

BRECKLAND DISTRICT COUNCIL

Report of: Councillor Jane James, Executive Member for Customer and Corporate Services
Sarah Barsby, Assistant Director People and Governance

To: General Purposes Committee, 24 November 2022

Author: Claire Burton, Organisational Development and Performance Manager

Subject: OD (Organisational Development) and People Strategy

Purpose: To seek approval of the OD & People Strategy (22-25)

Recommendation(s):

That the General Purposes Committee approve the OD & People Strategy (2022-2025)

1.0 BACKGROUND

- 1.1 Breckland Council currently has a Workforce Plan (2020 – 2023) which sets out ways we support and develop our staff to achieve the Council's strategic priorities.
- 1.2 Given our new focus on a pro-active, longer-term and strategic view of people development described as Organisational Development, we have taken the opportunity in reviewing this Plan for it to be a jointly owned document between Organisational Development and Human Resources.
- 1.3 The new OD & People Strategy helps us to ensure we have the right people, with the right skills, in the right role and performing the right tasks to support our strategic priorities.
- 1.4 The world of work has changed over the last 2 ½ years and continues to change. As an organisation we need to be flexible and continue to evolve to ensure we are supporting, developing and growing our workforce to be fit for purpose and continue to develop our culture to make Breckland Council a great place to work.

2.0 KEY FEATURES OF THE OD & PEOPLE STRATEGY

- 2.1 To deliver the strategic priorities, our OD & People Strategy focusses on five key themes:
1. Talent, Attraction and Retention
 2. Progression and Performance
 3. Healthy, Happy Workforce
 4. Employee Engagement and Recognition
 5. Culture and Leadership
- 2.2 Within each theme, we have set out four areas we will concentrate on and this is supported by an Action Plan showing detailed activity and timescales.
- 2.3 The Strategy also outlines what we have called 'Our People Promise'. Employee's expectations about when, where, and how they work have changed and we want to be the organisation people aspire to work for. Our People Promise describes what it's like to work

for and be part of Breckland Council and will be used as part of our recruitment campaigns to attract candidates.

- 2.4 The Portfolio Holder will be kept up to date on the progress of the Strategy and Action Plan and internally this will be reported to the Working Smarter Board.

OPTIONS/RECOMMENDATION

- 3.1 Option 1 (Recommended) – for the Committee to approve the OD & People Strategy for immediate implementation
- 3.2 Option 2 - The Committee does not approve the OD & People Strategy and requires re-direction and re-write.

4.0 REASONS FOR RECOMMENDATION

- 4.1 To allow us to achieve the strategic priorities within the Corporate Plan and having the most effective workforce to allow us to do this.
- 4.2 To ensure the Council's desire of achieving a culture focussed on people and performance is realised.
- 4.3 To make sure the right skills are used at the right time
- 4.4 That the Council's resources are used in the most efficient and cost-effective way.

5.0 IMPLICATIONS

- 5.1 In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.2 Constitution & Legal

- 5.2.1 Staffing matters are non-executive functions and therefore reserved to the General Purposes Committee for decision.

5.3 Corporate Priorities

- 5.3.1 The OD & People Strategy impacts on people development across the whole organisation, helping to effectively deliver against the Council's Corporate Plan. As such, it contributes to all four of the plan's priorities:

- Inspiring Communities
- Thriving Places
- Breckland 2035
- Working Smarter

- 5.3.2 Additionally, the Strategy directly supports the Working Smarter priority by making sure the Council is;

- supporting and empowering staff to be the best they can be through health, well-being, development, and training and developing a healthy and positive culture
- developing a 'smarter working' organisation - using data to shape and inform decisions
- promoting our Council to protect and enhance its reputation, helping us to attract and retain high-calibre staff, and making sure we are seen to be a partner of choice to work with others across the district and beyond

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 All wards

7.0 **ACRONYMS**

7.1 OD – Organisational Development

Background papers:-

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix A OD & People Strategy 2022-2025