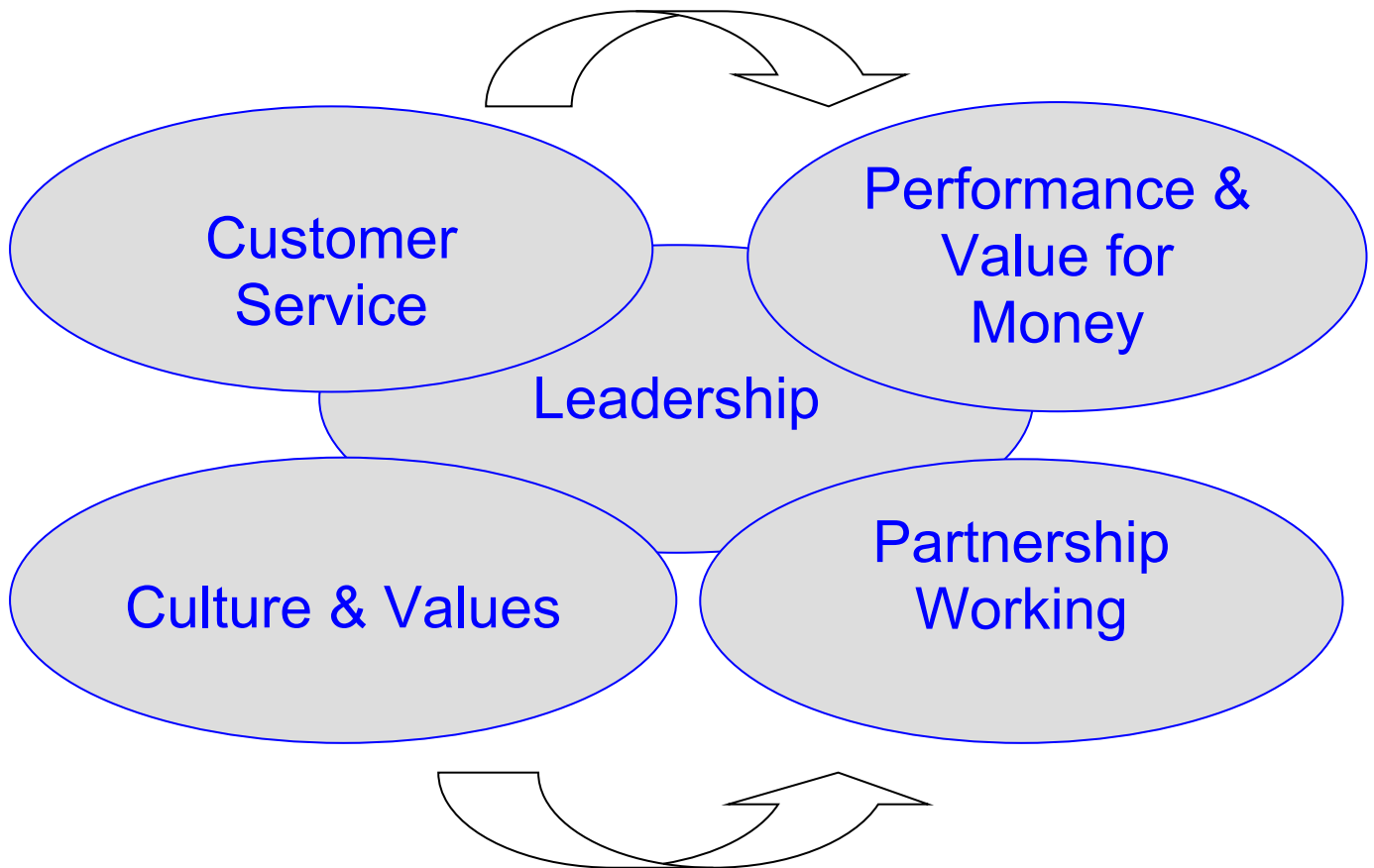


# PEOPLE & ORGANISATIONAL DEVELOPMENT STRATEGY



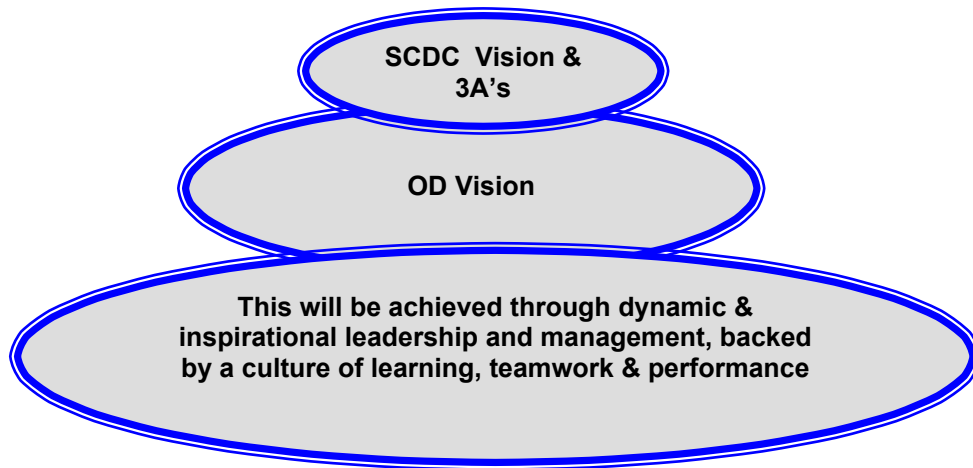
**NOVEMBER 2011**

## 1.0 Our organisation

- 1.1 Over the last few years South Cambridgeshire District Council has been developing as an organisation in response to the requirements of the communities it serves and, its own desire for continuous improvement. We are committed to continually improving our performance to ensure that we deliver excellent, value for money services to our residents and businesses.
- 1.2 This Organisational Development (OD) Strategy describes the changes we intend to make in the Council to achieve our ambition of being an excellent authority. It is a 3-year strategy and, in keeping with the nature of organisational change it will be a flexible and responsive approach. We will keep the OD Strategy under review to ensure it is dynamic and continues to meet the needs of the Council.
- 1.3 The Council has a clear vision and aims to improve the quality of life for local people – making South Cambridgeshire the best place to Live & Work- and we will work with our partners to deliver this aspiration. This requires us to recognise, embrace and manage change for future success through the development of our people, systems and processes.

## 2.0 Our OD vision

- 2.1 Our Vision, Three A's, Corporate Plan, Medium Term Financial Strategy and Service Plans set out our key objectives to deliver positive results for our communities. The strategy will have a direct impact on our culture and people development, focussing the organisation towards a vision that is in line with the Council's values.



- 2.2 The vision for South Cambridgeshire District Council is:

- South Cambridgeshire will continue to be the best place to live and work in the country. Our economy will demonstrate impressive and sustainable economic growth. Our residents will have an enviable quality of life in an exceptionally

beautiful rural and green environment.

- The Council will be recognised as a consistently innovative and high performer with a track record of delivering value for money by focussing on the priorities, needs and aspirations of our residents, parishes and businesses.

- 2.3 We have refreshed and refocused the Council's 3 A's for 2012 and set the Senior Management Team and workforce key actions and challenges. Managers will ensure that service plans and individual performance objectives carry through the 3 A's into real outcomes.
- 2.4 The Council's 3 A's set out our aims, approaches and actions for the future. They are ambitious and require:
- Inspirational & dynamic leadership
  - Change in culture & behaviours
  - Clear focus on our customers
  - Well developed partnership working

### 3.0 Our OD approach

- 3.1 This strategy provides a framework and action plan to support the Council's change programme, ensuring that employees, managers and Members are supported through a positive learning environment. The focus will be on the **development of our people** in key areas that we believe make a real difference in the organisation
- 3.2 We aim to have the right people, with the right skills, in the right roles, at the right time to deliver our priorities. We strive to be an organisation that has an enviable reputation and one that our staff are proud to work for and Members are proud to represent.
