

BOLSOVER DISTRICT COUNCIL

Draft

People Strategy 2011-2015

June 2011

This Strategy addresses the following Corporate Aims:



COMMUNITY
SAFETY



CHILDREN'S
SERVICES



ENVIRONMENT



EDUCATION



EMPLOYMENT



ECONOMIC
REGENERATION



ACCESS FOR ALL

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اگر آپ کو یہ دستاویز سمجھنے میں مدد کی ضرورت ہو یا یہ بڑے حروف یا ترجمہ کی شکل میں درکار ہو تو برائے مہربانی اس صفحے کے آخر میں دیے گئے نمبر پر ہم سے رابطہ کریں۔

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FOREWORD

Welcome to our People Strategy 2011-15. This Strategy provides a framework setting out how we will face future workforce challenges, as set out in the Local Government Workforce Strategy 2010 and as evidenced by local workforce statistics.

We are committed to working in a collaborative environment that fosters close relationships and encourages frank, open and honest communication. We are committed to developing our people with a view to harnessing their talents and managing change successfully.

Over recent years we have seen improvements in learning and development for all levels of the workforce, Investors in People accreditation, implementation of equality proofed pay systems, introduction of succession planning systems which have reduced the number of unfilled vacancies and a significant reduction in stress levels through better management processes. Our performance against key workforce health indicators are amongst the best in Derbyshire. Our approach to people management is continuing to prove successful with results from the 2007 Employee Survey showing good levels of employee engagement during a very difficult period which included the implementation of Job Evaluation for all employees.

The future challenges include sharing of resources with public sector partners, including the implementation the Strategic Alliance with North East Derbyshire District Council, which will see the sharing of senior management posts across the two Council's, which will act as a springboard for more collaborative working. This is not the only challenge we face and everyone will need to find ways of delivering the same or improved services with less money.

It is only through good working relationships that we can continue to go from strength to strength and that's why we place a high value in recognising and rewarding employee contribution at all levels within the Council. We have established a programme of performance improvement in the quality of services provided, working towards clear outcomes that make a positive community impact. And we constantly aim to enhance customer satisfaction both internally for our employees and externally for the community we serve.

Eion Watts
Leader

Wes Lumley
Chief Executive Officer

CONTENTS

1. The Principles of the Strategy

2. Background to the Strategy

3. The Scope of the Strategy

4. Workforce Profile

5. Consultation

6. Implementation of the Strategy

7. Glossary of Terms

Appendix One – Evaluation of People Strategy 2008-11

Appendix Two – Implementation Plan 2011-15

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 £16 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, albeit with reduced financial resources, in order to ensure that the maximum community benefit is obtained from resources committed and the highest possible employee satisfaction and morale is established.

Due to the fast changing environment in order to respond to a £2m reduction in Government grants per annum over the next two years, and to allow the impact of the Strategic Alliance to be determined by the new joint Senior/Corporate Management Team, this Strategy will be refreshed by October 2012.

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 2011-2015, will be adopted by Council in September 2011. This will set out 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:

- We are proud and passionate about what we do

- We will work together as one team
- We will challenge ourselves and change for the better
- We will show respect and honesty in everything we do

2. Background

2.1 National Perspective

The national employers through IDEA have created a national workforce strategy 2010. This sets out five strategic priorities as follows:

- **Organisational development**
Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.
- **Leadership development**
Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.
- **Skills development**
With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.
- **Recruitment and retention**
With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.
- **Pay and rewards**
Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.

A set of actions to meet the above priorities is provided within the National Workforce Strategy 2010 and has been considered as part of production of the Improvement Plan.

2.2 Local Perspective

The Council has now delivered the majority of improvements in its People Strategy 2008-11, which covered the period August 2008 to March 2011. An evaluation of what has been achieved during the life of this Strategy is shown at Appendix One.

In addition to these major projects the Council has set up and successfully delivered a cross organisational public sector apprenticeship scheme which created 75 apprenticeships by February 2011. This scheme will continue until June 2012 when a full evaluation of this programme will be undertaken.

The Council is also at the forefront of reducing the use of agency workers in advance of the introduction of the Agency Workers Regulations in October 2011.

The following improvements remain outstanding and consideration has been given to their inclusion in the Implementation Plan for 2011-2015 based on the changing priorities for all Councils as set out above.

