

Committee:	Union Employee Consultation Committee	Agenda Item No.:	9.
Date:	15 th July 2008	Category	
Subject:	Draft People Strategy 2008-11	Status	Open
Report by:	Head of Human Resources and Payroll		
Other Officers involved:	HR & Payroll Team Members Senior Management Team Heads of Service Group		
Director	Chief Executive Officer		
Relevant Portfolio Holder	People and Performance Portfolio Holder		

RELEVANT CORPORATE AIMS

STRATEGIC ORGANISATIONAL DEVELOPMENT – Continually improving our organisation by having in a place a People Strategy which maximise the benefit obtained from resources committed and ensures that the highest level of employee satisfaction and morale is established.

TARGETS

The People Strategy links to the following targets in the Corporate Plan 2008-11

- Achieve Level 3 of the Equalities Standard by March 2008
- Achieve Investors in People Accreditation by September 2008
- Review and Replace the People Strategy by March 2009 and implement all milestones by March 2011

VALUE FOR MONEY

The People Strategy ensures value for money by maximising the benefit obtained from resources committed.

THE REPORT

1. Key Issues

- 1.1 The Council first created a People Strategy in 2005 in response to the Government's National Pay and Workforce Strategy. Prior to this, the Council had taken forward key initiatives, but these had never been drawn together into one document.

- 1.2 An evaluation of the key outcomes for the People Strategy 2005-7 is included in the Draft People Strategy 2008-11 at Appendix One.
- 1.3 The Draft People Strategy 2008-11 outlines how we seek to improve our approaches to resourcing, development and reward to enable our people to reach their full potential and help ensure the Council realises its objectives.
- 1.4 The Strategy also sets out links to the National Workforce Strategy and the local workforce issues, which have been identified in partnership with Heads of Service, as well as providing a workforce profile and identifying the issues that this profile raises.

ISSUES FOR CONSIDERATION

Union Employee Consultation Committee are requested to consider the draft People Strategy 2008-11 and following any amendments requested, recommend the document for approval by Council

IMPLICATIONS

Financial : None
Legal : None
Human Resources : None

RECOMMENDATIONS

1. **The report be received, including consultation feedback.**
2. **Subject to any amendments received as a result of feedback at the meeting, the Draft People Strategy 2008-11 be referred to Council for approval.**

ATTACHMENT: Y (1)
FILE REFERENCE: N/A
SOURCE DOCUMENT: N/A

BOLSOVER DISTRICT COUNCIL

People Strategy 2008-11

June 2008 (Draft)

This Strategy addresses the following Corporate Aims:



COMMUNITY
SAFETY



CUSTOMER
FOCUSED SERVICES



ENVIRONMENT



REGENERATION



SOCIAL INCLUSION



STRATEGIC ORGANISATIONAL
DEVELOPMENT



Bolsover District Council Equalities Statement

Bolsover District Council is committed to equalities as an employer and in all the services provided to all sections of the community.

□ The Council believes that no person should be treated unfairly and is committed to eliminate all forms of discrimination in compliance with the Equality Strategy.

□ The Council also has due regard to eliminate racial discrimination and to proactively promote equality of opportunity and good relations between persons of different racial groups when performing it's functions.

This document is available in large print and other formats from any of the Council Offices or by contacting the Chief Executives Directorate on 01246 242323. Please bear in mind we will need a few days to arrange this facility.

If you need help to read this document please do not hesitate to contact us.

Our Equality and Diversity Officer can be contacted via [Email](#) or by telephoning 01246 242407.

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Details of Document	Comments / Confirmation
Title	People Strategy 2008-11
Document type – i.e. draft or final version	Draft
Location of Strategy	L:Drive/Pers/Lindk
Lead Author of Strategy	Head of Human Resources and Payroll
Member route for Approval & Cabinet Member concerned	People and Performance Portfolio Holder
Reviewed by Director of Strategy	18/3/08
Date Risk Assessment completed	20/3/08
Date Equality Impact Assessment approved	May 2008
Consultation Undertaken (Internal or External) if required	Equalities Service Development Group Heads of Service Group Senior Management Team UECC Disabled Employees Group Elected Members
Partnership Involvement (if applicable)	Not Applicable
Strategy Approved by	Council
Date Approved	
Strategy Review Date	April 2011
Date forwarded to CSPD (to include on Intranet and Internet if applicable to the public)	

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1. Principles

1.1 Aim

It is often said by organisations that ‘people are our greatest asset’. For Bolsover District Council, employees are our greatest asset and our greatest resource commitment. We spend over £13 million per annum on salaries and every aspect of the core business and wider range of activities is to act for, with or on behalf of people. The intention of this Strategy is to enable the Council to continue to value and develop our employees in order to ensure that the maximum community benefit is obtained from resources committed and the highest possible employee satisfaction and morale is established.

