



ORGANISATIONAL DEVELOPMENT STRATEGY 2024-2030

Report by Chief Executive

PURPOSE

- 1.1 The purpose of the Report is to present the draft Organisational Development Strategy 2024-2030 for approval.

EXECUTIVE SUMMARY

- 2.1 The Comhairle's first Organisational Development Strategy was approved on 12 December 2018 and the respective Progress Report is at Appendix 1 to the Report. Outstanding actions will be carried forward to the new Strategy.
- 2.2 The vision of the new Strategy is to create a healthy and sustainable workplace which will promote the achievement of corporate goals and personal development. The draft Organisational Development Strategy 2024-2030 is at Appendix 2 to the Report. The Strategy aims to develop a Dynamic Working environment over the next six years to 2030 through three integrated frameworks to Work Well, Work Smart and Work Sustainably.
- 2.3 To keep the transformation focussed, there is a draft Action Plan for each framework included in the Strategy. For ease of reference, the action plans are also at Appendix 3 to the Report with proposed completion dates and the Lead Service and the Responsible Officer recommended to take each action forward to completion. Once approved, the Action Plan will be input to Interplan for Responsible Officers to take forward within their business plans, and new actions will be added as the Strategy progresses.
- 2.4 Sickness absence is a key area for service prioritisation and is an area where the Comhairle has low performance measured against the relevant LGBF Family Group. The Comhairle is committed to empowering employees to become a more resilient workforce and the Work Well Framework supports this area of work.
- 2.5 The Comhairle aims to provide a place-based and smart working environment through digital transformation, with an emphasis on continuous improvement, to ensure working practices meet the needs of citizens. The Comhairle is also committed to making workspaces more flexible and responsive to people's needs. The Work Smart Framework supports these areas of work.
- 2.6 The Outer Hebrides working age population is predicted to decrease by 12% by 2028. This ongoing reduction in working age population combined with the increasing needs of an ageing population is having a significant impact on current and future service delivery. The Comhairle aim to effect sustainable change through workforce development, education and training across the council and is committed to supporting a skilled and balanced workforce. The Work Sustainably Framework supports this area of work.

RECOMMENDATIONS

- 3.1 **It is recommended that the Comhairle approve the draft Organisational Development Strategy 2024-2030.**

Contact Officer: Fiona Knape, Team Leader, Organisational Development.

- Appendices:
1. Organisational Development Strategy 2018-2024 Progress Report
 2. Draft Organisational Development Strategy 2024-2030
 3. Draft Organisational Development Strategy 2024-2030 Action Plan

Background Papers: [Best Value: revised statutory guidance 2020 - gov.scot \(www.gov.scot\)](https://www.gov.scot/best-value)

Comhairle Strategies and Plans:

- [Climate Change Strategy 2022-2027](#)
- [Communications Strategy 2024-2028](#)
- [Corporate Strategy 2024-2027](#)
- [Digitalisation Strategy 2022 - 2027](#)
- [Gaelic Language Plan 2023 - 2028](#)
- [Resilience Strategy 2023-2028](#)

IMPLICATIONS

4.1 The following implications are applicable in terms of the Organisational Development Strategy 2024-2030.

Resource Implications Implications/None

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|---------------------|--|
| Financial | Capital and revenue budgets are required to implement a smart working environment. |
| Legal | An annual revenue budget is required for corporate training. Councils have a statutory duty, introduced in the Local Government (Scotland) Act 2003 , to make arrangements to secure Best Value and demonstrate a focus on continuous improvement. The Comhairle have a legal duty to protect workers from stress at work. |
| Staffing | There are no staffing implications associated with this Report. |
| Assets and Property | There is a requirement for services to be adequately equipped with the appropriate assets to deliver high-quality services in a Dynamic Working environment. |

Strategic Implications Implications/None

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|----------------------|--|
| Risk | Consideration should be given to the following Strategic Risks (SR): SR2 4.1.4. Continued reduction of income streams; SR11 1.1.3. Failure to provide adequate assets and infrastructure to support long-term service objectives; SR13 4.1.4. The Comhairle fail to deliver high quality continuously improving services that are reflective of local needs; SR14 4.1.3. The Comhairle does not have the capacity, or a sufficient workforce, to deliver services. Rapid reduction of workforce; and SR17 4.1.1. Disruption to services and to the wider community. |
| Equalities | Fairness and equality are integral to all the functions and activities carried out by the Comhairle to deliver good outcomes and achieve Best Value. |
| Corporate Strategy | The Strategy is aligned with the Corporate Strategy . |
| Environmental Impact | The Strategy is aligned with the Climate Change Strategy . Integrated Impact Assessment completed. |
| Consultation | Consultation was undertaken with the Corporate Management Team, and the Human Resources, Health & Safety, Employability Services and Organisational Development Teams in the development of the Strategy. Consultation of the draft Strategy was undertaken with the Joint Consultative Committee (JCC), the Employee Forum, and the Local Negotiating Committee (LNC). |