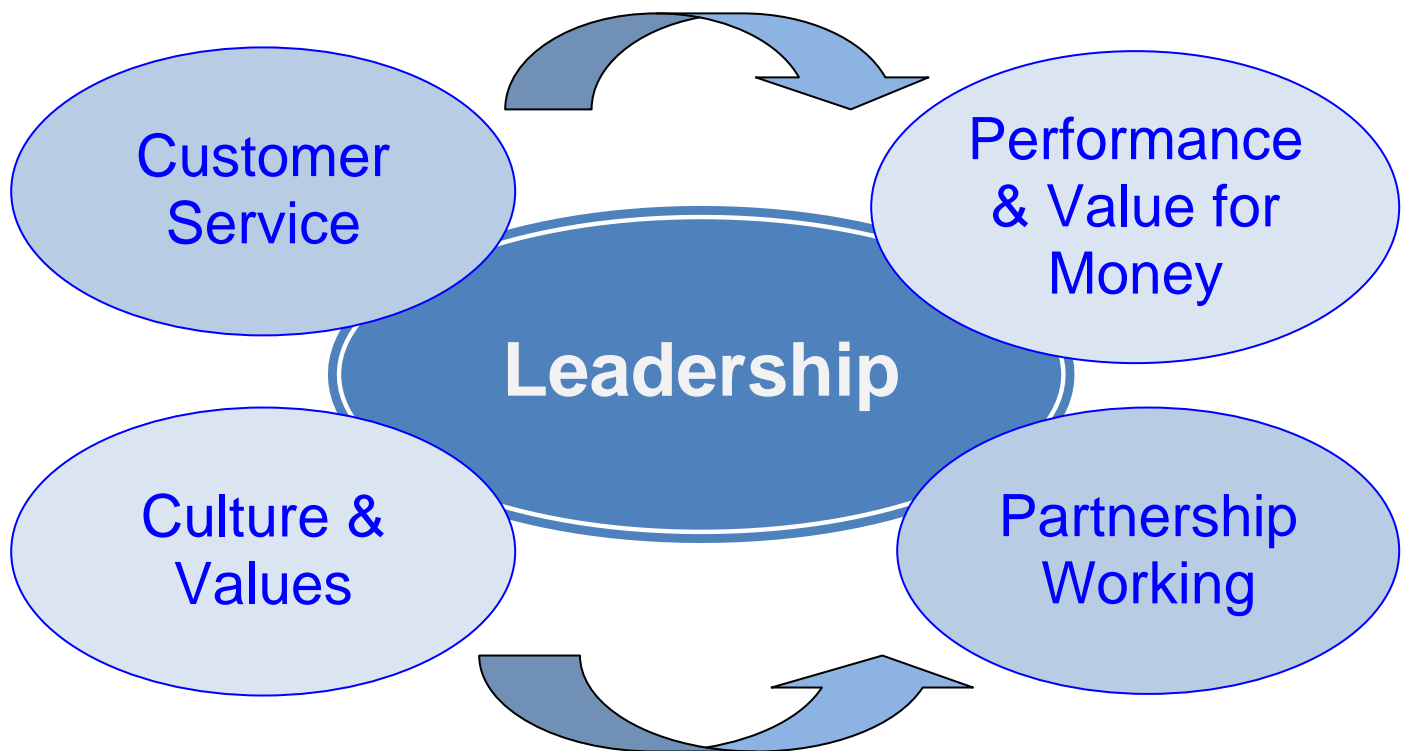


People & Organisational Development Strategy



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Name of Reviewer	Susan Gardner-Craig
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Approved by	

1.0 Our organisation

- 1.1 South Cambridgeshire District Council has continued to develop as a service provider and community enabler in response to the requirements and aspirations of the communities it serves and, to meet its own desire for continuous improvement. We are committed to continually improving our performance to ensure that we actively engage with residents, parishes and businesses to deliver excellent, value for money services to our communities.
- 1.2 This Organisational Development (OD) Strategy describes our continuing journey and, the development we will undertake across 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 OD approach to enable us to adapt to challenging financial and social conditions. 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 study in the country- and we will work with our partners to deliver this aspiration. For future success, this requires us to recognise, embrace and manage change through the development of our people, systems and processes.

2.0 Our OD vision

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



2.2 Our long term vision is:

South Cambridgeshire will continue to be the best place to live, work and study in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment.

