

 <b>Employment Committee – September 24<sup>th</sup> 2012</b>		<b>Agenda Item No. 6</b>
<b>Title</b>	People Strategy Update including IIP Actions	
<b>For further information about this report please contact</b>	Karen Warren – HR & OD Manager	
<b>Wards of the District directly affected</b>	None	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	Yes/No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	September 2011	
<b>Background Papers</b>	None	

<b>Contrary to the policy framework:</b>	Yes/No
<b>Contrary to the budgetary framework:</b>	Yes/No
<b>Key Decision?</b>	Yes/No
<b>Included within the Forward Plan? (If yes include reference number)</b>	Yes/No
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	Yes/No (If No state why below)
EAls will be undertaken if required for each section of work rather than the collated collection of work which is the People Strategy document.	

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	18/6/12	CMT
Head of Service	12/9/12	Susie Drummond
CMT	18/6/12	As above
Section 151 Officer	14/9/12	Mike Snow
Monitoring Officer	12/9/12	Andy Jones
Finance	14/09/12	Mike Snow
Portfolio Holder(s)		Cllr Grainger
<b>Consultation &amp; Community Engagement</b>		
<p>The changes are that the IIP action plans have been incorporated into the People Strategy SMT have seen the IIP action plan list and this document separately. This paper will be at the MTUJF 18<sup>th</sup> September 2012</p>		
<b>Final Decision?</b>	Yes/No	
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. SUMMARY

- 1.1 This report brings forward an updated People Strategy Action Plan following the Investors in People (IIP) assessment in May 2012 incorporating the action plan. It also provides Employment with an early indication of the recommendations from the recent Peer Challenge undertaken in May 2012.

## 2. RECOMMENDATION

- 2.1 That the Committee note the report and agree to nominate Member (s) to form part of the People Strategy Steering Group to monitor progress on the Action Plan.
- 2.2 That the Committee authorise the HR&OD Manager with the delegated authority to update the People Strategy with any actions arising from the Peer Challenge Improvement Plan.
- 2.3 That the Committee notes the work that is ongoing on the cultural change strand of Fit for the Future (FFF).

## 3. REASONS FOR THE RECOMMENDATION

- 3.1 The People Strategy is key in supporting the Council's work on FFF, especially cultural change. It is reviewed and updated annually. The action plan arising from the IIP assessment has been incorporated into the People Strategy Action Plan. The People Strategy Steering Group of nominated Members and officers will monitor and measure delivery of the Action Plan.
- 3.2 The Peer Challenge highlighted a number of areas recommended for improvement; one of the areas was the need for greater speed in delivering the FFF third strand which is cultural change. To deliver cultural change, much of the work sits within the key priorities of the People Strategy therefore it is essential that the Peer Challenge Improvement Plan actions and deliverables are reflected in the People Strategy Action Plan. The Peer Challenge Improvement Plan will be submitted to Executive in October 2012 for approval.
- 3.3 Fit for the Future has three strands of work – improving services to customers, making savings and culture change.
- 3.3.1 In order to deliver the savings and customer service improvements of FFF, the organisation needs to ensure it has the right people with the right skills to deliver. The cultural change required is about how WDC conduct themselves as an employer, in the community and as a service provider; it isn't necessarily about what WDC do.
- 3.3.2 WDC recognises that key to any change required is a strong sponsor and top level support – the Chief Executive is the sponsor of this work. The Senior Management Team (SMT) has been working on defining the culture needed and what support and training will be required. A Leadership Development Programme has been in place since 2012, to support SMT in leading the changes.
- 3.3.3 Work has also commenced with an organisational wide message from the Chief Executive inviting views, suggestions and opinions on what needs to change and how this might be achieved. This is supported with a clear plan for feedback and actions for the whole organisation as well as a new approach to broader and better communication channels.

## 4. POLICY FRAMEWORK

- 4.1 **Policy Framework** – the report does not bring forward changes to the policies listed below:
- Development Plan Documents
  - Fit for the Future – see below

- Food Law Enforcement Service Plan
- The plan and strategy which comprise the Housing Investment Programme

4.2 **Fit for the Future** – The strategy now reflects the priorities and actions that were key themes from the IIP assessment. The themes within FFF encourage a focus on the customer and continuous improvement – both of these are reflected in the revised strategy and many of the actions will bring about the cultural change that is key within the FFF programme.

## 5. **BUDGETARY FRAMEWORK**

5.1 There is not an impact on the Budgetary Framework, including the process set out in the Budget and Policy Framework Procedure Rules within the Constitution.

## 6. **ALTERNATIVE OPTION(S) CONSIDERED**

6.1 To have a separate action plan; this was discounted as it should be captured in the umbrella strategy of the People Strategy

## 7. **BACKGROUND**

7.1 The revised action plan is attached at Appendix 1.

7.2 The Peer Challenge was conducted in May 2012 and was lead by Andrew North, Chief Executive of Cheltenham Borough Council. Amongst service focused recommendations for improvement, there was a strong reference to the cultural change that was the third objective in the FFF programme.

7.3 It is essential that this work is completed and it becomes a priority for the organisation.