

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

24th October 2022

Report of the Head of People and Organisational Development – Sheenagh Rees

Matter for information

Wards affected: all wards

The Chartered Institute of Personnel and Development: People Development Partner Status

Purpose of the Report:

To inform members that the council has been awarded People Development Partner Status by the Chartered Institute of Personnel and Development (CIPD).

Executive Summary:

The report provides background to the CIPD's People Development Partner (PDP) Scheme. The CIPD have assessed the council's HR team against the CIPD Profession Map, benchmarking data, and conducted a survey of managers, employees and trade unions to determine the impact the team are having on the council. This has confirmed a number of areas of strength, and some areas for further development. This has helped to inform the Strategic Workforce Plan as well as the development plan for the HR team. The partnership working with the CIPD will continue and will help us to ensure that our HR team and our people practices are the best they can be.

Background:

In 2021 the council began working in partnership with the Chartered Institute for Personnel and Development (CIPD) via their People Development Partner (PDP) Scheme which seeks to recognise

organisations that are demonstrating a real commitment to better work and working lives.

To be a CIPD People Development Partner, an organisation must:

- Recognise and align HR capability and practices against the CIPD's international standard of excellence (the CIPD Profession Map)
- Be committed to the ongoing professionalism of its HR people through qualifications and membership
- Be a champion for the profession by providing entry points (for example through apprenticeships and graduate programmes)
- Work with the CIPD to continually support the HR team to thrive through training and development
- Invest back into the wider profession by participating in research and policy.

The key to success for any business is how it develops, attracts and retains its people. We see the vital importance of having the very best HR capabilities and talent working for this council and that is why we have worked with the CIPD to be the best that we can be.

People Development Partner Scheme

The CIPD assessed the council for PDP Status in the summer of 2022, and by becoming a People Development Partner this has confirmed the council's dedication to raising the capability, credibility and impact of its people functions, including its Human Resources, Training and Organisational Development functions. The council is the first employer in Wales, and one of the first councils across the United Kingdom to be assessed by the CIPD in this way.

As part of the scheme the CIPD carried out a People Impact Survey across the council to determine how the council's current people capability aligns to CIPD standards, as set out in the CIPD Profession Map (an overview of the map is shown overleaf), as well as public sector benchmarking.

Achieving PDP is a

Commitment to Professionalisation

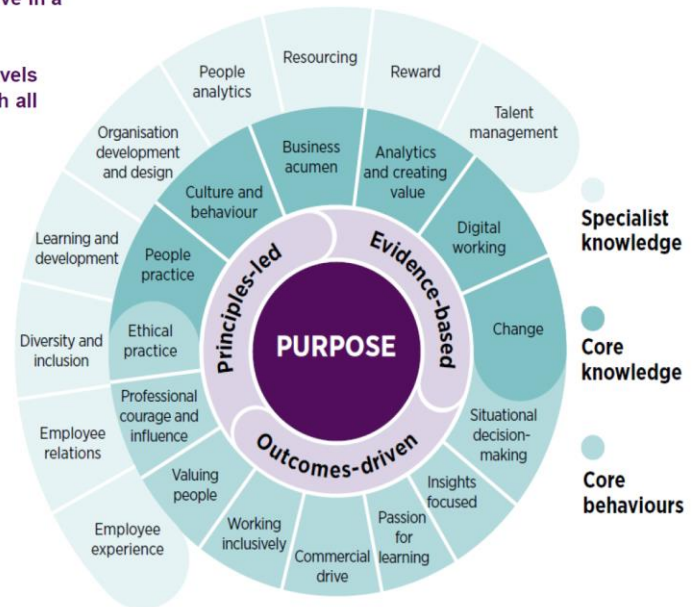
The CIPD Profession Map sets out the international standard for people professionals to make their greatest impact and thrive in a changing world of work.

Aligning your capability and impact to the standards and levels presented by the Map is the 'golden thread' running through all activity associated with gaining and retaining People Development Partner status.

You and your team can use it to;

- identify development areas for roles
- use the values to inform decision making
- stand out as relevant and credible
- develop expertise in people, work and change
- navigate complexity and uncertainty.

CIPD



The senior team, managers, employees and trade union representatives, as well as the HR team themselves, were invited to participate in the survey, called the People Impact (PI) Tool. The PI tool aims to enable the council to confidently understand:

- How our current capability aligns to the profession map
- How the team is using its capability and where effective improvements can be made
- Our impact on business strategy and organisation readiness for the future
- Perceptions from inside and outside the People function

The outputs from the People Impact Tool will inform a scoping exercise around what Profession Map aligned development will ensure the success of our Strategic Workforce Plan in the short, medium and long term. It will also help ensure that the team is fully utilising CIPD membership resources and benefits.

