

# Scrutiny Committee

22 September 2015

PEOPLE ACTION PLAN - 2015 -2019  
AND OUTTURN REPORT 2014-15



**Lead Member:** Councillor Margaret Smith, Leader

**Lead Officer:** Steve Nugent, Head of Human Resources

## PEOPLE ACTION PLAN

### 1. Purpose of the report

- To present the People Action Plan for 2015 - 2019
- To provide the annual outturn report for the People Action Plan for 2014-2015.

### 2. Background

The People Action Plan is the council's strategic approach to ensuring that the organisation develops in a planned and efficient way through the effective use of its workforce.

The Plan aims to ensure that we have the right people with the right skills, knowledge attitudes and commitment to achieve our Corporate Priorities. The Plan, which provides details of the overall workforce objectives for the period 2015 – 2019 is attached at Appendix A.

The Plan also provides details of key targets that are measured and reported either annually or bi-annually - for targets relating to the Employee Survey.

In addition, the Plan will be reviewed and revised as appropriate regarding its key actions, on an annual basis and an outturn report will be presented to the Scrutiny Committee.

A key aspect of the plan is to ensure it enables the workforce to effectively contribute to the delivery the Corporate Plan, with a key objective of the Corporate Plan being:-

***“Continue to develop a high quality, motivated and flexible workforce”***

It should be noted that within the Plan, there are certain targets that are measured against the bi-annual Employee Survey. The survey will be conducted in November 2015, with the results being presented to a future meeting of the Scrutiny Committee.

Also included with the report is the outturn report for 2014 – 2015.

### 3. Progress

#### 3.1 Progress

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

- The IIP Award was retained for both the IIP standard and also for the Health and Wellbeing Standard.
- Coaching has continued to progress and there now being 6 trained coaches, within the Council.
- Health and Wellbeing has continued to have a high profile with many activities within this area being delivered.
- Sickness absence has reduced in the past twelve months.

### **3.2 Areas of significant progress/achievement**

- Following successfully being re-awarded the IIP Award, it was agreed to take the opportunity to build on this and apply for the IIP Gold Award. This was awarded in March this year. The award is extremely prestigious, with only around 8% of IIP accredited organisations holding the Gold Award.
- The number of employees absent from work due to sickness reduced to the lowest ever recorded figure of 6.1 working days lost on average per employee. Short-term absence equated to 53% [867 days lost] of all absences with long term absence equating to 47% [757 days lost] of all absences.

Sickness absence in recent years has overall significantly decreased as the table below illustrates;-

<b>Year</b>	<b>Average days lost per employee</b>
2007/08	10.42
2008/09	10.02
2009/10	7.87
2010/11	6.82
2011/12	6.64
2012/13	6.19
2013/14	7.29
2014/15	6.06

- Coaching has continued to progress with various initiatives put in place to raise the profile of coaching. This includes all senior managers attending a two day Coaching Awareness Workshop earlier this year.

### **4. Areas for further action**

- The ability to meet all the training needs of employees is becoming increasingly challenging and therefore more creative and flexible approaches to training and development will be explored in the next twelve months.
- The Performance Appraisal Scheme was reviewed and revised four years ago and it is considered appropriate to now undertake a further review of the process.

Steve Nugent  
Head of HR  
September 2015.

## PROGRESS AND ACHIEVEMENTS 2014 - 2015

### Employee Survey Targets

Within the Employee Survey there are certain targets that are measured each time the bi-annual survey is conducted. The targets for 2015 are detailed in the Plan at Appendix A with the results being reported to a future Scrutiny Committee, following the completion of the survey later this year.

### Workforce Targets

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

Workforce Targets	Target 2013-14	Result 2013-14	Target 2014/15	Result 2014/15	Target 2015/16
• To reduce working days lost to sickness absence	6.2	7.2	6.2	6.1	5.9
• To ensure that all employees receive an annual Performance Appraisal	95%	72%	95%	95%	96%

External Assessment Targets	Result
• To retain the Investors in People Standard in 2015	IIP retained and Gold Award achieved

### Progress against Key Actions

Key Actions 2014-15	Progress to date
1. To continue to implement the Values Framework through recruitment processes, induction, development and performance development reviews.	The Values Framework is an integral part of the 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. The Values are also promoted and publicised as part of the recruitment, selection and induction process.
2. Promote the Council's employee benefits and rewards, highlighting the advantages of working for our organisation to existing and potential employees.	The Council has a range of rewards and benefits for employees, beyond their salary such as:-  Flexible Working Polices Free car parking Discounted leisure scheme Simply Health Cash Plan Child Care Vouchers

