

## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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**REPORT TO:** Leader and Cabinet

10 November 2011

**AUTHOR/S:** Executive Director, Corporate Services

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### PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY & ACTION PLAN

#### Purpose

1. The purpose of this report is to highlight the benefit to the Council of a People & Organisational Development (OD) Strategy and to seek Cabinet's agreement to the strategy and Action Plan as attached in the accompanying **appendices**.
2. This is not a key decision as the 2011 actions and commitments are within existing budgets.

#### Recommendations

3. It is recommended that Cabinet approve the People and Organisational Development Strategy and Action Plan for the Council.

#### Reasons for Recommendations

4. The strategy completes the three elements of the Council's forward planning exercise. It provides the people, culture and skills development focus to complement the Corporate Plan and Medium Term Financial Strategy (MTFS).

#### Executive Summary

5. The strategy will enable the organisation to change and improve, in a clear and structured way, by linking the Council's Corporate Plan (what do we want to achieve?), the MTFS (what are our financial resources?) and, the OD strategy (what do we need from our people?). It provides a direction of travel for the organisation and its people, which reflects the Council's Vision and Three A's.
6. The strategy sets out a number of actions, which will ensure that Members, Managers and staff are equipped to deliver the Corporate Plan within the resources outlined in the MTFS. The development actions will ensure that those who represent, and deliver services to, our residents will have the skills, knowledge and behaviours to deliver positive results for our communities.

#### Background

7. Previously, the Council had in place a Workforce Plan, which provided data about our staff and the key workforce issues for the future. This plan was considered somewhat in isolation, however, suggesting that people and organisational development was somehow an 'add-on'. This strategy will continue to take account of our employee demographic and the changing face of employment, but will go much further to recognise that strong leadership from Members and Managers accompanied by aligned behaviours and attitudes of staff are fundamental to everything the Council does.

8. The strategy is the 'umbrella' under which sit all the policies, procedures and strategies relating to culture, people management & development, communication and reward:
  - How we ensure that our Members & Managers develop strong leadership skills;
  - How we support staff to develop careers, and achieve their full potential;
  - How we ensure that Members are equipped with the skills, to tackle a wide range of community issues and projects;
  - How we manage and monitor our performance and ensure that our Members and employees demonstrate our values and expected behaviours;
  - How we enhance our reputation as an employer and community leader.
9. We can't deliver services to our diverse communities, or even identify those needs in the first place, without the right people doing the right things in the right ways. Our strategy will promote better engagement and consultation with our staff and residents to ensure that we listen to their feedback and take their comments on board when changing or delivering our services.
10. The OD strategy has been developed with these requirements in mind. Following guidance from the Chartered Institute of Personnel and Development (CIPD) and best practice examples from other high performing authorities, the strategy places emphasis on high performance outcomes by developing a coaching culture within the organisation.
11. The action plan, which covers the period 2011 to 2014, will be 'owned' by Members and Managers from all service areas. There are actions, which straddle service areas and therefore it is recommended that progress is monitored, six-monthly, by Executive Management Team and the Portfolio Holder with responsibility for Staffing. The strategy will be reviewed and updated annually to ensure that it remains fit for purpose.

### **Considerations**

12. Our Vision, Three A's, Corporate Plan, MTFs and Service Plans set out our key objectives to deliver positive results for the community, identifying actions, targets and success measures, and the level of resources allocated to each. The introduction of the OD strategy provides a critical link from these plans to the people dimension of our organisation.

### **Options**

13. The current Workforce Plan, due for revision in 2010, is no longer fit for purpose. It describes the workforce in terms of demographic data; it doesn't take account of Member development and, doesn't reflect the Council's ambitions moving forward. It is recommended that the workforce profiling data is provided via existing HR information systems and, that the development aspect of the Workforce Plan is replaced by the OD strategy.
14. The OD strategy takes the organisation forward in a clearer and more focussed way by charting actions and commitments to our employees and Members in an easy to follow plan. It is recommended that this approach is more suited to our organisation.

## Implications

15.	Financial	2011 actions & commitments are within existing budgets
	Legal	None
	Staffing	None
	Risk Management	Failure to have the right people and skills leading to lack of capacity would have an adverse effect on service delivery.
	Equality and Diversity	The strategy is linked to the Equalities Policy. Actions in relation to improving community leadership and communication skills will improve links to all aspects of our communities.
	Equality Impact Assessment completed	Yes Partial EQIA has been carried out – no adverse impact identified
	Climate Change	None

## Consultations

16. Executive Management Team & Finance & Staffing Portfolio Holder have been consulted on the strategy and action plan.

### Consultation with Children and Young People

17. No specific consultations have been undertaken with children or young people.

## Effect on Strategic Aims

18. The OD strategy and action plan support the delivery of the Council's Aims, Vision and Corporate Plan. It ensures that people development is aligned to what the Council wishes to achieve in the medium term. The action plan provides an overview of key development activities aimed at developing strong leadership skills, which will be essential to achieving our strategic aims.

## Conclusions / Summary

19. The audit & quality inspection regimes and professional management bodies have, for some time, recognised that people development is key to achieving high performing cultures in organisations. Traditionally this was reflected in workforce plans, which focussed on employee demographics and skills training. The workforce plan and people dimension of organisations has often been seen as a 'stand alone' aspect.
20. Current guidance and best practice recommends that organisations forge strong strategy links between organisational vision, corporate objectives, financial plans and the people dimension of the organisation. The People & Organisational Development Strategy at Appendix 1 has been written to achieve this for the Council. It is recommended that Cabinet approve the strategy and action plan.

**Background Papers:** the following background papers were used in the preparation of this report:

[www.CIPD.co.uk](http://www.CIPD.co.uk) - organisational development toolkit

[www.managers.org.uk](http://www.managers.org.uk) - organisational development articles

Local Government Employers – Workforce resources and good practice (July 2010)

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