Improvement	Proposed Future Action
Introduction of 360° appraisals for Senior Managers	Review priority as part of a Strategic Alliance Action Plan by October 2012
Feasibility study regarding cover for maternity/paternity leave	Not to be investigated further due to financial position of the Council
Consider expansion of flexible benefits	Include in implementation plan for this strategy as part of Reward and Recognition Policy
Introduction of Independent Safeguarding Scheme	Statutory implementation programmed halted by Government. Proposals to merge the CRB and ISA by 2015 have been covered in HR/Payroll Service Plan 2011-2015

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

- Need to delivery the same/more with less resources
- Implementation of the Strategic Alliance Senior Management Structure with North East Derbyshire District Council (NEDDC)
- New structures required to deliver services more efficiently
- Continuing to monitor equal pay compliance
- Ensuring good progress on tackling unemployment through the establishment of an apprenticeship scheme can be maintained
- Reviewing the way in which induction/learning and development is provided to meet the reduced number of new employees

- Maintaining satisfaction with reward and recognition during a time of workforce shrinkage and reduced resources

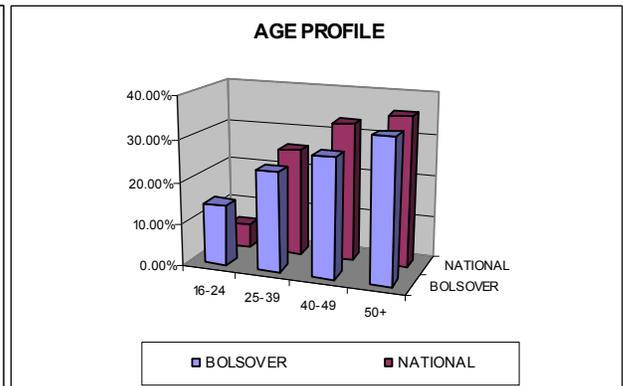
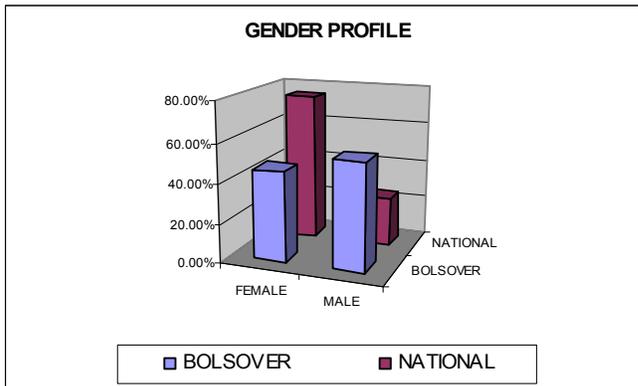
3. Scope

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

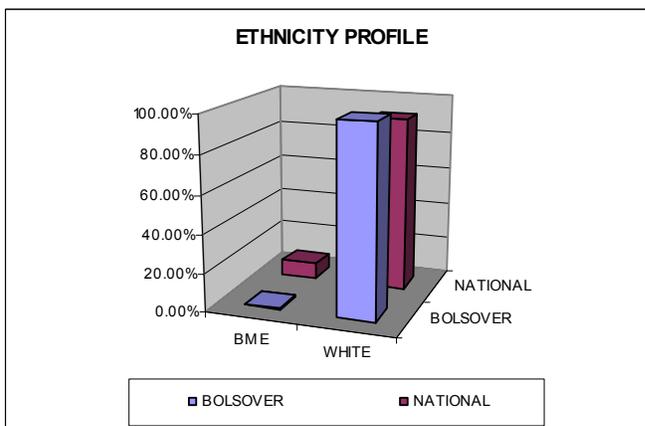
At 31 March 2011 the Council employed 623 employees made up of 516 permanent employees and 107 temporary/fixed term employees. The number of people employed directly by the Council has remained static over the last three years, due to the increased number of fixed term employees through the apprenticeship programme. Due to cuts in Government funding the number of employees will reduce over the life of this strategy, which brings the challenge of managing our employees in a constructive manner, whilst retaining the skills required to maintain performance.

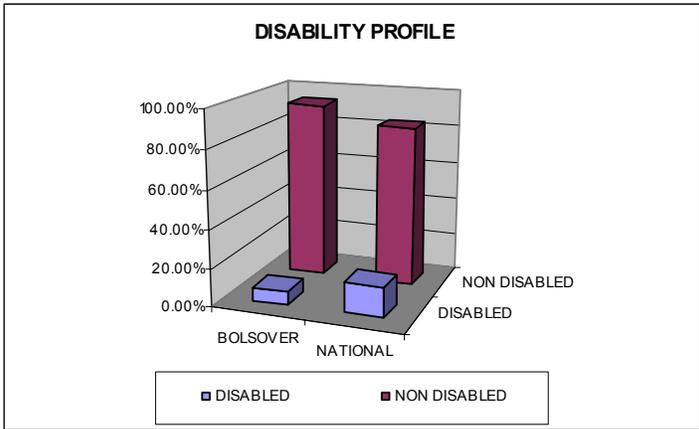
The following graphs show the gender, age and ethnicity of the workforce:



