

West Wiltshire District Council

Cabinet

15 December 2004

**A Human Resource Strategy for West Wiltshire
1 April 2005 – 31 March 2010**

1. Introduction

The purpose of the report is to recommend to the Cabinet the adoption of the Human Resources strategy for the next 5 years.

2. Background

Following the Council's Comprehensive Performance Assessment (CPA), one of the key areas identified for improvement was the development of a strategic approach to workforce planning and to staff recruitment and retention. To address this, the Council included the development and adoption of a human resource strategy as a key action within its improvement plan. The strategy has been developed over the last few months, in close conjunction with the work to develop the Corporate Plan in order to ensure that it delivers a workforce with the capacity to achieve the priorities set out in the Corporate Plan.

3. Key Issues

The greatest expenditure of the Council is on staffing and an HR Strategy is needed to set the direction for how human resources will be managed over the next five years in order to address the 'significant corporate agenda' referred to in the CPA report. The report stated that 'without a clear corporate strategy, the Council remains at risk of not being able to fill posts when key staff leave in the future'.

In terms of human resource issues the strategy sets out:-

- where we are now
- where we want to be by 2010
- the priorities for the next five years

The strategy has been developed with regard to the Government's Pay and Workforce Strategy. It has also taken into account the results of an extensive consultation exercise with staff, managers, the Local Joint Consultative Committee, the Leader and the Corporate Management Team.

It is intended that the strategy will be reviewed annually to reflect ongoing organisational development, changing corporate and service priorities and

resource constraints. It will be supported and delivered through a range of human resource plans eg Workforce Plan, Corporate Training Plans, Equalities in Employment Plan.

4. Progress to date

Over the period of time the strategy has been developed work has been ongoing to address some key issues:-

- Management restructuring to address management capacity both at Corporate Management Team (CMT) and Service Manager levels
- Workforce Planning has been incorporated into the service and resource planning process for 2005/06
- Improving the links and networks between CMT, service managers and team leaders to promote shared leadership and corporate working
- Initial stages of the development of a worthwhile and meaningful management development programme for managers and team leaders
- Maintaining our Investors in People recognition status
- NVQ programmes have been run which support the Council's priorities and improve the capacity of the organisation eg customer services
- More proactive management of sickness absence
- Partnership working with our neighbouring District Council's on recruitment and retention issues.

5. Options

There are no alternative options available to the Council as we need to put in place an HR strategy which assists the Council to achieve it's priorities, meets the recommendations of the CPA inspection and delivers a key element of the Council's improvement plan.

6. Financial Implications

The Human Resources Strategy is one of the key strategies influenced by the Corporate Plan and as such will have a real impact on the budget process and service and resource planning for current and future years.

A number of revenue service development bids have been submitted for consideration as part of the 2005/2006 budget process. They link closely with the key issues identified as progress to date.

Two of the bids are for specific activities which the Council needs to do in the short term. The costs are clearly quantifiable. Both these bids will support activities which will generate substantial benefits to achieving the Corporate Plan and improving staff motivation. They are:

- Management development programme for CMT, Service Managers

- and Team Leaders **£25,000**
- Employee Assistance Programme **£5,900**

There will be a number of resource implications over the period of the strategy, particularly concerning recruitment and retention issues, implementing the components of the 2004 pay deal and single status. The costs associated with these are much less quantifiable but the following bids have been submitted to begin to address these issues:-

- Initial stages of a local pay review to comply with the 2004 pay deal **£50,000**
- Recruitment and retention financial based incentives **£75,000**

Adoption of the strategy does not secure the bids. They will be evaluated along with all the revenue service development bids against the corporate priorities and funding options will consider the use of 'one-off' sources. Successful bids will form part of the 2005/2006 budget.

These service development bids and any others submitted in future years will help with the implementation of the strategy but the rate and extent of progress will be dependent on the resources allocated.

7. Legal Implications

There are no legal implications in respect of the adoption of the strategy.

8. List of Background Papers

File Ref: HR Strategy

File Location: Human Resource Services Section – Room F10

9. Recommendation

- a) That the HR strategy covering the period April 2004 – March 2010 be adopted.
- b) That the Head of Human Resources in consultation with the Leader be authorised to make minor alterations or amendments to finalise and complete the strategy prior to publication.

Sharon Larkin
Head of Human Resources

Councillor Tony Phillips OBE
Leader