

<b>REPORT TO</b>	<b>DATE OF MEETING</b>
Scrutiny Committee	14 <sup>th</sup> March 2017

Report template revised June 2008



<b>SUBJECT</b>	<b>PORTFOLIO</b>	<b>AUTHOR</b>	<b>ITEM</b>
Development of an Organisational Development Strategy	Leader	Joanne Platt	

## 1. SUMMARY

The development of an Organisational Development (OD) Strategy is a key action in the Council's Improvement Plan, and has a target date of mid-March for consultation with Scrutiny Committee and Cabinet.

It will replace the existing People Plan and Member Development Plan, but its scope will be wider, encompassing actions to ensure the Council has effective systems and processes in place to achieve Council priorities.

## 2. LINK TO CORPORATE PRIORITIES

The OD Strategy provides the framework by which the Council will ensure that it has the skills, systems and processes in place to achieve Council priorities.

## 3. DETAILS AND REASONING

The Director of Development, Enterprise and Communities has been working with the Interim Corporate Improvement Manager and a group of the Council's Core Managers to develop an Organisational Development Strategy for the period 2017-19.

Some initial principles have been developed and these are now presented to members for consideration pending further work being undertaken to finalise an OD Strategy for the next 2-years.

### Strategic context

In its Corporate Plan for 2017-18, the Council recognises the need to change the way it is organised and operates to become a Council that is fit for the future. This means playing a full and active role in place shaping, becoming a more agile organisation and taking an entrepreneurial approach to the way we do business.

We will start this journey in 2017-18, by putting in place the building blocks necessary to achieve this shift in focus. This will include finding ways to generate income to replace Government Grant, maintaining a skilled, healthy and motivated workforce, and having a robust and effective decision-making framework to support new ways of working.

The Council has had a period of instability and a recent staff survey identified low staff morale arising from a number of things that had impacted on both staff and elected members over the past 18-months.

We have had a People Plan and a Member Development Plan in place for a number of years, and we are still committed to the principles of those plans. However, we recognise the need to urgently address some of the issues that have impacted on our staff in recent months, supporting them

through challenging times ahead and helping them to develop the skills they need for the future and to become resilient through times of change.

Alongside this, we need to do something radically different if we are to transform our organisation to meet future demand and the aspirations of our residents, businesses, partners and other stakeholders.

We need to work as one team to do this – managing and developing the collective knowledge, talent and skills we have more effectively to achieve our ambitions and to exploit new and emerging technologies and business models to bring about change quickly.

## **General principles**

In developing an OD Strategy for the Council, there is a need to restore and refresh the processes that led to the achievement of IIP Gold in 2015 and the Member Development Charter and also to look to new approaches to help us to become an organisation fit for the future.

The OD Strategy supports the delivery of the Corporate Plan and needs to be considered alongside the Corporate Improvement Plan, the Communications Strategy and the Council's Efficiency Plan, all of which together will help us to ensure the Council is fit for purpose.

The principles of the emerging strategy have been identified as follows:

- ❖ One Council One Team
- ❖ Maintaining a highly motivated and flexible workforce and Council
- ❖ Developing a coaching culture
- ❖ Encouraging and nurturing talent to ensure the right people with the right skills

Activities to support these principles are being developed and will form the basis of an action plan appended to the OD Strategy to be delivered over the next 2-years.

## **Development and support for staff**

The following areas are being considered for inclusion in the OD Strategy.