- 3.3 Ownership of the strategy & action plan is key to successful organisational development Members & Officers will work together:
- demonstrating that the council has a clear and identifiable vision for the future
  - ensuring that all our changes are manageable, sustainable and introduced consistently across our services
  - aligning skills, behaviours, performance management processes and organisational structures to deliver the cultural shift
  - ensuring that the outcomes of improvement plans and projects become part of the continuing overall transformation

### 4.0 Our OD journey

- 4.1 The OD strategy will be a vehicle to enable the council to bring about changes in how we do things, rather than just a change in systems, processes and structures.
- 4.2 To achieve this, our focus will be on:
- **Leadership & direction** – strong, dynamic & inspirational leadership and clearly communicated direction
  - **People Matter** – creating a learning environment for employees and Members, offering appropriate career progression and opportunities for personal development, welcoming diversity and new ideas, & providing opportunities for these to be brought forward

- **Workforce Planning** – recognising the diverse needs of the workforce and planning for staff movement (retirement, flexible working requests, turnover) during the next 3 – 5 years
- **Culture** – developing and practising the values & behaviours that we need to achieve our vision. Being a role model to communities and enhancing our reputation.
- **Partnership** – working with a range of partners and key agencies who are central to the improvement and growth of the district. Influencing decisions that make a difference to our communities
- **Communication** – keeping good communication at the heart of everything we do, recognising that it is pivotal to our image and reputation both internally (with staff and Members), and externally (with customers, partners& stakeholders) and acknowledging that everyone has responsibility in achieving this.

## 5.0 Monitoring & evaluating progress

5.1 This OD Strategy covers the short and medium term. It will be monitored, six monthly, by EMT and by Portfolio Holder with responsibility for staffing. The strategy will be reviewed annually to ensure that it remains dynamic and fit for purpose and that the issues it covers and the priorities it sets are the right ones for the council, its elected members, its managers, its employees and most importantly the communities of South Cambridgeshire.

5.2 Progress and achievement of the aims and objectives of this strategy will be measured by:

- |                                |                                |
|--------------------------------|--------------------------------|
| ▪ CORVU / Healthcard           | ▪ External recognition         |
| ▪ Staff Survey                 | ▪ Attendance levels            |
| ▪ Customer Satisfaction Levels | ▪ Reputation & media reporting |

## 6.0 Relevant initiatives, strategies & policies

Recruitment, Selection & Induction	Management Competency Framework
Equalities	Organisational change, redundancy & redeployment policy
Employee Engagement	Customer Service Excellence
Performance & Development Review	Homeworking
Probation	Member Development Charter
Learning, Development & Succession Planning	Member Training programme
	Pay & Reward