

### PEOPLE STRATEGY – ACTIONS INCLUDED IN THE DEPARTMENT OF RESOURCES BUSINESS PLAN

#### Invest In and Develop our Staff to Meet the Challenges Ahead

##### Why is it a priority?

**Our People Strategy is critical to enabling us create the capacity we need to work in different ways and successfully meet future challenges.**

In order to support the Council's vision and provide excellent services to our community we need to ensure that the people we employ are skilled, trained and motivated and are able to meet the changing needs of the people of Wiltshire. The organisation must find new and innovative ways of working more efficiently if it is to deliver on its stretching priorities and we believe our employees will be the key to the Council's success.

The People Strategy is a means to describe the Council's vision towards its current and future employees. It is a people plan comprising a set of standards and values, the delivery of which is the responsibility of everyone in the organisation

There is a direct link between an organisation's investment in its people and how well the organisation performs. Local authorities now face significant increasing financial pressures and statutory requirements. It is our role in Human Resources to work in partnership with managers to understand current research and trends that relate to modern people management and translate these into practical solutions for the organisation in order to meet these challenges.

We want to build an environment in Wiltshire where each employee feels part of the Council's vision. Our ability to achieve this objective depends on the quality of people management and the commitment of each individual to the service they provide.

##### Key outcomes we will achieve

- Deliver refreshed Council Values and Behaviours Framework - by Sept 2010
- Deliver Performance Development Framework (Appraisal) refreshed to incorporate the new Council Values and Behaviours – Oct 2010 to support:
  - A strong and effective performance management culture where performance measures are met and exceeded
  - High performance is recognised and under performance managed
  - Managing by outcomes
  - Managers manage difficult situations and people to achieve positive conclusions
  - Increased innovation and willingness to engage with change
- Learning and Development is focussed and managed centrally to achieve efficiencies and improved service delivery – NVQ centres by Oct 2010

## APPENDIX 2

- Leadership and Management Development programmes continue to be delivered and reviewed to support managers drive forward the change and transformation required to achieve the savings and efficiencies to ensure value for money services
- A business focussed programme of employee learning delivered from Autumn 2010 which will include the changing capability requirements e.g. commissioning and partnership skills
- Cost effective and accessible e-learning programmes and blended learning opportunities will be the norm as our cost effective and accessible way of improving skills and performance – e-learning programme delivered from Oct 2010
- Workforce planning framework in place by July 2010 – the workforce plan will be a live document and is critical in identifying the people resources required now and in the future to deliver the priorities identified in the Corporate and Business Plan. This framework will enable the organisation with HR support to:
  - Refocus service priorities and people resource requirements – now and the future
  - Take cost out of the staffing budgets
  - Anticipate upcoming people problems and work to find manageable and good solutions
  - Retain the very skilled people in the right job
  - Be proactive in helping the organisation deliver services with and through partners
  - Support more flexible arrangements and partnership working
- Harmonisation of Terms and Conditions – deliver the most cost effective solution to harmonised terms and conditions post Unitary Council 1st April 2009 – by September 2010 – October 2010 *best estimate* (if Collective Agreement has been achieved)
- People Policies – Wiltshire Council's HR/People Policies are being reviewed and refreshed the outcomes already are clearer more transparent and understood policies that can be implemented more consistently across the organisation by managers and in a more cost effective manner i.e. wider use of technology and an HR Contact Centre approach.
- Management Information – improved data and data analysis is giving managers better people management information than ever before – saving time and improving management of key costly issues for example Absence Management – Deliver an Employee Survey by Nov 2010