



Broxtowe
Borough
COUNCIL

ORGANISATIONAL DEVELOPMENT

STRATEGY

2020 – 2024

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INTRODUCTION

Organisational Development (OD) can be defined as a planned and systematic approach to improving an organisation's effectiveness through the alignment of strategy, processes and the involvement of its people. At its core is the drive to improve the functioning of individuals, teams and the entire organisation. It is a long term, on-going process which organisations must continually address if they are to be healthy and effective.

Broxtowe Borough Council (the Council) delivers a wide range of services to the public across the borough. To do this, we have a diverse and dedicated workforce of over 468 employees with extensive and varied skills.

We have developed robust and effective flexible and mobile working

policies and procedures to enable our workforce to be as efficient as possible, and help us to tailor it to our customer and service needs. From senior managers to front line officers, our employees are supported to develop the skills, qualifications, behaviours and experience that enable us to deliver quality services to our customers.

The Council, along with the rest of local government in this country, is currently facing a time of unprecedented change in a climate that is seeing real reductions in available finance. The experience of the current pandemic also has changed the way people work, accelerating moves towards flexibility, responsiveness and remote working. Closer integration across organisations,





WE HAVE A DIVERSE AND DEDICATED WORKFORCE

shared services, resource alignment , shared outcomes ensuring the experience of working is mentally and physically rewarding, ensuring safe working practices and ensuring all employees, especially key workers, feel valued are some of the drivers that are shaping the way that we manage our organisations to deliver quality services. The Council faces significant challenges in realising the potential of this reform agenda.

However, the Council has a strong track record of partnership working and Trade Union representation and is well-placed

to take advantage of these effective external partner and internal employee relationships. Partners and employees are committed to putting actions in place that will improve outcomes for the people of Broxtowe.

This Organisational Development Strategy (the Strategy) sets out the strategic direction that the Council will take over the next four years to manage our employees and our workforce for the future shape of the organisation. We must recognise that around 42% of the Council’s annual revenue budget (based on Gross Revenue

Budget without capital financing charges and Housing Benefit) is spent on employee costs, and that current forecasts predict an on-going revenue savings requirement. This becomes even more important in the light of the expected post pandemic economic shocks. It therefore remains a possibility that further budget reductions may impact on employees unless we can increase productivity by leveraging the full potential of the workforce allied to the maximum potential for technological advance.

This document provides the strategic context for the Council to ensure that we have people with the right skills in the right place at the right time to deliver quality services to the people of Broxtowe within this challenging financial context. It sets out the framework for the Council to meet the challenges and on-going change that faces the public sector generally.

The Strategy sets out our approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce is appropriately trained and supported to deliver excellent services. Developing our workforce is essential to building our reputation as an employer and a service provider. Investing in our employees improves performance and secures a workforce for the future.

It is also recognised that we currently have an older workforce and that action needs to be taken to ensure that every

opportunity for sharing knowledge and expertise is undertaken through cross generational learning, skill transfer, ensuring all workers are developing and growing in their technological competence, flexible retirement, succession planning and flexible working opportunities so that knowledge and expertise is not lost to the organisation.

We must work to become an employer of choice, for example, by developing further flexible working opportunities, and planning our workforce for the future through “Growing Our Own”. Talent management and succession planning will be critical to our on-going success and to ensuring that we meet the current and future demands of our service users. Apprenticeships will assist in fulfilling future roles. All of these opportunities will require a creative and innovative approach to ensure we deliver on future people management and workforce planning demands.

This Strategy sets out a framework to ensure that the people resource we have as a local authority is aligned to the delivery of the outcomes we set out within our Corporate Plan and that we are prepared to meet the challenges of service delivery in the future. It sets out a series of objectives which will achieve a comprehensive, corporate approach to managing and developing our employees across all Council services, tailored to service requirements, flexible to change and accessible to all.

The Organisational Development Strategy has been developed in consultation with services across the Council and with our Trade Union colleagues and takes account of the feedback provided.

OVERALL AIM

The overall aim of the Organisational Development Strategy is:



These objectives will be delivered through a series of actions that are specified in the Strategy.

In terms of implementing the Strategy, progress on actions will be reported to General Management Team and will be subject to scrutiny by the Council through the Personnel Committee using the corporate performance management system.

To encompass the ethos of the Strategy, a Broxtowe Borough Council Employee Charter has been produced, outlining what employees can expect of their managers and the Council, and also what the Council expects of its employees. A copy of the Charter is reproduced at the end of this document.



