

CABINET MEETING

Date of Meeting	Tuesday 15th November 2016
Report Subject	People Strategy 2016-2019
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive Chief Officer Organisational Change Senior Manager Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

To achieve the Council's vision for the next five years we will need an organisation that is innovative, agile, connected and transparent, and people issues will be high on the agenda.

Much work has taken place during 2014/2015 to develop the Council's People Strategy which reflects our changing organisation, the changing world of work and the changing aspirations of our people. This includes implementing a range of emerging priorities from the strategy e.g. full implementation of the Council's appraisal scheme and consolidating emerging priorities from an independent assessment of corporate services.

This report provides an update on the People Strategy work, incorporating the findings and actions resulting from the independent assessment. Attached to the report is an updated People Strategy 2016-2019 that is designed to be a simple yet meaningful document accessible to everyone and provides a clear vision and outcomes for future people related work across the organisation.

Moving the strategy forward is critical so it is clear in terms of priorities, actions, roles and responsibilities. There are key actions for Human Resource and Organisational Development. Equally as important is the clarity it provides about the roles and responsibilities of Chief Officers, Managers/Supervisors and Employees in the delivery of this strategy.

RECOMMENDATIONS

1	That Cabinet approves the revised People Strategy 2016-2019 including the vision, outcomes and priorities and the specific roles and responsibilities of Human Resources and Development, Chief Officers, Managers/Supervisors, and employees, in implementing this strategy.
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REPORT DETAILS

1.00	DEVELOPMENT OF THE PEOPLE STRATEGY 2016-2019
1.01	The new People Strategy has been developed against a backdrop of rapid change. Firstly the changing face of local government in Wales with the role of the Council now fully including not just delivery of services, but commissioning of different types of service provision, and enabling communities to deliver services.
1.02	Within the Council we have seen significant change in terms of experienced people leaving the organisation. This puts a stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to this key area.
1.03	<p>Through development of the strategy, including member workshops and discussions with unions, we have identified five key strategic objectives that enable the vision to be realised, these are:</p> <ul style="list-style-type: none">• Planning the Workforce of the Future;• Developing Workforce and Leadership Capacity ;• Managing Performance;• Recognition and Reward;• Enabling Change through Alternative Models. <p>These objectives build on the priorities identified in the independent assessment of Corporate services earlier in the year.</p>
1.04	<p>For 2016-19 this enables the identification of a clear vision, outcomes and priorities.</p> <p>To achieve the vision we need the whole of our workforce to be:</p> <ul style="list-style-type: none">• Customer focused;• Aspirational and optimistic with a 'can do' attitude;• Resilient to the challenges ahead;• Motivated, talented, competent and skilful;• Dynamic and responsive to the changing needs of our residents, customers and stakeholders. <p>If the strategy is achieved, the key outcomes will be:</p> <ul style="list-style-type: none">• Increased leadership and management capability;

	<ul style="list-style-type: none"> • A single consolidated workforce plan and supporting action plans; • Change will be managed fairly, consistently and transparently; • An environment in which managers are given the authority to take/accept responsibility; • A committed, motivated, flexible and professional workforce; • A workforce which is encouraged and supported to consider the health and well-being of themselves and others; • Simplified policies and procedures which are accessible and easy to read; • Improved attendance management interventions; and • The development of an effective pay, recognition and reward framework.
1.05	For the strategy to be a success it needs Chief Officers, Managers and Supervisors and Employees to play key roles in delivery. For the first time the strategy is clear about key actions for Human Resources, and the role of individuals in support of each of the key strategic objectives.
1.06	We recognise that communication is key to the success of the People Strategy and are exploring alternative methods and forums to ensure it is easily accessible across the whole of the organisation and understood by all our employees.
1.07	If the aims of the strategy are achieved then it should contribute to the achievement of the Council's Improvement Priorities without any extra resource. It will also ensure that the workforce is able to respond to future challenges facing the council.
1.08	The next steps in development of the strategy will be the drafting of a full implementation plan. The intention is that this will be brought to Corporate Resources Overview and Scrutiny Committee as a draft for comment before being brought to Cabinet.

2.00	RESOURCE IMPLICATIONS
2.01	The strategy can be delivered within current resources

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None. Any changes to policy or practice as a result of the strategy will be undertaken in line with the Human Resources policy framework and subject to an Equality Impact Assessment (EIA).

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should not create or generate any new risks for the council.

5.00	APPENDICES
5.01	Appendix A – Proposed People Strategy 2016-2019

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None Contact Officers: Sharon Carney Telephone: 01352 702139 E-mail: sharon.carney@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Commissioning of Services – The development of service provision that includes the specifying of requirements and procurement of organisations other than the Council to deliver services.