

Subject: Organisational Development Plan 2008/2011 **Status:** For Publication

Report to:

Policy Overview and Scrutiny Committee

Date:

2nd September 2008

Report of:

Liz Murphy, Head of People and Policy

Portfolio Holder:

A Well Managed Council

Key Decision: No

Forward Plan General Exception Special Urgency

1. PURPOSE OF REPORT

1.1 To consult with Members on the development of the Organisational Development Plan.

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report impact directly on the following corporate priorities and associated corporate objective.

- Well Managed Council (Improvement, Community Network)

3. RISK ASSESSMENT IMPLICATIONS

3.1 There are no specific risk issues for members to consider arising from this report.

4. BACKGROUND AND OPTIONS

4.1 The Organisational Development Plan is a three year plan which is reviewed on an annual basis. The objective of the plan is to enable the transformation of the Council and achieve real and lasting change. The more recent focus has been to develop the organisation, build leadership capacity, develop the skills and capacity of the workforce. The plan is one element of the delivery mechanism

in relation to the Human Resources Strategy in addition to the Workforce Plan, the Equality Action Plan and the Pay and Reward Strategy.

- 4.2 The Plan also reviews the training activities which have taken place from April 2007/March 2008 and sets out the Council's strategic approach in relation to the delivery and resourcing of formal organisational development opportunities during April 2008/March 2009.
- 4.3 The Plan articulates the commitment of the Council to become a learning organisation. Much has been done through 2007/2008 to strengthen the Council's capacity by ensuring that we have the right leadership, effective organisational structures and people to deliver organisational improvement and transformation. The Council successfully achieved IIP in March 2007, the Times Best Council Award for Training and Development in September 2007.
- 4.3 Priority areas identified for 2007/2008 were identified as:
- Improving Organisational Performance
 - Developing Leadership Capacity
 - Developing the skills and capacity of the workforce
- 4.4 Further the Human Resources Strategy identified a number of challenges which has led the Council to adopt five values which make up the competency framework and are identified as essential for the Council to achieve sustained improvement in its service to customers.
- Listening and Communicating – this is concerned with our ability to listen to customers and staff, to improve understanding and decision making and our ability to communicate in a number of different ways.
 - Loyalty – this is concerned with our ability to build our reputation, trust and confidence.
 - Management of Performance - this is concerned with our ability to remain focused and deliver identified and measured outcomes.
 - Celebration of Success - this is concerned with evaluation, learning and recognising lessons learned and what we have done well.
 - Customers Matter - this is concerned with our ability to recognise the diversity of customers and the importance of developing services that meet individual needs.
- 4.5 During 2008/2009 it has been identified that there is still a need for change within the Council if the step change envisaged to deliver the sustainable Community Strategy is to be achieved. The Organisational Development Plan has identified that we need to build a genuine commitment to partnership working, a willingness to learn from others, and a new approach to development which should be based less on control to one of consensus and cultural sensitivity.
- 4.6 The need for vision and leadership is crucial and there is a need to develop better cross departmental and collaborative working and breakdown professional silos. There is a balance between developing the technical skills of our staff and developing generic skills and behaviours which would contribute to the delivery of sustainable communities within Rossendale.

COMMENTS FROM STATUTORY OFFICERS:

5. SECTION 151 OFFICER

5.1 No financial implications form the report. Organisational Development opportunities are funded through the People and Policy Budget.

6. MONITORING OFFICER

6.1 No legal implications arising from the report.

7. HEAD OF PEOPLE AND ORGANISATIONAL DEVELOPMENT (ON BEHALF OF THE HEAD OF PAID SERVICE)

7.1 Included within the main body of the report.

8. CONCLUSION

8.1 The Council is committed to the continuous development of all employees and Members and the adoption and of this Plan will address the need to develop effective leadership, organizational flexibility and increased capacity to deliver improved services, greater efficiency and better customer focus in front line services.

9. RECOMMENDATIONS

9.1 Scrutinise the Equality Impact Assessment to ensure there are no equality implications which have not been addressed.

9.2 Provide feedback in relation to the content of the Policy.

9.3 Recommend adoption of the Policy.

10. CONSULTATION CARRIED OUT

10.1 Trade Unions

11. EQUALITY IMPACT ASSESSMENT

Is an Equality Impact Assessment required Yes

Is an Equality Impact Assessment attached Yes

12. BIODIVERSITY IMPACT ASSESSMENT

Is a Biodiversity Impact Assessment required No

Is a Biodiversity Impact Assessment attached No

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Background Papers	
Document	Place of Inspection
<p>The Local Government Pay and Workforce Strategy 2005 Building Capacity to deliver Excellence (RBC) Transforming your Authority – Creating Real and Lasting Change (ODPM) Helping to Raise the Game (IDEA) Skills For Sustainable Communities – The Egan Review Local Government the place to be, the place to work – Delivering through people :The Local Government Strategy 2007 Strong and Prosperous Communities White Paper Briefing 2006</p>	<p>All documents available within the People and Policy Team</p>