

Report To: Corporate Governance Committee

Date of Meeting: 29th January, 2014

Lead Member / Officer: Director of Modernisation and Wellbeing

Report Author: Director of Modernisation and Wellbeing

Title: People Strategy 2011/14- closure report

1. What is the report about?

The report sets out progress in delivering against the People Strategy, identifies outstanding issues and recommends next steps.

2. What is the reason for making this report?

The People Strategy has been the mechanism for ensuring that the corporate priorities of the council are underpinned by appropriate HR and organisational development work. Progress against the Strategy is being reported to the Corporate Governance Committee to complement the monitoring role it has played with the HR Improvement Plan.

3. What are the Recommendations?

That the Corporate Governance Committee

3.1 notes the progress made and the arrangements to ensure there is continued attention to the outstanding areas set out in paragraph 4.6

3.2 notes that scoping work is being undertaken setting out the strategic HR challenges arising for the council in the period 2014/17

4 Report details

4.1 The People Strategy was developed in 2011 to set out the HR related work that was needed to ensure effective delivery of corporate priorities. Priorities for the People Strategy were agreed by the Senior Leadership Team, working with colleagues in HR.

4.2 The original strategy is attached at Appendix 1. Agreed key themes were:

- 1 Attraction and Retention of Skills and Talent – Ensuring we have the best people for the role
- 2 Workforce Development – Ensuring we develop people appropriately to deliver business objectives
- 3 Employee Engagement – unlocking people’s potential at work

- 4 Managing Change
- 5 Healthy Workforce

4.3 A detailed action plan was developed to enable delivery of the People Strategy. The Year 3 Action Plan, together with updated progress statement, is attached at Appendix 2.

4.4 While the key themes have remained the same, the action plan has evolved over time to take account of significant changes. These have included

- The new incoming council in 2012 with agreement of new corporate priorities and the Corporate Plan
- The reduced emphasis on collaborative working
- Capacity issues arising from the need to pay urgent attention to day to day operations within HR- which led to the development of the HR Improvement Plan
- The Senior Leadership Team view that the action plan needed to be shorter and more focused

4.5 Delivery of the Strategy has been the responsibility both of senior managers within services and staff in HR. The model used has been that of Programme Sponsorship by a Corporate Director and project sponsorship of the 5 themes by nominated Heads of Service. Partnership in this way between services and corporate support functions is essential to ensure ownership. The model has been moderately successful though Heads of Service have found it difficult to find the capacity to drive the themes they are responsible for.

4.6 Most key activities have been delivered. However, appraisal of progress against the objectives set indicates some issues which will need continued attention in taking strategic HR work forward. These are

- Clear evaluation arrangements for the quality and impact of strategic HR work and programmes. *Specific examples include the need for evaluation of the effectiveness of current systems of HR support, including HR guidance on the Intranet and the Corporate Training Plan. This work will be picked up as part of the HR Business Plan.*
- The length of time it takes to agree new policies and working practices and to ensure they are embedded. *Examples include compliance with the References policy and will include the new Attendance Policy and policies/guidelines supporting mobile working. There are general issues here for the HR Business Plan. In addition, SLT will continue to ensure effective delivery of the new Attendance Policy when agreed, and the Modernisation Board will maintain oversight of policies/guidance relating to flexible working and effective implementation.*
- Effective systems for sharing lessons learned and applying to new areas of work. *The main example is our efforts to promote effective change management. Given the extent of change arising from efficiencies, and the potential implications of the Williams review, making the effective delivery of change more consistent will continue to be a significant focus for SLT.*

4.7 It's clear that the council will need to have a clear analysis of the strategic agenda for HR over the next period and work is being done to scope this. Clearly, the outcome of the Williams review could have a major impact. It is less clear how the governance of this work should be managed to best effect. It seems sensible to pause and reflect before deciding this. A pause will enable the completion of work on the HR Improvement Plan and the internal audit work on this planned for April 2014, the completion of key activities within the People Strategy as well as some clarification of the position on LGR. This will not hold up key areas of outstanding work flagged in 4.6 nor the completion of service based workforce plans which are developed annually.

5 How does the decision contribute to the Corporate Priorities?

The People Strategy was explicitly developed to set out the HR agenda arising from agreed corporate priorities.

6 What will it cost and how will it affect other services?

The closure of the People Strategy does not have specific resource consequences. All activity has been undertaken within existing resources and this will continue to be the case both for actions that have not yet been completed and any new actions arising from the current forward scoping exercise.

7 What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

N/A

8 What consultations have been carried out with Scrutiny and others?

Project sponsors and the OD Manager have been involved in compiling this report and the Lead Member has also had the opportunity to comment. The report was considered by CET on 13th January, 2014 and it was on their recommendation that the progress report is submitted to the Corporate Governance Committee.

9 Chief Finance Officer Statement

N/A

10 What risks are there and is there anything we can do to reduce them?

A number of HR related risks are identified in the Corporate Risk Register and actions in the People Strategy explicitly help to mitigate these. They include

DCC004 "The risk that the HR framework doesn't support the organisation's aims. The policies and procedures we have in place need to reflect current organisational strategy (eg flexible working) and HR need to offer support to those functions where the organisation requires it eg restructures."

DCC 001- having effective safe employment systems in place helps to mitigate the
DCC018 Effective Change Management is essential for delivery of the modernisation
programme

11 Power to make the Decision