

STAFFING POLICY COMMITTEE

9th September 2009

PEOPLE STRATEGY

Purpose of Report

1. This report presents the 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.
3. Members of Wiltshire Council Staffing Policy 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, including the transition to Wiltshire Council. These resource plans represented a first attempt at developing cross cutting plans for the whole business rather than individual structure based service plans. These strategies are being used to inform the Council's Corporate Plan.
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. It will also be formally reviewed, updated, approved and published annually.

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 reflects the current best practice published in the Local Government Workforce Strategy launched in November 2007.
11. The priority areas for action are currently under review following the transition to Wiltshire Council. Some of the actions in the original action plan have now been achieved or are no longer relevant to Wiltshire Council.
12. An action plan to support Wiltshire Council's first year plan and to meet current priorities identified in service areas and at a corporate level over the next 12 to 18 months is currently being drafted. A longer term action plan (3 to 5 years) will be developed to deal with the priorities identified in the Corporate and Service Plans when they are available. These action plans will be reviewed, updated, approved and published annually.
13. Staffing Policy Committee will be provided with an update on the progress of the action plans and 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 Staffing Policy Committee note the People Strategy for 2008 to 2012.

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The following unpublished documents have been relied on in the preparation of this Report: None