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| **Meeting** | Board | |
| **Date** | Wednesday, 07 July 2021 | |
| **Title of report** | People and Organisational Development Strategy 2021/24 | |
| **Purpose** | For approval/decision | |
| **Public/private report** | Public | |
| **If private, exemption reason (see appendix 1)** | Choose an item. | |
| **Author** | Director of Resources | |
| **Appendix** | Cafcass People and Organisational Development Strategy 2021-24 |



KEY POINTS

* The People and Organisational Development Strategy covers the years 2021-24 and supports the delivery of the People Pillar in the Cafcass Strategy.
* It is a comprehensive strategy covering all areas of people and organisational development. Work is already underway on many of this year’s deliverables and progress will be reported through the new People Committee (sub-committee of the Cafcass Board).
* The final document will be repositioned to be a more outwardly facing document and to better reflect work already progressed on both organisational values and leadership behaviours.

1. AIM AND PURPOSE
   1. Our People and Organisational Development Strategy 2021-24 sets out our people priorities that will contribute to the Cafcass Strategic Objectives. We have a broad and diverse workforce comprising directly employed, self-employed and agency workers who deliver front line social work services to children and families.
   2. It is critical to this that we also have a range of vital specialist professional services whose role it is to provide critical support to enable the best possible front-line service. This strategy outlines our approach to and relationship with our people to ensure we live our values and deliver outcomes to the Children and Families we serve.
   3. It seeks to enable and equip our people to deliver quality services for children and families in the justice system who use our service.
2. KEY STRATEGIC AREAS TO CONSIDER
   1. Our Priorities and themes
      1. The following themes are the key components of our Strategy and set out below are our priorities in respect of each of those areas, why we need to focus on these themes, what we will do to achieve our aims and how we will know we have succeeded.

**1. Our Culture, Values and Behaviour**

**We will:**

* **Refresh our values**
* **Develop Behaviour Frameworks** for staff and leaders to further clarify standards and expectations
* **Embed our new values** and behaviour frameworks in our key people related activity:
  + Performance and Learning Reviews
  + Recruitment and Selection
  + Learning and Development
  + Reward and Recognition

**2. Attract, Retain, Reward and Recognise Talent**

**We will:**

* Continue to **develop our brand** and make Cafcass a destination and inclusive employer where talent from diverse backgrounds are attracted and retained.
* Continue to develop our **Resourcing Strategy**.
* We will continue to develop a **total reward package**

**3. Developing our Workforce and Future Proofing our Plans: Understanding our Workforce Metrics, Workforce Planning and Development**

**We will:**

* Develop a clear strategic approach to **workforce planning**
* Continue to value our existing workforce by enhancing further our **retention strategy,** we want to keep the talent we have.
* **Talent Management** – we will continue to develop our successful Emerging Talent programme and expanding into a framework for **Succession Planning** and real opportunities for career advancement.
* **Leadership development**, we will continue to invest time and effort in developing our leaders and managers at all levels, top, middle and aspiring.

**4. Organisational Development and Design – Supporting our People**

**We will:**

* Review our **organisational shape size, and design** to ensure resilience, career pathways are clear to allow progression, assist retention and that spans of control and spheres of responsibility are appropriate.
* Review and ensure that our **Strategic Planning** processes are clear streamlined and aligned with Strategic Plans, Financial plan, workforce plans
* Develop a clear and simple approach to **service and business planning** and ensure these are aligned to individual performance plans
* Continue to review our **governance and decision-making** arrangements and practices.

**5. New Ways of Working, Leading Change and Transformation**

**We will:**

* **Develop a shared vison of the transformation** we are seeking and a programme of delivery.
* Ensure our **change management and transformation capacity and capability** is developed to facilitate change in the most effective way.
* Ensure our **people and organisational transformation processes, systems and oversight are simple, clear and effective**
* Ensure our **people and organisation policies, practices** and culture facilitate the transformation.

**6. Employee Voice and Valuing the Uniqueness of Every Individual**

**We will:**

* **Refresh and republish our Equality Diversity and Inclusion Strategy 21/24**
* Continue to build and **develop a clear annual EDI delivery plan**
* Develop in collaboration with communications our **Employee Engagement Strategy**
* Create a **visible leadership and engagement culture** with staff and FCYPJB
* Facilitate **annual staff surveys** and **pulse surveys** and share actions with staff.

**7. Health and Wellbeing (Resilient and Sustainable)**

**We will:**

* Develop a **Health and Wellbeing Strategy.**
* Continue to develop and promote a suite of interventions and resources to meet the diverse needs of the workforce.

**8. Management Oversight /Quality of Service**

**We will:**

* Continue to review and develop our approach to management oversight, supervision and **Performance Learning Reviews.**
* Develop employee lifecycle plans and ensure all core employee life cycle processes are delivered efficiently and expertly.
* Ensure our managers and leaders are recruited and developed to our defined and required standards.

1. RECOMMENDATION AND NEXT STEPS
   1. The People and Organisational Development Strategy 2021-24 represents a comprehensive approach encompassing all areas of HR and organisational development, it is recommended that the board approves the workplan for the next three years to support the delivery of both the People Pillar and of the Cafcass Strategy 2019-22. Work is already underway on many of the deliverables in the plan, with organisation values within the practice framework ‘TOGETHER’ to be launched shortly and leadership behaviours be launched soon afterwards.
2. ACTION REQUIRED
   1. The Board is asked to:
      1. **APPROVE** the workplan content (what we will do) that underpins the People and Organisational Development Strategy 2021/24 (Appendix 1).
      2. **APPROVE** that updates and progress on the strategy are taken to the new People Committee (sub-committee of the Cafcass Board).
      3. **NOTE** that the People and Organisational Development Strategy 2021/24 document (Appendix 1) will be repositioned to be a more outwardly facing document and to better reflect work already progressed on both organisational values and leadership behaviours.