

People and Organisational Development Strategy Update

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Type of business	For discussion
For Council only:	Public session
Issue	This paper provides the Council with an update on the priorities for 2020 within the People and Organisational Development (POD) programme.
Recommendation	The Council is asked to discuss the contents of this paper following a review by the Remuneration Committee on 30 January 2020.

1. Introduction and Background

- 1.1 The People & Organisational Development (POD) programme sets out our plans, ambitions and commitments to all those who work with us across the organisation (staff and associates). The POD is aligned to the Corporate Strategy, Costed Corporate Plan (CCP), and reflects the delivery of the Estates Strategy.
- 1.2 An update on the status of the POD programme was provided to the Remuneration Committee at their last meeting on 30 January 2020.
- 1.3 The Executive Director, Organisational Development joined the GDC in early October 2019. A 'deep dive' into the POD programme has been undertaken together with a 'deep dive' review of the following areas:
- People issues (for London and Birmingham)
 - Associates
 - Internal communications
 - Equality, Diversity and Inclusion
 - Learning and Development
 - Health, safety and wellbeing.
- 1.4 The opportunity to consider the POD programme in the 'deep dives', alongside operational work and key enablers, suggests the need for a more holistic People Strategy to provide a clear and simple framework for all people activity clearly linked to the delivery of the CCP. The People Strategy for 2020-22 (see **Appendix 1**) will focus on four key pillars of work:
- Talent Management and career progression
 - Working in a digital age
 - Building an inclusive culture and leadership at the GDC
 - Delivering and rewarding excellence.

- 1.5 Alongside this, we will focus on building and embedding the People Services and OD Partnering model. The People Services and wider OD team is one of huge potential but short on organisational experience at all levels. Work has already started with a team development programme which commenced in December 2019.
- 1.6 A paper was presented to Remuneration Committee on 30 January 2020 which discussed the contents in line with its terms of reference, namely, to review and have oversight of the organisation's people strategy workstreams and report to and advise the Council accordingly.
- 1.7 The Council is therefore invited to discuss the contents of this paper.

2. Progress and Status

2.1 An update on the progression of priorities for 2020 is featured below:

- **People System:** An update was provided to the SLT Board via a workshop in September 2019 which included a high-level overview of the project's progression, anticipated timelines, issues that had arisen from the internal workshops after the review of current processes and the new system requirements.

A business case to procure an integrated people and payroll system together with a learning management system was presented to the SLT Board in November 2019. This was approved, and the team have now entered the procurement phase.

Procurement is via the Official Journal of the European Union (OJEU) framework and the people services, procurement, finance and corporate projects teams are working to ensure the numerous tendering documents are completed and the system requirements are effectively documented. This tendering process can take up to six months.

A project board has been established which includes a variety of business stakeholders across the organisation and is meeting regularly to ensure the project is planned and implemented effectively. A working group has also been established to ensure any decisions regarding business processes, future system functionality and project documentation are signed off before being presented to the project board.

- **Organisational Design (Rewarding Contribution):** The project was handed over to the Head of People Services by their predecessor in September 2019. The model was reviewed in detail by the Head of People Services and the Senior People Partner in order to fully understand the challenges and opportunities.

Upon commencement of their role at the GDC, the Executive Director, Organisational Development required a full and urgent update on project progression by the reward consultants, Mercer. Since then, a further two meetings have taken place with Mercer to discuss what future input they could provide to the project.

A meeting with the Executive Management Team took place in October 2019 to review the project's progression, show them the new proposed pay model and to discuss the challenges and opportunities.

A project board consisting of EMT members was held in February 2020. The Board is responsible for providing strategic oversight and leadership. A Working Group consisting of representatives from all Directorates will be formed to take forward the decisions made by the Project Board.

The future challenges the project team will face will be:

- reviewing the impact on each individual employee once current roles have been mapped into the new pay structure
- reviewing the assumptions for the financial modelling are still accurate in the context of the three-year costed corporate plan once the mapping exercise has been completed
- developing the organisational design framework which encourages managers to identify the exact nature of the work we need people to do in any particular role; i.e. do we need to recruit a specialist from the top of the market or can an individual be 'grown' into the role? This should also set the boundaries within which job descriptions can be changed and roles flexed to support cross department working.
- developing a comprehensive communication and engagement plan
- developing a realistic timeline for implementation

Moving forward, the project will be known as Rewarding Contribution and fits into the pillar of delivering and rewarding excellence within the revised draft POD strategy.

3. Legal, policy and national considerations

- 3.1 Work within the People and Organisational Development programme could be affected by employment legislation and legal advice is and will be taken as and when required.
- 3.2 External specialist legal advisers are involved in the procurement of the new people system. The Head of in-House Legal and Information Governance Manager and Data Protection Officer are members of the people systems project board.
- 3.3 The Executive Director, Legal and Governance and Executive Director, Strategy are members of the reward project board.

4. Equality, diversity and privacy considerations

- 4.1 EDI is an integral part of the People and Organisational Development programme.

5. Risk considerations

- 5.1 Risks for the people systems project have been identified and are managed and monitored through the project board. Risks in relation to the reward project will be formally identified and discussed at project board meetings.

6. Resource considerations and CCP

- 6.1 Costs for the people system have been included in the costed corporate plan.
- 6.2 Assumptions for the financial modelling for the reward project are to be determined to ensure they are still accurate in light of the three-year costed corporate plan once the mapping exercise has been completed.
- 6.3 As highlighted in section 2.1, there are some challenges with regards to resources with several employees involved in both of the 2020 priority projects. This not only affects the People Services team but teams such as Finance and Procurement.
- 6.4 Additionally, there are employees within the People Services team and Corporate Projects team who are on fixed term contracts which are due to expire before the end of the completion of the People Systems Project.

- 6.5 The People Services team has looked at where development opportunities lie for existing team members, for example, one of the People Partners will be supporting the Senior People Partner with the pay mapping work.
- 6.6 Additional expert advice from an independent reward consultant is essential for the successful implementation of the reward project.
- 7. Monitoring and review**
- 7.1 Projects within the POD programme will be monitored through Project On-line and via project board meetings. Updates are provided to the Senior Leadership Board on a regular basis.
- 8. Development, consultation and decision trail**
- 8.1 The programme was developed during 2018 and details the way in which we intend to work with employees, line managers and other stakeholders to support everyone being the best they can be for the benefit of themselves, their teams and the organisation.
- 9. Next steps and communications**
- 9.1 An update on the POD strategy will be provided to the SLT Board in March 2020.
- 9.2 Updates on the POD programme and workstreams contained within in will continue to be provided to the Remuneration Committee.

Appendices

- a. Draft People Strategy Diagram

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Classification: HIGHLY SENSITIVE

General
Dental
Council

Draft People Strategy

The GDC will ensure a system of regulation which:

- Supports the provision of safe, effective oral health care
- Promotes and embeds clear standards of clinical competence and ethical conduct
- Embodies the principles of right-touch regulation: proportionality, accountability, consistency, transparency, targeted and agility

