

WILTSHIRE COUNCIL

OVERVIEW & SCRUTINY

ORGANISATION & RESOURCES SELECT COMMITTEE

15 July 2010

People Strategy

Purpose of Report

1. This report outlines the current Wiltshire Council People Strategy for the period 2008 to 2012. The People Strategy takes a view of the business in terms of its workforce with regard to:
 - The current position (where are we now?)
 - The desired position (where do we want to get to?)
 - What is already happening (what are we already doing?)
 - Priority areas for action (what do we need to do?)
2. The People Strategy has previously been presented to and approved by Cabinet, the Joint Overview and Transition Scrutiny Board, the Implementation Executive and Staffing Policy Committee for Wiltshire County Council, and The Staffing Policy Committee for Wiltshire Council.
3. Members of Organisation & Resources Select Committee are asked to review and note the People Strategy, ([Appendix 1](#) attached to this report).

Background

4. The People Strategy was developed as one of four cross cutting plans to guide the work of the support services to meet the needs of the business and the major change programmes. These resource plans represented a first attempt at developing cross cutting plans for the whole business rather than individual structure based service plans.
5. The other plans are:
 - ICT Strategy
 - Property Strategy
 - Medium Term Financial Strategy
6. The People Strategy was developed in the context of the County Council's submission to Government proposing the new unitary Council and its stated vision and objectives. The Strategy outlines the key objectives and plans for ensuring that the new Council has an appropriate workforce in place to meet its long term objectives and priorities. This means not only the right numbers of staff, but staff with the right skills, competencies, structures, processes and ways of working.
7. In drawing up the strategy, key stakeholders were consulted, including senior management, members and Human Resource Managers at the then District Councils. From the issues arising as a result of these conversations, a number of priority areas for action were identified, and a plan developed to address these with clear accountability identified for delivering the action.

8. The People Strategy is a living document, subject to revision and change on an ongoing basis to ensure it reflects the changing needs of the business.

Main Considerations for the Council

9. This People Strategy outlines five strategic priorities, and identifies the critical issues and priorities for consideration and action. Those five strategic priorities are:
 - **Organisational Development:** The purpose of which is to effectively build the workforce support for new structures and new ways of working to deliver customer-focused and efficient services, in partnership. This also includes staff engagement and culture change.
 - **Leadership Development:** Building visionary and ambitious leadership which makes the best use of both political and managerial role, operating in a partnership context.
 - **Recruitment and Retention:** Taking action to address key future occupational skills shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.
 - **Skill and Competency Development.** Developing employee skills and knowledge, in an innovative, high performance, multi-agency context.
 - **Pay and Rewards.** Modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach
10. This strategy and action plan developed alongside it reflects the best practice published in the Local Government Workforce Strategy launched in November 2007, and will be updated to reflect the changes to Local Government Workforce Strategy 2010, launched in May 2010. This revised strategy sets out the priority actions the Local Government Association is taking nationally to tackle councils' critical shared workforce challenges and provides a framework for councils to review what actions they are taking locally to tackle their most important workforce challenges.
11. The priority areas for action are currently under review. The reviewed and updated action plan will reflect the changes to the Local Government Workforce Strategy 2010, the implications of business plans when available, and the impact of the new coalition government policy changes. Some of the actions in the original action plan have now been achieved or are no longer relevant to Wiltshire Council. This action plan will be reviewed, updated, approved and published annually.
12. A key priority that is linked to the five strategic priorities in the People Strategy will form part of the Department of Resources Business Plan. The key outcomes that will be achieved will also be detailed in the business plan and included in the People Strategy action plan. This priority and the key outcomes that will be achieved are detailed in [Appendix 2](#).
13. Staffing Policy Committee has been provided with an update on the progress of the action plan and will continue to be provided with updates as the actions required change, as well as any changes to the People Strategy.

Environmental Impact of the Proposal

14. None.

Equalities Impact of the Proposal

15. The purpose of reporting on the Equality Impact is to seek to improve the work of the Authority by making sure it does not discriminate in the way that it provides services and employment and that, where possible, it does all it can to promote equality and good relations between different groups
16. The People Strategy fully supports the corporate priorities for diversity and equality and contains actions to improve organisational performance in this area.

Risk Assessment

17. The People Strategy has been developed after undertaking risk analysis around the key area of our people resource. The Strategy explicitly addresses the risks identified and is in effect the key risk mitigation plan.

Options Considered

18. None.

Recommendation

19. That the Organisation & Resources Select Committee note the People Strategy for 2008 to 2012, and the priority actions that will be included in the Department of Resources Business Plan.

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The following unpublished documents have been relied on in the preparation of this Report:

None