### **Restoring and refreshing processes that led to IIP Gold**

- ❖ Leadership Development programme for senior, middle and aspiring managers including modules on leading high performing teams, personal resilience, political awareness, collaborative leadership, managing change, commercialism, programme and project management. This will also incorporate 360 degree feedback.
- ❖ An effective Personal Development Review system that incorporates values, identifies skills, training and personal development needs, succession planning, promoting secondments, shadowing, mentoring and coaching and leads to an effective annual training and development plan, underpinned by routine and regular 1-1 meetings
- ❖ Refreshed corporate induction (for new starters and new managers)
- ❖ Leadership lunches with a programme of external speakers
- ❖ A programme of regular employee surveys
- ❖ An effective team brief system
- ❖ A wellbeing strategy to promote healthy lifestyles, better awareness of mental health, proactive occupational health

- ❖ Developing apprenticeships

### **Additional activities to be developed**

- ❖ Review of HR policies to ensure they are fit for purpose and support the Council's long term ambitions
- ❖ Develop and implement a plan to ensure technology is exploited to the fullest extent to support new ways of working
- ❖ Improved internal communications, as identified in the Communications Strategy
- ❖ Improved organisational processes to support new ways of working, as identified in the Improvement Plan e.g. review of the constitution and financial regulations
- ❖ A strong programme and project management approach to delivering efficiency targets, as identified in the Efficiency Plan
- ❖ A buddying scheme for new starters and new managers
- ❖ The development of a staff recognition scheme
- ❖ A systematic approach to networking and identifying, using and learning from best practice
- ❖ Development of a competency / values based approach to recruitment

### **Development and support for Members**

- ❖ Work with the member development champions to review the effectiveness of member training and development, including induction, learning hours etc., to identify areas for improvement and to consider applying for renewal of the Member Development Charter
- ❖ Introduce / reintroduce 360 degree feedback for members on a voluntary basis
- ❖ Reintroduce an annual member survey on the effectiveness of member support, training and development
- ❖ All Committee Chairs to ensure specific training needs of Committee are met and to hold one annual session with Committee members and supporting officers to review the effectiveness of the Committee and to identify improvements – including reporting the Committee's effectiveness to Council via an annual report
- ❖ Delivery of the Centre for Public Scrutiny training programme for members and any other training identified during the LGA Peer Review
- ❖ Group leaders to receive regular reports on attendance at committees and key partnership meetings, training events and production of personal development plans to inform the annual appointments process and future member work programmes
- ❖ Membership of regulatory committees to be dependent on attendance at mandatory training
- ❖ A systematic approach to networking and identifying, using and learning from best practice

#### 4. NEXT STEPS

The working group of officers will continue to develop this thinking in consultation with the Member Development Champions and the Portfolio Holder for OD, and will also take into account the findings from the recent work undertaken by the Centre for Public Scrutiny and the impending Peer Review, before finalising an OD Strategy and action plan for consideration by Scrutiny Committee and Cabinet in June.

In the meantime, some activities (and in particular those that have previously already been in place) will start to be delivered.

#### 5. WIDER IMPLICATIONS

None at this stage, although the delivery of the OD Strategy and action plan when agreed will require the re-prioritisation of some work and may require additional resources yet to be identified. The extent of this will be identified when the strategy is submitted for approval in June.

In the preparation of this report, consideration has been given to the impact of its proposals in all the areas listed below, and the table shows any implications in respect of each of these.

<b>FINANCIAL</b>	There are no direct budgetary implications that are not contained within existing budgets as a result of this report. Any financial implications arising when the OD Strategy is finalised (with timescales for delivery) will be identified at that time.
<b>LEGAL</b>	There are no direct legal implications arising from the report.  Having a robust OD Strategy combined with comprehensive and up to date HR policies will help to ensure the council's duties as an employer are satisfied.
<b>RISK</b>	The Council needs to ensure that it develops and supports its people to ensure that it has the rights skills available to achieve its priorities.  Low staff morale identified in the recent staff survey is a risk to achieving of corporate priorities and the OD Strategy under development is one way in which this can be addressed.
<b>IMPACT ON EQUALITY</b>	None
<b>HUMAN RESOURCES</b>	One of the key purposes of the OD Strategy is to address concerns raised by staff in the recent staff survey. The strategy will contribute towards improving staff morale and maintaining a happy and motivated workforce

<b>OTHER (see below)</b>			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>

**BACKGROUND DOCUMENTS**

Council Improvement Plan  
 People Plan 2015-19  
 Member Development Plan 2015-19