

Report of the Chief Executive

ORGANISATIONAL DEVELOPMENT1. Purpose of report

The report outlines the direction of travel for the Committee's work during its term of office.

2. Detail

The Human Resources (HR) function of the Council has traditionally been strong in managing recruitment, retention, and performance; mitigating employment-related risks; ensuring legal compliance; ensuring equality and diversity; developing and enforcing policies and procedures; promoting efficiency and promoting workplace health and safety.

Where we now need to develop our capability is in organisational development. This includes promoting the well-being of employees; empowerment and active engagement of employees in the vision and mission of the organisation; developing top level performance; developing skills in attracting retaining and developing talent and succession planning.

The particular areas of work that may flow from this new emphasis are set out in the appendix, together with some suggestions as to how progress should be measured.

3. Financial implications

Any financial implications arising from the actions set out in the appendix are likely to be able to be accommodated within training and development budgets, but where additional funds are required these will need to be put forward as budget growth bids for 2020/21.

Recommendation

The Committee is asked to CONSIDER the report and RESOLVE accordingly.

Background papers

Nil

APPENDIX

- identify future skills requirements
- develop a new organisational development strategy
- Consider what strategic approaches will enable us better to attract talent and retain valuable skills, for example in harnessing new approaches to market opportunities to work in our authority.
- revisit the pay and reward model
- baseline employee engagement and satisfaction and track progress
- Refresh the learning and development strategy
- Develop our approach to coaching and mentoring
- Develop a new employee wellbeing strategy and achieve “gold” wellbeing at work status
- Develop a more strategic approach to succession planning
- Develop an approach to alternative career paths for people with long term conditions
- Supplement the apprenticeship strategy with career ladders/pathways for apprentices
- Develop approaches to management development training
- Review the effectiveness of appraisal systems
- Consider the use of 360 appraisal

How should we measure our progress?

- Internal promotions
- Skill development
- Employee satisfaction
- Retention rates