

CHESHIRE EAST COUNCIL

REPORT TO: CABINET

Date of Meeting: 16 March 2010
Report of: Paul Bradshaw, Head of HR & Organisational Development
Subject/Title: People and Organisational Development Strategy
2010 - 2015
Portfolio Holder: Cllr Keegan

1.0 Report Summary

- 1.1 This report seeks approval for the first comprehensive People and Organisational Development (OD) Strategy for Cheshire East Council 2010 - 2015.

2.0 Decision Requested

- 2.1 Members are asked to:
- i. Approve the People and OD Strategy 2010 – 2015
 - ii. Agree to receive bi-annual progress reports on the strategy.

3.0 Reasons for Recommendations

- 3.1 The People and OD Strategy sets out how the Council will ensure that it has a skilled, motivated and high performing workforce. Which in turn will support the Council in realising its vision and enable continued improvement and transformation.

4.0 Wards Affected

- 4.1 None

5.0 Local Ward Members

- 5.1 None

6.0 Policy Implications including - Climate change - Health

- 6.1 None

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

- 7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

- 8.1 The approval of the People and OD Strategy does not, in itself, have financial implications. Activities under the strategy will be built into the business planning of the HR and OD function and, wherever possible, delivered from within existing resources.
- 8.2 Every opportunity will be taken to secure external grant funding to support specific projects through avenues such as the North West Improvement and Efficiency Partnership Group.
- 8.3 If additional resources are required for specific projects, one off business cases will be prepared where initiatives can be progressed on the principles of invest to save; where up front investment can be offset against genuine and quantifiable return over a medium timescale.

9.0 Legal Implications (Authorised by the Borough Solicitor)

- 9.1 None

10.0 Risk Management

- 10.1 None

11.0 Background

- 11.1 The People and OD Strategy 2010 – 2015 has been developed to provide high level context and direction for effective people management within and across the Council for the next 5 years.
- 11.2 The way in which we recruit, retain, reward and develop our staff is critical to the future success of the council and the achievement of corporate objectives. If we are to continue to transform and ensure that our employees deliver the very best services, an effective and meaningful People and OD strategy is vital.

12.0 Principles of the Strategy

- 12.1 3 key principles underpin the Strategy:

The 4 C's – customers, costs, culture and to enable cross cutting issues to be supported through cross-cutting working.

Engaging our People – an engaged workforce will be essential to improve both what we do – and how we do it.

Learning and continuous improvement – to learn from what we do and share this with others.

13.0 A Whole System Approach

- 13.1 A major importance to any strategy and indeed a necessity for deriving the maximum benefit from it is to identify the interconnections. These are represented graphically in Section 3, on page 10 of the Strategy.

14.0 Strategic Themes.

- 14.1 The strategy sets out our priorities and actions in six thematic areas:

1. Organisational STYLE - focusing on our style through developing leadership at all levels and building high performance teams and culture.
2. Organisational STRATEGY - focusing on our strategy through developing our strategic effectiveness in 'growing' future capacity.
3. Workforce SKILLS - focusing on our skills through developing our workforce for change and improvement.
4. SYSTEMS for improving - focusing on our systems through developing those which support organisational development, growth and improvement.
5. Developing our STRUCTURES – focusing on our structures through developing mechanisms, support programmes and working with others to provide advice which enables structural change for improvement.
6. Supporting and engaging our STAFF - focussing on our staff through developing, improving, learning from and engaging with our workforce.

- 14.2 The strategy is also clearly aligned to the ASPIRE shared values, which ensures that our programmes and activities continue to embed these values and develop our culture around them.

- 14.3 Headline projects and programmes within each of the key themes above are identified on pages 11 - 14 of the Strategy and expected key outcomes from within each theme are contained within the table on pages 16 – 18.

15.0 Consultation and launch

- 15.1 Consultation with CMT, Members (via Staffing Committee), Trade Unions has taken place over the past few months. Comments and feedback received have helped to refine the strategy and ensure that we prioritise and place emphasis on those actions which will achieve the most relevant outcomes.

- 15.2 The launch of the strategy will include road shows in the main Council buildings, employee flyers and articles in Team Brief and Team Talk.
- 15.3 Promotion of the strategy brings with it a very positive message about the Council's commitment to becoming an employer of choice and its commitment to engaging with, supporting and developing our employees.

16.0 Reporting Progress

- 16.1 The action plan for this strategy will form the basis of the HR and OD service plan and will be reviewed annually in line with service planning arrangements. The first action plan will run from March 2010 – March 2011. The strategy is 'outcome' focused and a traffic light system will be used to monitor progress against specific projects and actions. We will also report bi-annually to Members and CMT on the progress and developments made within the People and OD Strategy.
- 16.2 This strategy is a 'live' document and will be reviewed regularly to ensure that it is current, up to date and continues to be aligned to the Corporate Objectives and other related plans and strategies.

17.0 Overview of Year One and Term One Issues

- 17.1 None

18.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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