OBJECTIVE 1

SUPPORTING TRANSFORMATIONAL FLEXIBILITY, CHANGE AND INNOVATION

As the Council continues to address the public service reform agenda, a number of challenges will affect the workforce and will affect how services are delivered. The Council will continue to investigate all creative, flexible and sustainable employment models through opportunities for both “Growing Our Own” and Succession Planning. The apprenticeship programme will be key in both aspects. Further restructuring of services may be necessary in the future. In the same way, the Council must continue to consider the implications of, and opportunities presented by, new ways of working and adoption and full use of new technology to manage service provision.

Outcomes – What we plan to achieve

Keeping our vision in our sights and recognising change, flexibility and innovation as a means to achieve that vision. Constantly being aware of what is happening around us and the changes we are making, ensuring we shape, in an efficient and effective way, our on-going transformation agenda.

Actions – The key areas we will focus on:

- Developing a framework for change management incorporating employee and trade union engagement and communication.
- Facilitating and encouraging organisational flexibility through ensuring job descriptions are more flexible, and organisational resources can be deployed more flexibly across the Council to respond to demands, peaks and troughs and the changing needs of employees during their employment with the Council.
- Promoting a programme of learning to support transformational change and Innovation.
- Work to support managers and employees to adapt to flexible ways of working and help senior managers to design and develop division/directorate structures that can effectively support future requirements.
- Consider potential new business opportunities and employees’ commercial skills and work to successfully resource these new ventures in order to increase income.
- Exploring new ways of increasing individual and team productivity by leveraging the full benefits of new technology thereby creating efficiencies and savings.



“ OUR WORKFORCE WILL BE TRAINED, QUALIFIED AND EXPERIENCED ”

OBJECTIVE 2

SUSTAINING AND IMPROVING A SKILLED, FLEXIBLE AND MOTIVATED WORKFORCE

Workforce development is an essential component of the approach to managing our employees. Investment in learning and skills development is a critical element in ensuring that our workforce is equipped to deliver the services we are responsible for. We have a duty as an employer to provide employees with training appropriate to their jobs and a responsibility as an organisation providing services to the public to ensure that those services are provided safely and effectively.

Developing and investing in our workforce has a positive impact on our performance overall as, apart from improving skills and knowledge in a particular area, motivation is improved and this impacts on improved wellbeing, reduced absence and reduced staff turnover.

Outcomes – What we plan to achieve
Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

OBJECTIVE 2

Actions – The key areas we will focus on:

- Reviewing and strengthening our Performance Review and Development process to ensure all employees have relevant performance action plans in place
- Reviewing the pay and reward model
- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success and healthy working lives
- Refreshing the Learning and Development Strategy and ensuring that corporate learning and development programmes are driven by the needs of officers as well as those of the organisation, and that the most appropriate and up to date training methods are utilised
- Ensuring that the learning and development resources that we use are consistent, of high quality, and meet the future needs of the organisation
- Ensuring that the delivery of our workforce development activity makes the best use of resources available corporately including specialist knowledge and technology
- Communicating information about learning and development clearly and in an accessible way to all employees
- Working closely with our partners to maximise opportunities for shared learning and development, and encouraging cross departmental learning
- Exploring further new ways of working, using technology to ensure flexible and effective working practices
- Supporting and enabling secondment and job shadowing
- Developing an approach to alternative career paths for people with long term conditions

OBJECTIVE 3

BUILDING LEADERSHIP AND MANAGEMENT CAPACITY

This theme focuses on the development of high quality leadership and management skills across the Council. The role of managers in delivering transformation and change is crucial and we must continue to develop our managers to be leaders who can motivate and empower staff to deliver what is required.

Outcomes – What we plan to achieve

All our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Actions – The key areas we will focus on:

- Promoting our Core Competency Framework and leadership behaviours for senior managers
- Developing our approach to coaching and mentoring
- Developing secondment/job shadowing opportunities
- Our leadership team will be visible and will own the organisational agenda by creating the climate and fostering an organisational development culture
- Promote and develop Senior Management Team and Managers' Forums, cascading key messages to inform employees about what's going on and communicating this in a positive, inspiring way
- Develop sustainable ideas and solutions to continue the quest for excellence and grow success
- Develop leadership skills, knowledge and behaviours, enhancing leadership capacity using developmental approaches as appropriate, such as 360 degree assessments, executive coaching, and others
- Develop a formal and consistent management training programme



**“OUR LEADERSHIP TEAM
WILL BE VISIBLE”**

OBJECTIVE 4

PLANNING FOR THE WORKFORCE OF THE FUTURE AND BEING AN EMPLOYER OF CHOICE

The key to our future success as a modern local authority will be heavily dependent on our capacity to match the skills and abilities of our workforce to the needs determined by our new and changing service demands. An effective workforce planning framework needs to be built into the future review and development of services of the Council.

