ORGANISATIONAL DEVELOPMENT STRATEGY
(Human Resources – Fiona Skene)

Synopsis of report:

To consider a proposed Organisational Development Strategy for 2022-2026 which will form one of the strands of the Corporate Business Plan

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Recommendation: That the Organisational Development Strategy at Appendix A be approved.

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1. **Context and Background to report**

1.1   An OD Strategy looks at how an organisation needs to develop over a period of time – what is its vision for the future and how will this vision be realised in practice. In essence the type of Council we would like to be is:-

- Progressive
- Ambitious
- An 'employer of choice'
- Commercial
- Accessible

The key strands of this strategy are

- People
- Process
- Technology
- Green

The draft OD Strategy is attached at Appendix A.

2. **The Themes of the Strategy**

2.1. **People Theme**

The 'People' theme considers the kind of culture we want to develop which is based on being

- ❖ Customer-focussed
- ❖ Performance driven
- ❖ Innovative
- ❖ Passionate
- ❖ Promoting equality and diversity
- ❖ Delivering excellent value for money

The strategy considers how to develop this culture in practice and embed these values within the workforce. The People strand of the OD strategy covers a number of themes including Leadership development, effective performance management, workforce planning, talent sourcing and management, employee motivation and

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engagement, and employee well-being. There are a series of actions within each of these themes to facilitate the achievement of these themes into reality. Integral to this is workforce planning and talent sourcing. Workforce planning is a process where changing organisational needs are reflected in the organisation's people strategy to ensure that we have 'the right people with the right skills, in the right roles,at the right time at the right cost…'. The basis to this is analysing what current and future workforce needs are and planning for them rather than reacting on a short term basis. Talent sourcing is explored within the strategy with appropriate actions. An accompanying Talent Management Strategy has been developed and has gone through the HR Members Working Party. It was felt that the OD Strategy should be reported to committee first and be followed by the Talent Management Strategy at the July CMC.

The OD Strategy also covers the issues of employee motivation and engagement and having a Health and Well-being Strategy for the workforce, developed in liaison with Occupational Health.

The Strategy then goes on to cover a Process Theme and a Technology Theme – also key elements in developing the organisation to meet current and future needs.

2.2. **Process Theme**

The process theme mainly covers *reviewing services areas periodically* to achieve savings, redesign the mix and range of services delivered as required, streamlining management processes, generating additional income and assuring customer service. The process theme also covers *process improvements,corporate reviews of policies, providing training for staff and Members to ensure full benefit is achieved from investment in IT and the issues around internal decision-making and governance.*

2.3. **Technology Theme**

The Technology Theme of the strategy explores the next phase of Digital strategy, building upon the investments made already, continuing to invest in smarter systems, developing a successful approach to hybrid working, and implementing video conferencing.

2.4. **A Green Organisation**

Although the Climate Change Strategy covers green issues comprehensively, the Green Theme is also a strand of the OD Strategy. Managers can use logistics to minimise work mileage and a Green Travel Plan and green initiatives will form part of an Employee Green Theme led by the Corporate Head of HR and a small working group of officers.

3. **Summary**

3.1   The OD Strategy covers a wide range of themes designed to move the organisation forward over the next 4 years to become the kind of Council the organisation aspires to be. A plan will be developed for the next 4 years with the prioritised objectives identified to ensure a realistic approach is taken to the implementation of the OD Strategy.

3.2   The Committee is asked to approve the OD Strategy.

(To resolve)

Background papers

None stated