GENDER	NATIONAL	BOLSOVER
MALE	24.9%	54.25%
FEMALE	75.1%	45.75%

AGE	NATIONAL	BOLSOVER
16-24	5.9%	14.61%
25-39	25.7%	23.60%
40-49	32.9%	28.09%
50+	35.5%	33.70%





ETHNICITY	NATIONAL	BMSOVER
BMSOVER		
BME	8.2%	0.64%
DISABLED		15.7%
7.06%		
WHITE	91.8%	99.36%
NON DISABLED		84.3%
92.94%		

This highlights the following issues:

- Gender split of the workforce is 50:50, unlike the national picture which is mainly female dominated. However, the national figure includes first tier authorities which are more female dominated because of the education/social services functions. HR will continue to work with managers to tackle pockets for workforce gender segregation within the Council
- Bolsover has an ageing workforce, in line with the national picture. The number of younger employees has increased beyond the national statistics, but this is due to the apprenticeship programme and if this is removed, this could lead to problems in terms of workforce planning in the future. It is intended to try and establish funding to continue the apprenticeship programme in some form.
- 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.
- The number of disabled employees at Bolsover has increased significantly, but is still below the national picture. This will continue to be monitored quarterly.

5. Consultation

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

- Senior Management Team
- Extended Management Team
- Trade Unions
- Disabled Employees Group
- Investors in People Working 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 is 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 additional leave.

Total Reward - is a term adopted to describe a reward strategy bringing together all the investments an organisation makes in its workforce (e.g. pay, pensions and learning and development), with everything employees value in working for an organisation, such as flexible working and career opportunities. It goes beyond base pay by highlighting the range of benefits within the employment package that underpins the organisation’s culture and objectives. It promotes and encourages employee engagement, which in turn improves organisational performance. Its aim is to give all employees a voice and choice on the total reward offerings, and enhance the psychological contract between employer and employee.

Senior Reward Mechanisms – this term is used to describe the base salary, pay progression and terms and conditions provided to Chief Officers.

Gender Workforce Segregation – is 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 ACHIEVEMENTS IN THE PEOPLE STRATEGY 2008-11

CORPORATE AIM	IMPROVEMENT	EXPECTED OUTCOMES	ACTUAL OUTCOME
Strategic Organisational Development	Seek accreditation to Investors in People Standard by September 2008	National accreditation of quality standard. Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Accreditation to IIP Standard in August 2008 Employee Survey Q1 – has remained static at 83%, but this has been against a significant background of change through the implementation of Job Evaluation
Strategic Organisational Development	To complete the Leadership Development Programme by March 2010	Increase in the % of employees who feel that overall they are being well managed. (Employee Survey Q9)	Employee Survey Q9 – has increased significantly over the life of this strategy and previous strategy when the leadership development programme commenced from 54% in 2004 to 81% in 2009
Social Inclusion	Completion of Pay and Grading Review by October 2009	Compliance with Equal Pay legislation Increase in % of employees rating as good pay and conditions as a reason for working for the Council (Employee Survey Q2)	Implemented for majority of employees in April 2009, with the repairs operatives agreement being implemented from May 2010 Employee Survey Q2 – Increase from 34% in 2007 to 44% in 2009. In addition this is now cited as the main reason for new employees joining the Council in the 2010/11 survey of new starters.
Strategic Organisational Development	Review workforce/succession planning systems by March 2010.	Reduction in the number of unfilled vacancies during 2010/11, compared with previous years	Workforce succession planning systems introduced in January 2010. 4 apprenticeships have been put in place to address future skills gaps. Reduction in number of unfilled from 4 in 2009/10 to 1 in 2010/11

CORPORATE AIM	IMPROVEMENT	EXPECTED OUTCOMES	ACTUAL OUTCOME
Strategic Organisational Development	Review consultation mechanisms, including Employee Survey, to identify improvements by September 2010	Increase in the % of employees who feel the Council keeps them well informed (Employee Survey Q35)	Employee Survey reviewed October 2009. Consultation Framework reviewed July 2010. Results from Employee Survey 2011 awaited
Strategic Organisational Development	To introduce a programme of stress busting events by October 2010	Reduction in the number of working days lost due to stress based on Safety Committee Statistics	No. of days lost due to stress related absence has reduced significantly over the life of the strategy as follows: 2007/8 – 712 days lost 2010/11 - 462 days lost
Strategic Organisational Development	To identify ways of valuing performance by December 2010	Increase in % of employees who believe their contribution at work is valued (Employee Survey Q1)	Actions taken by SMT include the introduction of the Employee Award Scheme and issuing of communication on number of employees with zero sickness absence Employee Survey Q1 remained static at 83%, but this has been against a significant background of change through the implementation of Job Evaluation
Social Inclusion	To implement actions in the Gender Equality Scheme	Introduce monitoring systems for sexual orientation/religion and set improvement targets by April 2009 Information systems established to identify gender workforce segregation/improvement plans established by October 2009	Monitoring systems introduced July 2008. Increase in employees declaring their sexual orientation/religion has increased since the implementation date demonstrating confidence in this sensitive data being collected Improvement Plan in place from April 2009. Impact has been an increase of one female repairs operative.

