

## **HR & OD Update**

### **People Strategy & Workforce Planning – Progress Report**

#### **1. People Strategy**

##### **Background**

The People Strategy 2008 – 2012 was developed and implemented to support the transition to Wiltshire Council. The strategy is no longer representative of the current corporate objectives in the business plan, and is not aligned to the vision of the council. It is also not representative of the coalition policies and the new national objectives of local government.

The challenges being faced by the council and the aims and objectives outlined in the council's business plan 2011 - 2015 means that the strategy needs to be reviewed and updated in line with this business plan. The revised strategy will outline the council's workforce vision and workforce profile, the corporate people management aims/values and the specific competencies and behaviours required to achieve them.

A project is underway to develop a revised "People Strategy" for Wiltshire Council and will deliver a strategy that sets will set out the council's aims and objectives for reshaping and developing its workforce through to 2015.

##### **Project Objectives**

The project objectives include:

- Reflecting on the corporate achievements and workforce progression since the development of the existing People Strategy.
- Reviewing the corporate context over the next few years and the potential impact on the workforce.
- Developing and clarifying the council's people management aims, values, competencies, behaviours and skills in line with the core values of the council.
- Specify the organisational development requirements and actions going forward.
- Outline the measurements for evaluating effectiveness, linked to workforce planning (see below)
- Work in partnership with all stakeholders

The revised people strategy will cover 4 years in line with the business plan 2011–2015, and will be developed in partnership with all departments.

## **2. Workforce planning**

### **Background**

The council currently has no corporate workforce plan to support the delivery of the priorities in the people strategy.

The council business plan 2011 – 2015 has further highlighted the need for meaningful workforce planning to develop the future workforce needed to meet the challenges facing the council and achieve the council's vision and goals.

Workforce planning is critical to the delivery of the councils objectives, the workforce are the councils most important, and costly, resource. By creating a corporate workforce plan, toolkits, guidance and templates, the council can develop service focused workforce plans to understand its critical workforce issues and develop action plans to respond to those issues. This will help limit the impact of the challenges and changes facing the council in delivering its services.

A project to develop a corporate workforce plan and the tools to enable workforce planning at a department and service level is now underway. The project is being managed alongside development of a revised people strategy to ensure the priorities in that strategy support the delivery of the workforce needed to deliver the business plan.

### **Project objectives**

The project objectives include:

- Identification of the future needs of service areas
- Reviewing organisational staffing costs, including turnover, sickness, salaries, performance, training & development
- Developing a corporate workforce plan
- Developing a workforce planning toolkit to enable departments to tailor service focused workforce plans
- Developing workforce specialists in each department
- Initiating changes to the performance appraisal framework to support the connection with workforce planning
- Developing effective succession planning

The corporate workforce plan will cover 4 years in line with the council's business plan and new people strategy. The workforce plans developed as department and service level will be used to review the priorities in the people strategy to ensure it accurately reflects the council's current and desired position.

### **Project stages and deliverables**

The initial project stages for both projects are the same; reviewing the corporate context, gathering departmental information, developing a workforce profile, and analysing the internal and external pressures. These initial stages will use a lean systems thinking approach and the information gathered will enable the delivery of both project objectives.

Please see Appendix 1, which outlines the project approach and timescales for both projects.

Planned delivery of a revised People Strategy and Corporate Workforce Plan to cover the period 2011 – 2015, will be in the Autumn, and by the end of the year the tools to develop department and service level plans will be launched, supported by briefings for managers.

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