce Targets

A number of workforce targets are related to the bi-annual employee survey. The results of the survey for 2011 will not however be available until January 2012, following the survey being conducted in late November.

The other workforce targets within the Plan and the current position are as follows;-

Workforce Targets	Result 2009/10	Target 2010/11	Actual position at end of 2010/11
• To reduce working days lost to sickness absence	7.8	8.0	6.8
• To ensure that all employees receive an annual Performance Appraisal	90%	95%	91%
• To achieve the silver standard in the Health Works Awards	Bronze	Silver	Silver.

Self and External Assessment Targets	Progress
• To retain the Investors in People Standard in 2011	Standard retained – November 2011.

2. Progress against Key Actions

Key Actions 2010/11	Progress to date
1. To continue to implement the Values Framework through recruitment processes, induction, development and performance development reviews	<p>The Values Framework is now an integral part of the revised Performance Appraisal process, with a discussion being held in the appraisal meeting regarding how employees are able to demonstrate the values as well as identifying areas for development.</p> <p>A Task Group from the Managers Forum has produced a working model of how the values can be further enhanced, which will be rolled out to all employees in 2012.</p>
2. Actively promote the Council's total reward package highlighting the benefits of working for our organisation to existing and potential employees	<p>The Council has a range of rewards and benefits such as flexible working polices, free car parking and a discounted leisure scheme. The work and achievements of individual employees and teams is regularly acknowledged in the Chief Executive's blog on Connect. All employees with 100% attendance in the past 12 months received a personal thank you letter from the Chief Executive.</p>
3. Deliver a new phase of C Smart designed to engage employees and support	<p>Various service reviews have been completed this year to achieve efficiency savings, they include; Administration, Commercial Services, Housing, Assurance and Community Involvement. This</p>

<p>innovative approaches to improving customer experience and achieving efficiency savings</p>	<p>has resulted in various changes to these services, whilst still delivering effective customer services. The reviews have been implemented utilising the relevant HR Policies and for each review a Change Management Workshop has been held.</p>
<p>4. To ensure we deliver the Member Development and Induction Programme 2009-2011</p>	<p>A range of member development activities has been delivered in the past year and a comprehensive Induction Programme has been undertaken for 17 newly elected Councillors.</p>
<p>5. Deliver a Leadership and Management Development Programme to:</p> <ul style="list-style-type: none"> ▪ Communicate our culture and values through leadership ▪ Effectively manage change in a supportive way ▪ Develop leadership competencies and meet the learning needs for employees and members ▪ Introduce coaching and mentoring opportunities for members and employees, where appropriate 	<p>In the past twelve months a Leadership Development Programme has been delivered for 24 Managers and also the Senior Management Team. Key elements of the Programme have included, coaching, change management, personal leadership and communications.</p> <p>The Council is now far better equipped in leadership terms, to ensure that change is managed more effectively and employees are more clearly led and empowered.</p> <p>Leadership Development will continue to progress and evolve within the Council on an ongoing basis.</p>
<p>6. Deliver activities that support employees to work successfully in a political environment.</p>	<p>Service Managers have fulfilled the role of Support Officer for new Councillors, as part of the Induction process, with this being seen as an opportunity to work more closely with Councillors.</p> <p>A Training Course on Political Awareness has also been delivered and several managers have delivered Member learning Hour sessions.</p>
<p>7. Promote and develop our range of flexible healthy and sustainable working options to support the well being and productivity of our people and minimise our impact on our environment</p>	<p>The Health and Wellbeing Group has led on various initiatives in the past year, for example. The Second Health and Wellbeing Day was a major success with over 200 employees attending the event.</p> <p>A new and improved Occupational Health Service has been procured from April 2011.</p> <p>A Cycle to Work Scheme has been introduced.</p> <p>The Silver Health Works Award was presented to the Council by Dame Carol Black in June this year.</p>
<p>8. Complete an annual workforce analysis that identifies short and longer term capacity and skills requirements and work with key partners to determine effective and efficient solutions</p>	<p>This is produced each January providing a profile of various workforce matters, meetings are then held with Directors to analyse the information and act upon it wherever feasible.</p>

<p>9. Develop our employees' skills and competencies for collaborative working with other authorities, partners and contractors using the experience gained via Synergy and other partnering projects</p>	<p>Proposals are being developed for sharing the Revenues Service with Chorley BC.</p> <p>This is a continuous process as opportunities arise, for example the shared working arrangements that are currently in place for the LDF.</p>
<p>10. Develop our employees to make greater and more effective use of new technologies and new work practices.</p>	<p>Employees are continually being trained in the use of IT, utilising the Council's in-house ICT Training facilities. This includes delivery of the European Computer Driving Licence.</p>
<p>11. Deliver a range of effective equality and diversity learning opportunities across the Council and with members.</p>	<p>Equality and Diversity is embedded into the culture of the organisation with specific training and further awareness being delivered as required, for example a Training session on Equality and Fairness for Members has recently been delivered. In addition all Managers have been briefed on the abolition of the Default Retirement Age.</p>
<p>12. Develop and implement an annual Learning and Development Plan to develop peoples skills in:</p> <ul style="list-style-type: none"> ▪ Community Leadership / Governance skills ▪ Leadership ▪ Service Management ▪ Technical / Occupational skills ▪ Core skills – customer care, equality and diversity, IT and health and safety ▪ Skills for Life 	<p>A range of training and development activities have been delivered, including for example;-</p> <p>Core Management Training Courses Short Courses for Continuous Professional Development Professional Qualifications Training Key Skills Training [Skills for Life] ICT Training Health and Safety Training Stress Management Training</p>