CORPORATE AIM	IMPROVEMENT	EXPECTED OUTCOMES	ACTUAL OUTCOME
		Review Harassment & Bullying Policy to include transsexual/transgender employees and issue Gender Re-assignment Guidelines to Managers by October 2010	Transgender Guidelines issued to managers October 2010. Harassment & Bullying Policy approved by Council in January 2011
Strategic Organisational Development	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 with the Council by March 2011	Compliance with legislation/ introduction of the most relevant staffing structure for all future joint projects	There have been a number of achievements during the life of the strategy:- <ul style="list-style-type: none"> • Security and Stores externalisation to the private sector • Introduction of mobile working • Revised Senior Management Structure • Revised HR/Payroll Structure • Closure of the Restaurant • TUPE transfer of LEGI employees to Nottinghamshire County Council • TUPE transfers to the Joint ICT service with NEDDC • Reductions in workforce in response to planned budget cuts • Strategic Alliance – appointment of Joint CEO

CORPORATE AIM	IMPROVEMENT	EXPECTED OUTCOMES	ACTUAL OUTCOME
Strategic Organisational Development	To consider skills shortages, including the possibility of signing the 'Skills Pledge' by March 2011	Signing of skills pledge Increased level of skills in the workforce	Skills Pledge signed December 2008 35 NVQ Level 2 qualifications delivered between April 2009 and March 2011. National benchmark is 10 per annum

Improvement Plan

Corporate Aim/ Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Strategic Organisational Development Regular briefings on the progress of the Savings Strategy	Director of Resources	March 2013	Savings targets identified in 2010/11 met/ new savings targets established	Internal resources		
Strategic Organisational Development Implementation of Strategic Alliance Management Structure	Joint Chief Executive Officer	March 2012	Reduced management costs	Internal resources		
Strategic Organisational Development Production of Strategic Alliance Improvement Plan relating to HR issues/senior reward mechanisms for the joint posts	Head of HR/ Payroll	October 2012	Plan for harmonisation of HR processes for the Strategic Alliance	Internal resources		
Strategic Organisational Development Commence a refresh of the People Strategy	Head of HR/Payroll	April 2012	Revised People Strategy produced	Internal resources		

Corporate Aim/ Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Strategic Organisational Development Review of Induction/Learning and development processes to reflect revised recruitment patterns	Organisational Development Officer	March 2012	Reduced internal resources required to deliver mandatory learning and development events/ more timely delivery for new employees	Internal resources		
Social Inclusion To review the feasibility of commencing a further apprenticeship programme	Apprenticeship Co-ordinator	March 2012	Proposals for an Apprenticeship Scheme which takes into account local unemployment issues and internal workforce issues	Internal resources		
Social Inclusion To evaluate the Public Sector Apprenticeship Programme	Apprenticeship Co-ordinator	June 2012	% reduction in unemployed in Bolsover District compared with National unemployment 70% achieved agreed learning outputs 50% gained employment/ other study within six months of leaving the programme	Internal resources		

Corporate Aim/ Improvement	Lead Officer	Target Date	Expected Outcome	Resources	Progress Update	Actual Outcome
Strategic Organisational Development To investigate the feasibility of introducing an internal coaching/mentoring skills course for managers	Organisational Development Officer	March 2013	To be determined following review of Employee Survey Questions in 2011	Internal resources		
Strategic Organisational Development Implementation of Investors in People Improvement Plan	Organisational Development Officer	March 2014	To be determined following IIP re-accreditation visit in July 2011	Internal resources		
Strategic Organisational Development To produce a Reward and Recognition Policy, based on a Total Rewards approach	Head of HR/ Payroll	March 2014	% of employees rating good pay and conditions as a reason for working for the Council maintained/improved beyond the 2009 rate of 44%	Internal resources		
Social Inclusion Implementation of Equal Pay Action Plan	Head of HR/ Payroll	Dec 2014	Compliance with equal pay legislation/ avoidance of future equal pay claims	Internal resources		