

Cabinet

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OUR PEOPLE ACTION PLAN - OUT TURN
REPORT 2012-13 AND PLAN FOR 2013-15



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PEOPLE ACTION PLAN – OUT-TURN REPORT 2012-13

1. Purpose of the report

To provide the annual out-turn report for the People Action Plan for 2012-13.

To present the proposed revised Plan for 2013-15.

2. Background

Our People Action Plan was launched in 2008, building on the previous Organisational Development Strategy. Overall progress on the plan is measured against the employee survey results and other workforce targets.

The Plan was subject to a review in 2011, with the number of Priority Objectives and Key Actions reducing or becoming more streamlined.

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.

Given the current climate of financial austerity, it is even more important that the Plan is effectively delivered. It is through the actions and measures within the Plan, that it is considered that on the whole, employees are still committed and motivated, to deliver a high standard of service to the residents of the Borough.

This report presents the 2012-13 out-turn for the Council's Our People Action Plan.

Full details of progress against the existing plan are detailed at Appendix A.

The proposed Plan for 2013-15, is at Appendix B. This will then be reported on to Cabinet and Council in September 2013. It is not proposed to make any significant changes to the Plan for the next two years as it is considered that the objectives and actions are still equally applicable during the next two years.

3. Progress

Good progress has been made in the past twelve months against the objectives of the Plan. For example;-

- Leadership Development is now embedded into the management structure of the Council, with twenty-four managers and the Senior Management Team having completed a Leadership Development Programme.
- The Leadership Forum is now an established group that focuses on corporate working and leadership development.
- Sickness absence has reduced for the fifth successive year, which represents a reduction of 38%. The Council has the second best sickness absence record within all of the Councils in the North-West.

- If long-term sickness absence [employees with over 4 weeks' absence] is deducted, this figure reduces by a further 52%.
- A Health and Wellbeing Strategy and Calendar of Health and Wellbeing Events have been introduced in 2013.

4. Areas of significant progress/achievement

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

- Health and wellbeing is now an integral part of working life at the council with various initiatives being implemented, including the annual Health and Wellbeing Day.
- The number of working days lost due to sickness per employee in 2012/13 was 6.2 days. There has been a major improvement in employee attendance during the past five years, with sickness absence reducing from 10.02 days during this period.

5. Areas for further action

- Plans are currently being formulated to introduce a Coaching Programme. In addition a series of networking events, to share learning and best practice with external organisations, is planned for later this year.
- An application for the Gold Health Works Award has been put on hold, as there is no clear organisation with responsibility for this following the demise of the PCT.
- The bi-annual Employee Survey is due to be carried out in October this year. The results, [which measures certain workforce target – as part of the Plan] will not be available until later this year. They can be reported to a future Scrutiny Committee if requested.
- Efforts will continue to be made to ensure as many employees as possible have an annual Performance Appraisal, taking account of factors such as maternity leave, long-term sickness, starters and leavers and so forth.

Steve Nugent
Head of HR

August 2013

PROGRESS AND ACHIEVEMENTS 2012-13

1. Employee Survey Targets

The results of the Employee Survey targets for 2013 should be available in November 2013, the targets and results from the previous Survey in 2011 are detailed in the table below;

Target	Target 2011 [%]	Result 2011[%]	Target 2013[%]
To retain the level of overall satisfaction with the Council as an employer	92	94	95
To improve effective communication between service areas	65	59	75
To improve the regularity of Team Briefings across the Council	88	83	88
To improve the involvement of employees in the development of service plans	82	81	85
To improve the organisation's response to recognising the work of employees	65	71	78
To improve employee perceptions of their services being valued by Councillors	84	81	86
To improve the organisation's management of change	68	69	75
To reduce the levels of perceived stress within the working environment	53	61	50

2. Workforce Targets

The other workforce targets within the Plan and their current performance are:-

Workforce Targets	Target 2012-13	Result 2012-13	Target 2013-14
• To reduce working days lost to sickness absence	6.5	6.2	6.2
• To ensure that all employees receive an annual Performance Appraisal	95%	86%	95%
• To achieve the Gold standard in the Health Works Awards	Gold	Silver	Gold