The aim of this Strategy is:

To develop a flexible and high performing workforce by creating a culture which inspires, empowers and supports all of the Council’s employees.

1.2 Vision/Link to Corporate Aims

The Council’s Corporate Plan, which has been adopted, on an all-party basis, has a clear vision for the Council, which is aligned to the Sustainable Community Strategy.

This vision is being delivered through six Corporate Aims:

1. **Community Safety**
2. **Customer Focused Services**
3. **Environment**
4. **Regeneration**
5. **Social Inclusion**
6. **Strategic Organisational Development**

1.3 Core Values

The Council’s Corporate Aims are underpinned by a set of core values:

- **Accessible** Listening to and responding to the needs of people
- **Accountable** Accepting responsibility for and explaining our decisions
- **Democratic** Taking decisions in the public interest
- **Equality** Ensuring that everyone is treated equally and with dignity
- **Equitable** Being fair in dealing with people and making

decisions

- **Ethical** Behaving with integrity
- **Open** Telling people about what the Council does
- **Sustainable** Minimising the adverse impact of our actions

2. Background

2.1 National Perspective

The national employers through IDEA have created a national workforce strategy “Local government, the place to be, the place to work”. This sets out five strategic priorities over the period 2007-2010. It looks at the following areas:

- **Organisational development** – building workforce support for new structures and ways of working
- **Leadership and management development** – developing visionary and ambitious leadership, which makes the best use of the political and managerial role, in a partnership context
- **Skills** – developing skills and knowledge in an innovative, high performance, multi-agency context
- **Recruitment and retention** - working with partners to address current and future skills shortages, promoting careers, developing talent and addressing diversity issues
- **Pay and reward** – reviewing systems to ensure they reflect the new structures and priorities and reinforce high performance

2.2 Local Perspective

The Council has now delivered the majority of objectives in its People Strategy 2005-7, which covered the period January 2005 to December 2007. An evaluation of what has been achieved during the life of this strategy is shown as Appendix One.

The majority of objectives in the People Strategy 2005-7 were achieved by December 2007. The following remain outstanding and have been included in the People Strategy 2008-11.

- To achieve Investors in People accreditation
- To implement the Single Status Agreement

The Council is facing the following challenges in terms of workforce issues:

- New structures required to deliver services in partnership
- Continuing to improve leadership development skills
- Improving workforce/succession planning systems
- Continuing to address equalities issues within the workforce and complete Equality Impact Assessments
- Developing reward systems which are flexible to different employee needs

- Improving communication/consultation with the workforce
- Developing ways of valuing high performing individuals
- Introduction of the statutory Independent Safeguarding Scheme
- Competing need for resources
- Cross functional/cross cutting working and ownership across departments