As the Council goes through a further period of change, the importance of succession planning increases. We must ensure effective succession planning processes are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees through leadership, skills and organisational development priorities. Effective use of existing policies such as Flexible Retirement should be enhanced to allow the opportunity to share knowledge and expertise given the age profile of the organisation.

Outcomes – What we plan to achieve

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working.



Actions – The key areas we will focus on:

- Promoting Broxtowe Borough Council as an employer of choice
- Identify future skills requirements
- Adopting innovative ways of recruiting new talent
- Developing our approach to talent management
- Creating employment and training opportunities by exploring training schemes and developing apprenticeships
- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees
- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans
- Using existing policies such as Flexible Retirement to enable the sharing of knowledge and expertise before it is lost from the organisation
- Supplementing the Apprenticeship Strategy with career ladders / pathways for apprentices
- Making use of all appropriate learning and training techniques
- Developing skills relating to partnership working, contract management and shared service management

“... WILL EMBRACE NEW WAYS OF WORKING”



MONITORING AND EVALUATING PROGRESS

This Strategy covers the short and medium term. It will be formally reviewed, on a bi-annual basis, to ensure that it remains ‘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 senior management, its employees and, most importantly, the communities we serve in Broxtowe.

Progress towards the aims and objectives of this Strategy will be measured by:

- Feedback from stakeholders and surveys
- Formal annual review of Organisational Development outcomes, supported by continuous monitoring and evaluation by General Management Team
- The results from the Employee Survey
- Formal reporting of progress to elected members through the business planning process

- Numbers of internal promotions
- Skills development
- Staff retention rates

In addition to these methods, a range of assessment tools will be introduced to establish people’s feelings about the changes. These tools will include focus groups and one-off surveys on specific aspects of the Strategy. Priorities will vary from year to year as both the internal and external environment changes.

Ultimately, elected members and in particular, the Chair of Personnel will be the watchdogs of success against the four strands of this Organisational Development Strategy.

BROXTOWE BOROUGH COUNCIL EMPLOYEE CHARTER

Broxtowe Borough Council is committed to creating a culture where staff are valued and supported. The Council supports a culture of openness and mutual respect in which a healthy work-life balance can be achieved in an environment where staff can develop to their full potential. We know that people, their skills, capacity and commitment are the key to delivering and improving council services. Our Employee Charter sets out our commitment to our employees to work effectively in partnership with them to ensure the best possible council services for the communities of Broxtowe.

As an employee of the Council you can expect:

- To work in a stimulating, challenging and rewarding environment where views are sought and your engagement is encouraged.
- To be continuously encouraged to develop, contribute and innovate.
- To be supported, respected and valued for the attributes you bring.
- To be part of a team providing quality services.

Managers will be expected to:

- Give leadership, guidance and encouragement to achieve results.
- Be a positive role model and give positive feedback to others.

- Encourage feedback on themselves and their service.
- Be prepared to challenge where individual or team values do not align with the Council’s aims.
- Support staff to reach the highest possible standards in their work.
- Promote collaboration, teamwork, innovation, flexibility and skills development.

In return we expect you to:

- Place high quality provision, customer care and business success at the heart of all you do.
- Work positively with others and value collaboration, engagement and communications.

- Take pride in being part of the Council and live our values in your daily workplace activities.
- Understand how you and your team contribute to what we want to achieve.
- Perform your role to the highest possible standards, taking ownership and accepting the responsibilities this brings.
- Ask if you need help or training and development.
- Understand the need to continuously develop skills and knowledge and make best use of opportunities to learn and develop.
- Get involved, be open to new ways of working and offer ideas for continuous improvement.
- Display a ‘can do’ attitude, be a team player, open to the perspectives of others.
- Treat others with dignity and respect.
- Contribute to a positive culture.

FOR MORE INFORMATION

For more information on the 'Organisational and Development Strategy' please contact the HR Manager on 0115 917 3552 or email aaron.gidney@broxtowe.gov.uk

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