The table below shows how the council measures up.

Area of CIPD Profession Map	NPT Average rating	Public Sector Benchmark
Ethical practice	3.1	2.8
People practice	3.1	2.8
Business Acumen	3	2.6
Situational decision making	2.8	2.6
Inclusion and Diversity	2.8	2.7
Employee Relations	2.8	2.7
Learning and Development	2.8	2.5
Professional courage & influence	2.7	2.5
Commercial Drive	2.7	2.5
Culture & Behaviour	2.7	2.5
Evidence-based practice	2.7	2.4
Change	2.7	2.4
Technology and people	2.7	2.3
Valuing people	2.6	2.6
Insights focused	2.6	2.4
Passion for learning	2.6	2.4
Organisation Development & Design	2.6	2.4
Working inclusively	2.6	2.5
Employee Experience	2.6	2.7
People Analytics	2.5	2.2
Resourcing	2.5	2.4
Talent Management	2.1	2.2
Reward	2	2.1

Priority area

As can be seen from the table, the council benchmarks higher than the public sector average in areas including 'Business Acumen', 'Ethical Practice', 'Learning and Development', 'Valuing People', 'Employee Relations' and 'Working Inclusively'.

There are three areas where we are below public sector benchmarking, 'Employee Experience', 'Talent Management' and 'Reward'.

Through the PI Tool the CIPD assessed what impact HR is having on the council, and identified the areas of highest impact as:

- Proactively tackles discrimination of any kind in the workplace
- Provides valuable advice that informs business decisions
- Maximises the business benefits and minimises the business risks of change

The areas where HR was assessed as having the lowest impact are:

- Enables new ways of working that increases business performance

- Ensure the business has the people resources, capabilities and skills it needs
- Creates a high performance culture e.g. strong leaders, a change mindset, empowering people

We have used this feedback to inform the Strategic Workforce Plan, and members will see specific actions included in the plan that address all of these areas, including the development of the Hybrid Working Framework which seeks to maximise productivity and work life balance, the establishment of the Recruitment Taskforce to drive both short term recruitment and longer term succession planning activity, the development of a leadership strategy, that will both clarify what a leader is, and what is expected of a leader, development programmes to ensure our leaders have the skills sets they need, and a mechanism to measure the impact of leadership within the council.

As well as the quantitative data, the survey also asked respondents 'What is NPT HR doing well' to provide us with qualitative data and the themes that were identified as the most common from this part of the survey were:-

- Partnerships with trade unions
- Implementing change during pandemic
- Latest policies on hybrid working
- Employment law, ER and occupational health expertise
- Providing advice on people issues, e.g. disciplinary/absence
- Championing equality
- Digital and IT developments
- Learning and development, e.g. induction
- Workforce planning processes and succession planning toolkit

Next Steps

Development of the HR team in partnership with the CIPD has already begun, focussing on two areas of high priority from the Strategic Workforce Plan: Organisational Design and Organisational Development. We have agreed a development action plan with the CIPD for the next 12 month period, focussing on both individual development and actions that support the delivery of the council's Strategic Workforce Plan and development in line with the CIPD recommendations.

Maintaining PDP Status

Maintaining People Development Partner status requires a continuous commitment. Each year the CIPD will review the next stage in our people development strategy and agree the necessary aspects for enabling us to maintain our People Development Partnership status. The CIPD is committed to raising the professionalisation of the people profession and therefore they have a vested interest in our sustained success in this area.

Financial impacts:

The PI Tool assessment cost £5,500 + VAT and was funded from the budget allocation for the HR Team.

Integrated impact assessment:

There is no requirement to undertake an Integrated Impact Assessment as this report is for monitoring / information purposes.

Valleys Communities Impacts:

No implications

Workforce impacts:

By achieving PDP Status the council has confirmed its commitment to better work and working lives.

Legal impacts:

There are no legal implications associated with this report.

Risk Management Impacts:

There are no risks associated with this report.

Consultation:

There is no requirement under the Constitution for external consultation on this item.

Recommendation:

That Members note that the council has been awarded People Development Partner Status by the Chartered Institute of Personnel and Development (CIPD).

FOR INFORMATION

Appendices:

None

List of Background Papers:

None

Officer contact:

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