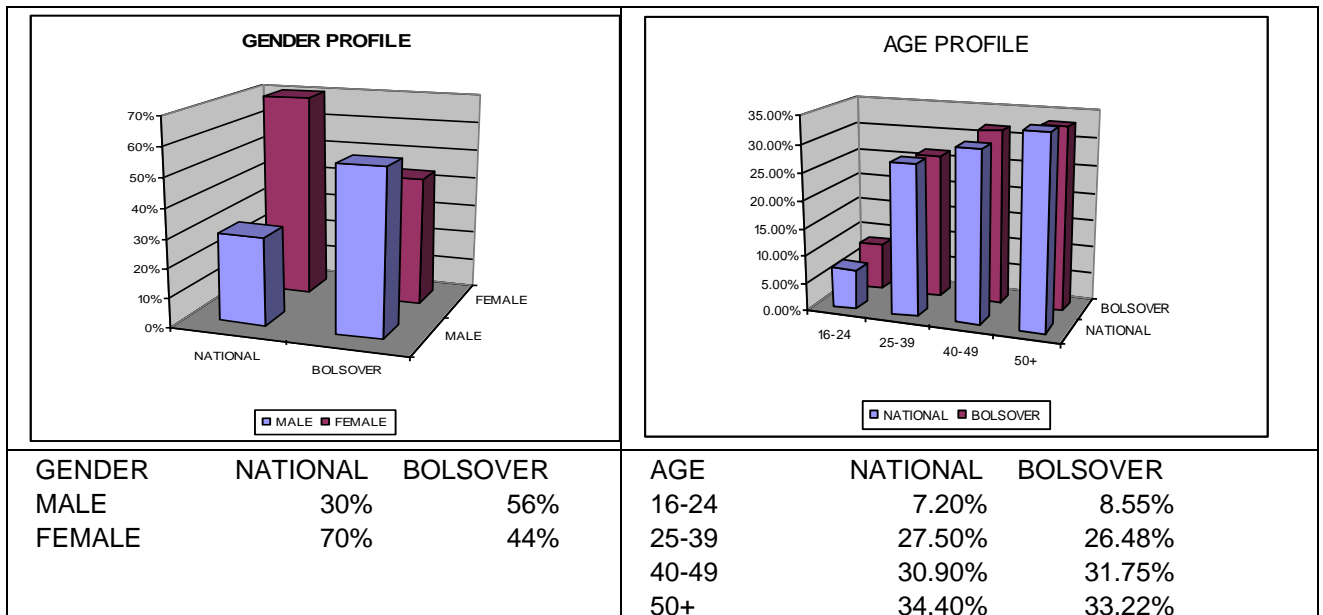
3. Scope

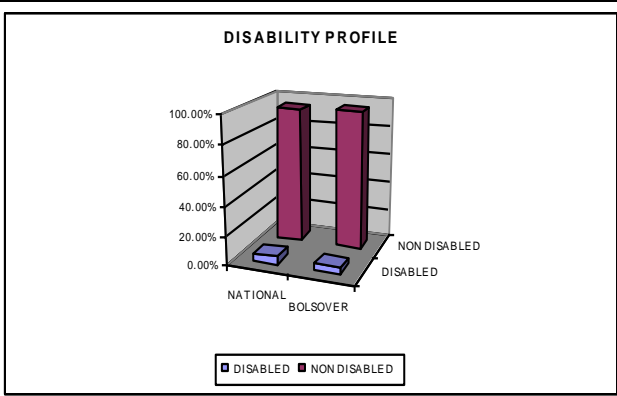
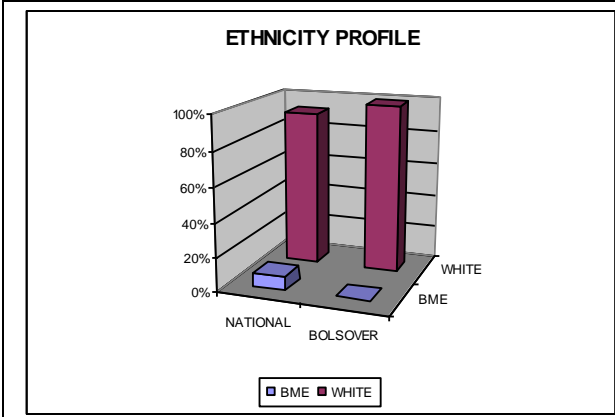
This Strategy applies to all employees of the Council, regardless of whether they are full time, part time, fixed term or casual employees. i.e. anyone who has a paid employment contract with the Council, but excludes Agency Workers.

4. Workforce Profile

Currently the Council employs over 620 employees. The number of people employed directly by the Council has increased by 12% over the last three years, due to the increased number of fixed term employees employed on specific improvement projects for the Council. This represents a risk to the Council in terms of recruitment and retention in these posts, as attracting and retaining employees in these posts is more difficult than in permanent posts.

The following graphs show the gender, age and ethnicity of the workforce:





ETHNICITY	NATIONAL	BOLSOVER
BME	8%	1%
WHITE	92%	99%

DISABILITY	NATIONAL	BOLSOVER
DISABLED	5.25%	4.27%
NON DISABLED	94.75%	95.73%

This highlights the following issues:

- Whilst Bolsover's gender split appears reasonably balanced this masks pockets of gender workforce segregation which lead to cultural difficulties. A commitment was given to consider ways to address this issue as part of the Gender Equality Scheme.
- Bolsover has an ageing workforce, in line with the national picture. This means that workforce/succession planning is essential to ensure future skills gaps can be avoided.
- Employees from a Black & Ethnic Minority background (BME) are representative of the make up of our community. We will, of course, continue to target 'hard to reach groups to try and increase this figure.
- Whilst the percentage of disabled employees has increased from 2.57% in 2006/7 to 4.27% in 2007/8, the Council is striving to increase this to the national best quartile figure of 5.25%.