	<p>Training for professional qualifications  Long service award  Credit Union  Occupational Health Services, including on-site flu vaccines.</p> <p>Work is on-going to explore other viable cost effective employee benefits, such as salary sacrifice schemes - with the Cycle to Work Scheme being a notable success.</p> <p>A new salary sacrifice scheme has been introduced in the past twelve months whereby employees can purchase home technology equipment, such as phones, laptops, tablets and smart tv's .Twenty-eight employees have purchased items via this scheme.</p> <p>In addition, the work and achievements of individual employees and teams is regularly acknowledged by the Chief Executive and SMT members, 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>Various Project Teams, with a cross-service working emphasis have been working to progress key objectives of the Corporate Plan. This includes areas such; City Deal, Waste Procurement, Worden Park and Town Centre Improvements.</p> <p><i>Note; as part of the annual review of the key actions, it is considered that this now an integral part of how the council operates and is therefore no longer required to be a key action.</i></p>
<p>4. Develop and implement an annual Training and Development Plan to develop peoples skills in:</p> <ul style="list-style-type: none"> <li>▪ Leadership</li> <li>▪ Service Management</li> <li>▪ Technical / Occupational skills</li> <li>▪ Core skills – customer care, equality and diversity, IT and health and safety</li> <li>▪ Skills for Life</li> </ul>	<p>A range of training and development activities have been delivered, including for example;-</p> <ul style="list-style-type: none"> <li>• Core Management Training Courses – numbers to be added</li> <li>• Short Courses for Continuous Professional Development – numbers to be added</li> <li>• Professional Qualifications</li> <li>• Health and Safety Training</li> <li>• Management and Leadership development for Supervisors/Team Leaders</li> <li>• ICT training</li> <li>• Coaching</li> </ul>
<p>5 Continue to progress Leadership Development to:</p> <ul style="list-style-type: none"> <li>▪ Communicate our culture and values through leadership</li> <li>▪ Effectively manage change in a supportive way</li> <li>▪ Develop leadership competencies and meet the learning needs for employees</li> <li>▪ Introduce coaching and mentoring opportunities for employees, where appropriate</li> </ul>	<p>All senior managers have attended in recent years a formal Leadership Development Programme.</p> <p>The emphasis in the past twelve months has been on the practical application of Leadership development. This has included networking visits to organisations, such as Leyland Trucks, Bae Aerospace, Wymott Prison, and Lancashire Police HQ, to understand their leadership challenges.</p> <p>The Core Managers Group, is now an established group of Service Managers, who are delivering on a range of task and issues, most notably is their productive contribution to the Business Transformation Programme.</p> <p>The Leaders Forum meets three times per year to bring together, SMT, Core Managers and other colleagues to consider and debate key corporate issues.</p>

	<p>Coaching Awareness Training Courses have been held in January/February, attended by all senior managers.</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 on-going basis.</p>
<p>6. Deliver activities that support employees to work successfully in a political environment.</p>	<p>Several managers and employees have contributed to the Member Induction Programme.</p> <p>Managers and other employees regularly attend and present 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><i>Note; as part of the annual review of the key actions, it is considered that this now an integral part of how the council operates and is therefore no longer required to be a key action.</i></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 council successfully retained the IIP – Health and Wellbeing Award in October 2014, which is testament to the productive work done in this area.</p> <p>The sickness absence performance for the year of 6.1 days is the lowest ever recorded.</p> <p>A Health and Wellbeing Strategy has been developed, with the Health and Wellbeing Group leading on various initiatives in the past year, for example, there are now lunchtime sessions for Pilates and Body Pump.</p> <p>The annual Health and Wellbeing Day, which was held in September is now an established and well regarded event with over 200 employees attending.</p> <p>Flu and Hepatitis B vaccinations are offered to employees.</p> <p>All employees with 100% attendance in the past 12 months receive a personal thank you letter from the Chief Executive.</p> <p>A Cycle to Work Scheme has been in place for several years and employees continue to participate 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 to take account of it, wherever feasible in the development of Service Plans.</p> <p>An outcome of this is the introduction of an Apprenticeship Scheme in September 2015. There will 10 Apprentices in total commencing their employment and training in the Council. They will be based in various services of the Council; including, Gateway, ICT, Planning, Neighbourhoods, Community Involvement, Sports Development and Assurance.</p>
<p>9. Develop our employee's skills and competencies for collaborative working with other</p>	<p>Opportunities for collaborative working continue to be explored, as they arise.</p> <p>Partnership working also continues to be undertaken with various</p>

<p>authorities, partners and contractors.</p>	<p>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><i>Note; as part of the annual review of the key actions, it is considered that this now an integral part of how the council operates and is therefore no longer required to be a key action.</i></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>Managers have attended briefing sessions held by the ICT Manager to become more aware of the benefits of using the CRM system [Firmstep]</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 have been completed, with all key projects and polices being equality impact assessed.</p> <p>The Equality and Diversity Group is preparing an action plan of activities to refresh and raise awareness further on equality and diversity. This will included delivering any training identified.</p>
<p>12. Continue to communicate with all employees and have in place effective engagement and feedback processes.</p>	<p>The Team Briefing process was re-launched this year, to ensure all employees are briefed on key council issues.</p> <p>In addition, 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>