

## PEOPLE PLAN 2010

**EXECUTIVE MEMBER:** Councillor John Bowman  
**LEAD OFFICER:** Head of Policy and Performance  
**REPORT AUTHOR:** Hilary Mitchell

**Summary and Recommendation:** This report presents the corporate work to date on creating a workforce strategy.

It is recommended that :

- 1) the Executive agrees the People Plan as the Council's statement of current position on planning its workforce needs to deliver its objectives; and
- 2) the Executive delegates responsibility for completing the People Plan including consulting with appropriate stakeholders to the Head of Policy and Performance in consultation with the Portfolio-holder.

### 1. INTRODUCTION

- 1.1 A workforce strategy sets out how the organisation is going to attract, develop, retain and motivate the right people with the right skills at the right time. Copeland Borough Council is working towards a full workforce strategy to be developed during 2010/11 and has produced the attached People Plan as a first step.
- 1.2 Local Government workforce strategies set out what councils plan to do in relation to:
  - organisational development
  - leadership development
  - skill development
  - recruitment and retention
  - pay and rewards.

An effective workforce strategy is fed and supported by good workforce planning processes.

### 2. ARGUMENT

- 2.1 Copeland Borough Council, in common with many other district councils, is developing its workforce strategy and workforce planning processes for the first time, although much of the activity and direction within the draft People Plan attached is not new.

- 2.2 The People Plan sets out the strategic drivers for the Council's workforce planning, including national economic position and priorities, Council budget strategy, corporate and service objectives arising from the range of issues that we know are likely to impact during 2011-14, areas for improvement in managing the workforce and proposals to close the skills gap.
- 2.3 The information and proposals collected in the People Plan have arisen from some new processes – for example managers have been asked to identify workforce issues within their services as part the annual service planning process. Collation and analysis of workforce data has been part of the process leading to the development of action plans at service and corporate level.
- 2.4 The Council already has in place arrangements for improving workforce skills, knowledge and behaviours through its investment in learning and development. It has a single status workforce which has been subject to a recent pay and grading review. Work is ongoing to reach the Achieving level of the Equality Framework for Local Government. Recruitment and retention issues have been tackled from a range of different approaches including attaching market supplements to a few posts that have been hard to fill. At present there is a vacancy management process in place to ensure that resources are focussed on the highest priority services.
- 2.5 The People Plan is a first step towards creating a full workforce strategy which is envisaged to be possible during the first half of 2010/11 as the Council moves forward with other parts of its strategic planning framework.

### **3. OPTIONS TO BE CONSIDERED**

- 3.1 It would be possible to defer production of a strategy which sets out the Council's views and direction on workforce planning issues until other aspects of strategic planning are in place, for example a new Corporate Plan. However this is not recommended, in view of the rate of progress that would be needed to produce it in time to be of use in delivery of the Corporate Plan. Producing the People Plan now, although not a complete workforce strategy, has enabled the Council to set up processes and focus on those workforce aspects that will support an improved and sustainable organisation.

### **4. CONCLUSIONS**

- 4.1 The recommended option is to agree the attached People Plan as a first step in the production of a fuller workforce strategy in 2010/11.

## **5. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)**

- 5.1. There are no financial implications arising from this report which are not allowed for in existing budgets. Shaping the workforce in future through delivering the People Plan will allow the Council to control its expenditure on staff. However, there may be a need to establish a cost of change budget in the medium term as the Council prepares to address the reductions in government funding which are expected from 2011/12 onwards, and the requirement would be determined through corporate planning in 2010/11.
- 5.2. The Council's workforce will be subject to significant change in future. The People Plan sets out some of the ways in which change will happen, but our understanding of the implications for services and individuals will develop as the Council's priorities and objectives are firmed up in 2010.

## **6. PROJECT AND RISK MANAGEMENT**

- 6.1. The project to develop the People Plan has been managed within the Policy and Performance service. Delivering and developing the actions may need additional support in project management in order to meet corporate planning requirements and timescales.
- 6.2. Risk management will be included within the Strategic Risk Register and as part of the People Plan delivery.

## **7. IMPACT ON CORPORATE PLAN**

- 7.1. Meets the objective in 2009/10 Corporate Implementation Plan 1.5 (develop a Workforce Strategy that shapes the Council to meet the needs of the future.)

### **List of Appendices**

Appendix A – Draft People Plan (to follow)

**List of Background Documents:** Local Government Workforce strategy 2007, Local Government Employers

**List of Consultees:** Members of the People Strategy Group, HR Manager, Corporate Team, Cllr Bowman

### **CHECKLIST FOR DEALING WITH KEY ISSUES**

Please confirm against the issue if the key issues below have been addressed . This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

|   |   |
|---|---|
| Impact on Crime and Disorder            | Not applicable  |
| Impact on Sustainability                | Not applicable  |
| Impact on Rural Proofing                | Not applicable  |
| Health and Safety Implications          | Arrangements for securing the health and safety of the Council's workforce are included in the People Plan  |
| Project and Risk Management             | See paragraph 6   |
| Impact on Equality and Diversity Issues | Achieving equality and diversity is a key objective of the People Plan  |
| Children and Young Persons Implications | Not applicable  |
| Human Rights Act Implications           | The right to respect for private and family life is included in the Council's workforce policy framework  |
| Monitoring Officer Comments             | No Comments arising from the report although there may be legal issues arising from the People Plan as it is developed.   |
| Section 151 Officer Comments            | The People Plan dovetails with and is integral to, the development of the Corporate Plan and Budget Framework in the medium term. It will need to evolve to ensure it reflects the resourcing and strategic priorities of the Council |

Please say if this report will require the making of a Key Decision YES