5. Consultation

In preparing this Strategy consultation has taken place with the following bodies:

- Heads of Service Group
- Senior Management Team
- Trade Unions
- Disabled Employees Group
- Elected Members

6. Implementation

If the Council is to meet the challenge of constant change and improvement, the implementation programme must be owned at all levels in the organisation and will require the commitment of motivated employees. The actions required to address the challenges identified in Section 2 are set out in Appendix Two.

7. Glossary of Terms

360-degree appraisal – this is a system of assessing Senior Managers competency by getting an assessment completed by peers and subordinates as well as the more traditional method of manager assessment.

Flexible Benefits – this a system of 'total reward' which allows employees to vary the benefits received within a defined package. For example an employee may decide to use salary sacrifice to purchase childcare vouchers or health care.

Statutory Independent Safeguarding Scheme – this is a scheme whereby all employees are required to register with the Independent Safeguarding Authority before being employed in a position involving working with children/vulnerable adults. The scheme will commence in autumn 2009 and be rolled out over a 5-year period.

Gender Workforce Segregation – a term used to describe where sections of the workforce are exclusively from one gender. For example Refuse Collectors are currently all men and Customer Services Advisors are currently all women.

EVALUATION OF WHAT WAS PLANNED IN THE PEOPLE STRATEGY 2005-7

CORPORATE AIM	WHAT WAS ACHIEVED	IMPACT
Strategic Organisational Development	<p>Organisational Development:</p> <ul style="list-style-type: none"> • Workforce Planning Template introduced into Service Plan and Qualifications Matrix produced identifying future skills shortages and clear career paths to aid succession planning • Competency Framework Developed across all levels of Managers/Leaders • Leadership Development Programme completed with Senior and Middle Managers. Junior Managers will be completed by March 2009 and Team Leaders completed in 2009/10. • Support staffing structures reviewed and efficiencies achieved. 	<p>Succession Planning systems implemented in Environmental Health and Street Services, Housing and ICT. These systems now need to be developed and extended across the Council.</p> <p>There has been an increase in the percentage of employees stating that they felt “very well” or “fairly well” managed has increased from 50% in 2004 to 84% in 2007.</p> <p>Efficiency gains of £76,793 have been gained over the life of the strategy as a result of the review of staffing for back office functions</p>
Strategic Organisational Development	<p>Employee Learning and Development:</p> <ul style="list-style-type: none"> • Reviewed the format of appraisals and put in place systems to ensure appraisals take place through a corporate wide Appraisal Working Group 	<p>The percentage of employees reporting they have received an appraisal increased from 53% in 2004 to 92% in 2007.</p> <p>Those stating they had benefited from their Appraisal increased from 66% in 2004 to 75% in 2007.</p>
Strategic Organisational Development And Social Inclusion	<p>Employee Relations:</p> <ul style="list-style-type: none"> • Corporate Roll Out of Work Life Balance 	<p>The percentage of employees reporting they believe their contribution at work is valued increased from 66.7% in 2005/6 to 77% in 2007, and short-term absence fell from 4.16 days in 2004/5 to 3.10 days in 2007/8. Flexible Working is now the major reason given by employees for working for the Council.</p>

CORPORATE AIM	WHAT WAS ACHIEVED	IMPACT
Strategic Organisational Development	Employee Relations: <ul style="list-style-type: none"> • Introduction of Consultation Framework 	The percentage of employees reporting they think the Council keeps them “very well” or “fairly well” informed has increased from 61% to 74%.
Social Inclusion	Equalities: <ul style="list-style-type: none"> • 28 Equality Impact Assessments have been undertaken in the last 3 years which resulted in changes to policies, practice, service and functions. • Achieved Level 2 of the Local Government Equalities Standard • Level 3 of the Local Government Equalities Standard declared • Equalities Awareness Training delivered to all new employees through the Induction process • Disabled Employees Group established 	<p>As a result of identification/removal of barriers the following outcomes have been achieved:</p> <p>Top 5% of earners that are women (BVPI11A) increased from 30% in 2003/4 to 42.85% in 2007/8</p> <p>Top 5% of earners from ethnic minorities (BVPI11B) increased from 0% in 2003/4 to 3.57% in 2007/8.</p> <p>Employees from ethnic minority backgrounds as a percentage of those in the workforce have increased from 0.37% in 2003/4 to 0.9% in 2007/8.</p> <p>Employees with a disability increased in from 1.07% to 4.27% as a result of work carried out through the Disabled Employees Group.</p>
Strategic Organisational Development	Recruitment and Resourcing: <ul style="list-style-type: none"> • Developed E-Recruitment Capacity • Introduced Modern Apprenticeships 	<p>Achieved a reduction in spend on recruitment advertising of £15,500 per annum by 2007/8.</p> <p>3 Modern Apprenticeships established in Housing Repairs and ICT. The first ICT apprentice has gone on to fill a permanent vacancy and a second apprentice has now been recruited.</p>