2.3 We have refreshed and refocused the Council's aims for 2014 and set the Executive Management Team (EMT) and workforce key actions and challenges. Managers will ensure that service plans and individual performance objectives carry through the aims and objectives into real outcomes.

2.4 The Council's Vision sets out our aims and objectives for the medium term. They are ambitious and require:

- Inspirational & dynamic leadership
- Maximising the potential of our resources
- Commercial approach
- Change in culture & behaviours (what we do and how we do it)
- Clear focus on our customers
- Well-developed partnership working

3.0 Our Values

3.1 We recognise the important role that positive behaviours play in influencing the way we work together and with our partners and customers. The way we behave with colleagues, customers, residents and partners is as important as what we do. It helps to ensure that we act consistently as one team to deliver the Council's vision and priorities and to make South Cambridgeshire a great place to work.

3.2 We value:

- Connecting people, places and partnerships; and working together
- Integrity and honesty to ensure that we are open and accountable
- A dynamic approach to the delivery of services with drive and energy
- Innovative people who like doing things differently and better

Embracing the Values framework will ensure that the Council is an effective, positive and supportive place to work.

4.0 Our OD approach

4.1 Organisational Development is a 'whole' organisation approach which enables performance improvement through the engagement of its people. This strategy provides a framework and action plan to support the Council's primary role and ambition to deliver high quality services.

It ensures 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.

- 4.2 We want to be proactive, forward looking and agile in response to local and national economic and social changes. We aim to have the right people, with the right behaviours, in the right roles, at the right time to deliver our corporate plan. 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.
- 4.3 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 - strong leadership, clear goals
 - demonstrating belief through actions – permission from the top, freedoms, going the extra mile, decision making on the front line
 - Knowing our customers – aiming for excellence, needs focussed
 - aligning skills, behaviours, performance management processes and organisational structures with the culture – confidence, initiative, flexibility, pride
 - encouraging ownership of continuous improvement among both Members and Officers – empowering, entrepreneurial
 - ensuring that outcomes of efficiency and improvement projects become part of the continuing transformation – invest to succeed

5.0 Our OD journey

- 5.1 The previous OD strategy and plan, which covered the period 2011 to 2014, set a number of ambitious actions in terms of developing our people to meet the Council's Vision and Aims. The plan focussed on creating organisational change within a learning environment. Progress against the plan was reported to the Portfolio Holder for Staffing.
- 5.2 There has been significant progress against the previous action plan:
- Delivery of the Leadership Development programme to over 40 staff
 - Investor in People Silver Award
 - Improved performance and absence management
 - Launch of new PDR scheme
 - Member Charter re-accredited
 - Increased number of apprenticeships
 - Corporate training programme for letter and report writing
 - Improved flexible working and remote working arrangements
 - Changes to Corporate Brief process
 - Increased opportunities for personal development through secondments and projects

5.3 The plan was updated annually to ensure that it continued to reflect the organisations priorities and aims. The OD strategy and action plan will continue to be a vehicle to enable the council to bring about challenge to, and changes in how we do things, rather than just a change in systems, processes and structures.

5.4 To achieve this, our focus will be on:

- **Leadership & direction** – strong & inspirational leadership and clearly communicated goals with everyone working together.
- **Valuing people** – creating a learning environment for employees and Members, offering appropriate career progression and opportunities for personal development. Demonstrating that everyone is valued by welcoming diversity and new ideas, & involvement in shaping the Council's future.
- **Workforce Planning** – recognising the diverse needs of the organisation, workforce and communities. Planning for staff movement (retirement, flexible working, turnover and future recruitment) during the next 3 – 5 years.
- **Culture** – developing and practising the values & behaviours that we need to achieve our vision. Ensuring that the culture creates change.
- **Shared Services & Partnership** – exploring opportunities to share services by 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 2-way 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.

6.0 Monitoring & evaluating progress

6.1 This OD Strategy covers the short and medium term. It will be monitored, six monthly, by EMT and by the 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, managers, employees and most importantly the communities of South Cambridgeshire.

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

- Corporate Plan monitoring position reports
- Staff Survey and exit interviews
- Customer Satisfaction Levels
- External recognition, reputation and media
- Attendance levels

7.0 Relevant initiatives, strategies & policies

Recruitment, Selection & Induction
Equality scheme
Employee Engagement
Performance & Development Review
Probation
Learning & Development
Succession Planning

Management Competency Framework
Organisational change, redundancy & redeployment policy
Remote working
Member Development Strategy
Pay & Reward

