

## REPORT

**SUBJECT: People Strategy**

**MEETING: Cabinet**

**DATE: 25<sup>th</sup> July 2018**

**DIVISION/WARDS AFFECTED: All**

### 1. PURPOSE:

- 1.1 The purpose of this report is to present the next iteration of the Council's People Strategy and accompanying action plan.
- 1.2 To seek endorsement of the strategy as the principal means of ensuring our people and organisation are supported and enabled to deliver solutions to increasingly complex challenges and secure ongoing improvement.

### 2. RECOMMENDATIONS

- 2.1 That Cabinet considers the draft Strategy and action plan for approval as our overarching framework for People and Organisational Development. To support its role in ensuring the organisation is equipped with the collective capacity, capability and mindset to meet financial and improvement challenges and respond to opportunities that present.

### 3. KEY ISSUES:

- 3.1 We know that our people are best placed to identify, design and deliver the changes we need to make to effectively respond to continued austerity, rising demand and increasingly challenging demographics. "People to Purpose" is the latest iteration of our People Strategy and continues to build on the activities and outcomes of the last version "Monmouthshire People".

The previous iteration focused on creating the conditions for our people to thrive and we have made progress in shifting our culture from a more traditional hierarchical, reactive one to one which is more networked, flexible, proactive and innovative reflecting our organisational values of openness, teamwork, fairness and flexibility whilst being able to better demonstrate the impact of what we do. We are not there yet, and the themes identified in this strategy reflect the areas we need to address to support and enable our people to succeed.

The themes identified, outline in more detail, our progress to date, what works and what doesn't and how we plan to continue to deliver people and organisational development.

Our Themes include:

- Health Safety and Well – Being
- Accountability and Responsibility
- Workforce Planning/ Inclusion and Diversity
- Learning and Development
- Operating Model/Structure, systems and data

#### **4. REASONS:**

- 4.1 We need an approach to people and organisational development that is comprehensive, based on evidence and intelligence that equips our people with the tools and mind-set to tackle problems; optimise opportunities and drive improvement in an increasingly challenging environment. We have a responsibility to be sensitive and supportive of the health and well - being of our colleagues to ensure that they are effectively engaged and motivated to succeed.

#### **5. RESOURCE IMPLICATIONS:**

- 5.1 There are no direct financial resources associated with the report at this stage and specific programmes that require additional support on an 'invest to generate/ save' basis will be brought through the relevant approval channels.

#### **6. CONSULTEES:**

Senior Leadership Team  
Economy and Development Select Committee  
People Services teams

#### **7. BACKGROUND PAPERS:**

People Strategy

#### **8. FUTURE GENERATIONS IMPLICATIONS:**

- 8.1 The People Strategy goes to the heart of our continued social and economic sustainability – both as a Council and County. It is a strategy for all, but recognizes there is 'no one size fits all' and if applied as intended, will create the conditions and culture for people to fulfil their potential in a way that is right for them.

The significant and positive Future Generations impact identified in the assessment are summarised below for members' consideration:

- Our approach to Workforce planning involves ensuring we have the right people ,with the right skills and knowledge now and in the future

and through working in partnership with our colleagues both on and off the payroll we look to develop joint solutions to organizational and societal problems.

- The actions identified reflect the views and comments we receive via a number of different channels including questionnaire, feedback from regulators, training sessions and “on the grapevine” commentary and reflect preventative approach to dealing with the organizational problems that we
- We aim to provide a coherent frame work for the provision of apprenticeships/internships and cadetships that provide learning and development opportunities through paid employment for young people.
- Through the provision of training on the specific goals to raise awareness and to generate new behaviours to ensure the well – being of individuals for current and future generations.

The actual impacts from this report’s recommendations will be reviewed every year and criteria for monitoring and review will include the monitoring of performance indicators through relevant service improvement plans.

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