CORPORATE AIM	WHAT WAS ACHIEVED	IMPACT
Regeneration And Strategic Organisational Development	Safety Management: <ul style="list-style-type: none"> • Implement Risk Assessment Framework with Managers • Benchmark current processes • Review Induction process of Manual Workers • Implement HSE Stress Standards through Stress Working Group 	<p>No of reportable accidents per 1,000 employees reduced from 23.8 in 2003/4 to 12.94 in 2007/8.</p> <p>No. of working days lost due to stress reduced from 780 in 2003/4 to 712 in 2007/8. Further work is included in the People Strategy 2008-11 to try and reduce this further.</p>
	Health and Absence Management <ul style="list-style-type: none"> • To achieve and maintain best quartile in relation to days lost due to sickness absence • To develop health promotion initiatives for the Authority 	<p>Health and Well Being Group set up to monitor sickness absence and implement health initiatives such as the introduction of access to physiotherapy. This has led to a reduction in days lost due to sickness, which was 12.57 days per FTE in 2003/4 and is now 7.37 days per FTE in 2007/8.</p>

Appendix Two

Improvement Plan

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Seek accreditation to Investors in People Standard	Senior Training Officer	September 2008	National accreditation of quality standard Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Internal resources to embed the process £6,000 allocated for accreditation purposes	Corporate systems in place.	
To complete the Leadership Development Training Programme	Senior Training Officer	March 2009	Increase in the % of employees who feel that overall they are being well managed (Employee Survey Q9)	£17,500 existing budget for 2008/9	Senior/Middle/Junior Manager programmes completed	
Completion of Pay and Grading Review	Head of Human Resources & Payroll	October 2009	Compliance with Equal Pay legislation	Significant internal resources. Budgetary cost to meet equal pay claims	Job Evaluation completed.	

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Review workforce/succession planning systems	Head of Human Resources and Payroll	March 2010	Reduction in the number of unfilled vacancies. (Vacancy Monitoring Log)	Internal resources to implement/embed		
Introduce 360 degree appraisals for Senior Managers	Senior Training Officer	June 2010	Increase in development needs identified through the competency framework	Internal resources £5,000 budgetary cost for consultancy support		
Review consultation mechanisms, including Employee Survey, to identify improvements	Head of Human Resources and Payroll	September 2010	Increase in the % of employees who feel the Council keeps them well informed (Employee Survey Q35)	Internal resources		
To introduce a programme of stress busting events	Health & Safety Officer	October 2010	Reduction in the number of working days lost due to stress (Safety Committee statistics)	Internal resources to arrange		
To identify ways of valuing performance	Senior Management Team	December 2010	Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Internal resources to implement/embed		

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
To conduct a feasibility study regarding cover for maternity/ paternity leave	Head of Human Resources and Payroll	September 2010	To establish the need for a central budget for covering maternity/ paternity leave to reduce pressure on services	Internal resources		
To implement actions in the Gender Equality Scheme	Senior HR Officer	April 2009	Introduce monitoring systems for sexual orientation/religion and set improvement targets	Internal resources		
	Senior HR Officer	October 2009	Information systems established to identify gender workforce segregation/ improvement plans established			
	Head of Human Resources and Payroll	October 2010	Review Harassment & Bullying Policy to include transsexual/ transgender employees Issue Gender Re-assignment Guidance to Managers			

Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Consider expansion of flexible benefits	Head of Human Resources and Payroll	March 2011	Increase in the % of employees rating good pay and conditions as a reason for working for Bolsover (Employee Survey Q2)	Internal resources for background research ICT assistance required to automate administration		
To provide guidance on HR matters in relation to delivery of new structures required for the delivery of services which are cross cutting internally as well as in partnership outside the Council	Head of Human Resources & Payroll	Ongoing to March 2011	Compliance with legislation/introduction of the most relevant staffing structure for all future joint projects	Internal resources		
To consider skills shortages, including the possibility of signing the 'Skills Pledge'	Senior Management Team	Ongoing to March 2011	Signing of skills pledge Increased level of skills in the workforce	Internal resources across the Council		
Implementation of the Statutory Independent Safeguarding Scheme	Head of Human Resources & Payroll	Autumn 2009- Autumn 2014 (Statutory phasing timetable)	Compliance with legislation	Internal resources across the Council Budgetary requirement for existing employees over a 5 year period		