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 2012-13	Progress to date
<p>1. To continue to implement the Values Framework through recruitment processes, induction, development and performance development reviews.</p>	<p>The Values Framework is now an integral part of the revised performance appraisal process. As part of the performance appraisal meeting a discussion is held regarding how employees are able to demonstrate the values, as well as identifying areas for development.</p> <p>The Values Framework has been reviewed in the past twelve months and has been re-launched across the council.</p>
<p>2. Promote the Council's employee benefits and rewards, highlighting the advantages of working for our organisation to existing and potential employees.</p>	<p>The Council has a range of rewards and benefits for employees, beyond their salary such as:-</p> <ul style="list-style-type: none"> Flexible Working Policies Free car parking Discounted leisure scheme Simply Health Cash Plan Child Care Vouchers Training for professional qualifications Long service award Credit Union Occupational Health Services, including on-site flu jobs <p>Work is on-going to explore other viable cost effective employee benefits, with the Cycle to Work Scheme being a notable success.</p> <p>The work and achievements of individual employees and teams is regularly acknowledged the Chief Executive and Directors, including references in their blogs on Connect.</p>
<p>3. To deliver effectively through a process of programme management the key actions of the Corporate Plan.</p>	<p>Several Project Teams, with a cross-service working emphasis have been progressing to drive forward key actions relating to the Corporate Plan. This covers areas such; Recycling, Worden Park, Town Centre Improvements and Housing.</p>
<p>4. Develop and implement an annual Training and Development Plan to develop peoples skills in:</p> <ul style="list-style-type: none"> ▪ 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> <ul style="list-style-type: none"> • 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 • Management and Leadership development for Supervisors/Team Leaders
<p>5 Continue to progress Leadership Development to:</p> <ul style="list-style-type: none"> ▪ Communicate our culture and values through leadership ▪ Effectively manage 	<p>All senior managers have now attended a Leadership Development programme. The emphasis in the past twelve months has been on the practical application of this learning. This has included cross-service working, shadowing in Gateway and Neighbourhoods and managers volunteering for specific leadership challenges.</p>

<p>change in a supportive way</p> <ul style="list-style-type: none"> ▪ Develop leadership competencies and meet the learning needs for employees ▪ Introduce coaching and mentoring opportunities for employees, where appropriate 	<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 on-going basis.</p> <p>A Programme of Coaching is currently being formulated.</p>
<p>6. Deliver activities that support employees to work successfully in a political environment.</p>	<p>Managers and employees have attended and presented at the monthly Learning Hours for members. In addition employees have attended, participated and observed at the Scrutiny Committee and other Committees and Working Groups.</p> <p>Training on Political Awareness has been delivered in the past twelve months.</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 annual Health and Wellbeing Day was a major success with over 200 employees attending the event.</p> <p>A Health and Wellbeing Strategy has been introduced, together with a Calendar of Events for 2013.</p> <p>All employees with 100% attendance in the past 12 months received a personal thank you letter from the Chief Executive.</p> <p>A Cycle to Work Scheme has been introduced, with 26 employees participating in the scheme.</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 annually each January providing a profile of various workforce matters. Meetings are held with Directors to analyse the information and act upon it, wherever feasible.</p>
<p>9. Develop our employee's skills and competencies for collaborative working with other authorities, partners and contractors.</p>	<p>Opportunities for collaborative working continue to be explored, as they arise.</p> <p>Partnership working also continues to be undertaken with various organisations, such as, the South Ribble Partnership, Local Housing Associations, neighbouring Councils and the contractors for the delivery of our Leisure Services and Waste/Recycling.</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>A major project has now been completed regarding the transition to Windows 7, with all employees affected being trained on the new system.</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. In addition the requirements of the Equality Duty were completed in the past twelve months, with all key projects</p>

	and policies being equality impact assessed.
12. Continue to communicate with all employees and have in place effective engagement and feedback processes.	<p>A range of communication and engagement processes both formal and informal are in place. This includes the use of the Connect [the Intranet] blogs, Chief Executive Briefings and management briefings.</p> <p>The Employee Panel has been refreshed and re-launched in 2013.</p>