



Report To: Scrutiny and Overview Committee

4 September 2014

Author/s: Executive Director (Corporate Services) /
Human Resources Manager

Portfolio Holder: Cllr Simon Edwards – Finance and Staffing

PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY

Purpose

1. To inform the committee on:
 - a) The benefit to the Council of a People & Organisational Development (OD) Strategy
 - b) To set out the progress against the OD Action Plan since 2011
 - c) To advise the committee on the revisions to reflect the Council's direction and priorities for the medium term.
2. This is not a key decision as the 2014/2015 actions and commitments are within existing budgets.

Recommendations

3. It is recommended that the Scrutiny and Overview Committee note the progress made since 2011 and indicate their support for the People and Organisational Development Strategy (OD) and Action Plan 2014 – 2017.

Background

4. Prior to 2011, the Council provided data about staff and key workforce issues for the future by means of a Workforce Plan. This plan, although useful, did not provide the necessary links and reference to organisational direction and culture. The OD strategy developed in 2011 continued to take account of our employee demographic and the changing face of employment, but went 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.
5. The strategy acts as the 'umbrella' under which sit policies, procedures and strategies relating to culture, people management & development, communication and reward and how we:
 - Ensure that our Members & Managers develop strong leadership skills;
 - Support staff to develop careers, and achieve their full potential;
 - Ensure that Members are equipped with the skills, to tackle a wide range of community issues and projects;
 - Manage and monitor our performance and ensure that our Members and employees demonstrate our values and expected behaviours;
 - Enhance our reputation as an employer and community leader.

6. The action plan for the period 2011 to 2014, has been 'owned' by Members and Managers from all service areas. Progress against actions has been monitored, six-monthly, by Executive Management Team and the Portfolio Holder with responsibility for Staffing. The strategy has been informally reviewed and updated annually to take account of emerging priorities and to take the organisation forward in a clear and focussed way.

Considerations

7. The OD Action Plan set out a number of ambitious actions in terms of developing our people to meet the Council's Vision and Aims. The plan focussed on facilitating organisational change within a learning environment. Progress against the plan has been discussed regularly with the Portfolio Holder for Staffing.
There has been significant progress against the previous action plan:
 - Delivery of the Leadership Development programme to over 40 staff
 - Achievement of Investor in People Silver Award
 - Improved performance and absence management
 - Launch of new PDR scheme which identifies required attitudes, behaviours and values
 - Member Development Charter re-accredited
 - Improved focus through the Member Development Strategy
 - Increased number of apprenticeships
 - Delivery of corporate training programme for letter and report writing
 - Improved flexible working and remote working arrangements
 - Changes to Corporate Brief process
 - Increased opportunities for personal development through secondments and projects
 - Introduction of a Leadership Forum
 - Leadership lunches with a range of guest speakers
 - Investment in the development of women
 - Development of an internal coaching pool
8. The OD strategy for 2014 to 2017 builds on the achievements and progress made under the previous action plan and takes the organisation forward by charting actions and commitments to our employees and Members in an easy to follow plan.
9. The process of gaining accreditation for the Member Charter in January 2012 enabled the Council to utilise the framework standard to make planned improvement to member development. The re-assessment in June 2013 demonstrated that significant improvements had been accomplished.
10. The Portfolio Holder has indicated that, in the main the Member Charter standards were helpful in taking member learning forward however, it is not planned to apply for re-accreditation but to use the OD strategy and action plan as a vehicle to deliver member learning and support in the future. In particular, using opportunities for joint member and officer learning where possible. The Member Development Strategy has been revised for 2014 and will be presented to Council in September. The new learning actions for members have been reflected in the OD Strategy.

Options

11. The 2011 to 2014 strategy and action plan is scheduled for review and update this year. The OD strategy and action plan has been used to bring about challenge to, and changes in how we do things, rather than just a change in systems, processes and structures. It is recommended that the Scrutiny and Overview Committee support the revised strategy and plan.

Implications

12. In the writing of this report, taking into account financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered: -

Financial

13. None at present. OD Actions for 2014 / 2015 are within current budgets.

Staffing

14. Professional management bodies have, for some time, recognised that people development is key to achieving high performing cultures in organisations. This is underpinned by strong leadership, positive working environments resulting in engaged employees who reach their full potential. Our employees say that personal growth and professional learning and development opportunities along with flexible working are highly valued along with a good working environment.

Consultation responses (including from the Youth Council)

15. Executive Management team , Policy and Performance Manager, Democratic Services Team Leader and members of the Scrutiny Committee have been consulted on the strategy and action plan.

Background Papers

The following background papers were relied upon in the writing of this report:

www.CIPD.co.uk - organisational development toolkit

www.managers.org.uk - organisational development articles

Report Author: Susan Gardner-Craig – Human Resources Manager
Telephone: (01954) 713285