

REPORT

**SUBJECT: PEOPLE AND ORGANISATIONAL DEVELOPMENT
STRATEGY: 2014 – 2017 PROGRESS REPORT**

MEETING: Cabinet

DATE: 13th April 2016

DIVISION/WARDS AFFECTED: Countywide

1. PURPOSE:

- 1.1 To present an update of progress for 2015/16 and the plan for 2016-17 for the People and Organisational Development Strategy 2014-17.

2. RECOMMENDATIONS:

- 2.1 That Cabinet receives an update of progress for 2015/16 against the People and Organisational Development Strategy for 2014-17.
- 2.2 That Cabinet approves the draft People Services business plan for 2016-17 that contains the Workforce Delivery Plan for the concluding year of the current strategy.

3. KEY ISSUES:

- 3.1 Modern day local government is moving at pace, and our people and organisation needs to keep up with the changes in order for the Council to support sustainable communities and economies. The People and Organisational Development Strategy 2014-17 was approved by Council in April 2015 and remains true to its core purpose in meeting the rapidly changing demands placed on its workforce.
- 3.2 This being the ultimate year of implementation, the People Services business plan has evolved and has been refined through learning and experience, as well as sharing working practices with other organisations to ensure that the Workforce Delivery Plan that support delivery of the strategy is robust, sustainable and fit for purpose.
- 3.3 Whilst we have achieved significant outcomes in the last twelve months, through our collation and review of evidence and demand we are now in a position to present a new way of working across the whole of People Services. We have created an offer to meet the needs of those people both on and off our payroll and organisation, permitting us to future proof our approach.

- 3.4 A comprehensive progress report (appendix 1) both summarises the outcomes achieved in 2015/16 as well as the next steps in delivering a coherent and cohesive People Services offer to the organisation.
- 3.5 The progress report highlights how the work programmes have been designed around evidence and feedback from staff and leadership. There have been notable successes around:
- a) The Talent Lab, the Authority's Corporate Training Function, went from strength to strength, providing flexible training opportunities that are aligned to training needs identified across the organisation;
 - b) Senior Leadership Team spending more time out on the frontline to understand the contribution being made by staff across its many services;
 - c) Responding with action and outcomes to feedback from the staff conference and staff survey;
 - d) Developing innovative ways of communicating with our workforce and understanding their concerns and issues (e.g. MonMinds staff peer group), as well as providing leadership insights and talks;
 - e) Developing a network for volunteer co-ordinators, volunteer toolkit and draft volunteer strategy;
 - f) Providing staff with guidance and support to ensure that they had the tools to do their job;
 - g) The People Service hub has been developed to connect managers and staff to the guidance and policies needed to help them in their roles.
 - h) An award winning 'Select the Best' approach to recruitment was developed, as well as enhanced guidance around safe recruitment.
 - i) The staff performance appraisal framework (Check in Check out) was revised based on feedback.
 - j) The People Services data dashboard has been enhanced to provide accurate and timely information to managers around sickness data, alongside targeted training, advice and support to managers.
- 3.6 The business plan for 2016 – 2017 aligns with the iCounty Strategy, draft A County that Serves Strategy, Engagement Strategy, Chief Officer for Enterprise Annual Report, Improvement Plan, Single Integrated Plan and has a strong focus on the Wellbeing and Futures Generation Act.
- 3.7 A summary of the planned actions for 2016/17 are contained within the business plan (appendix 2). Much of the work programme represents a continuation of the programme of work for 2015/16. However specific regard has been given to feedback and evidence, notably from the Authority's Corporate Assessment.

4. REASONS:

- 4.1 Our people will always be at the heart of everything we do, they are our greatest resource. The collective purpose, passion and talents of our colleagues are the foundations of our success as a council and county.
- 4.2 The 'People Services Offer' will allow us to provide our people with a cohesive path through their entire career with the Authority in supporting

Monmouthshire's communities to become resilient and sustainable. It focusses on the way we plan for, support and develop our people.

5. RESOURCE IMPLICATIONS:

5.1 None directly arising from this report.

6. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING)

6.1 The collective work of People Services and its collaboration with the wider organisation has a positive impact on all of the wellbeing goals, and has been developed collaboratively to help support our colleagues and communities to maximise their contribution to improving social, economic, environmental and cultural wellbeing in Monmouthshire.

6.2 In terms of the People and Organisational Development strategy itself there are no anticipated negative impacts and impacts are significantly positive.

6.3 People Services remain confident that they are delivering a model that is in response to what is required by the organisation, its colleagues and its communities.

7. CONSULTEES:

- a) Senior Leadership Team
- b) People Programme Board
- c) MonMinds Staff Peer Group
- d) Feedback from managers, supervisors and our colleagues on and off our payroll.
- e) Senior Management Team
- f) Economy and development Select Committee

8. APPENDICES

Appendix 1 – People and Organisational Development Strategy – Progress Report 2015/16

Appendix 2 – Draft People Services Business Plan 2016/17

9. BACKGROUND PAPERS:

- (a) People and Organisational Development Strategy 2014-17
- (b) Draft Monmouthshire “A County That Serves” Volunteering Strategy

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