

**Subject:** Organisational Development Plan  
2009/2011

**Status:** For Publication

**Report to:** Performance Overview & Scrutiny

**Date:** 2 February 2010

**Report of:** Head of People & Policy

**Portfolio**

**Holder:** Finance & Resources

**Key Decision:** Yes / No

Forward Plan  General Exception  Special Urgency

**1. PURPOSE OF REPORT**

1.1 The purpose of the report is to agree the strategic plan in relation to the delivery and resourcing of formal organisational development opportunities undertaken within the Council by employees during 2009 / 2011. The plan also reviews the development activities undertaken during the previous year.

**2. CORPORATE PRIORITIES**

2.1 The matters discussed in this report impact directly on the following corporate priorities:-

- Delivering quality Services to our customers
- Delivering regeneration across the Borough
- Encouraging healthy and respectful communities
- Keeping our Borough clean, green and safe
- Promoting the Borough
- Providing value for money services

**3. RISK ASSESSMENT IMPLICATIONS**

3.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- The objective of the organizational development plan is to enable the transformation of the Council and to achieve real and lasting change. The focus is to develop the organization, build leadership capacity and develop the skills and capacity of the workforce. A poorly developed and resourced organizational development plan could threaten the improvement agenda of the Council.

#### **4. BACKGROUND AND OPTIONS**

4.1 An organisational development plan is produced annually. The development of the plan is undertaken with a view to including development activities which will reasonably be expected to occur within the next twelve months. The plan is one element of the delivery mechanism in relation to the Human Resources Strategy, in addition to the Workforce Plan, the Equality Strategy and the Human Resources Business Plan. The Council has identified a “capacity building model” as the process by which it can achieve significant change and deliver “ Rossendale Alive”. The Plan supports the development of this model. In addition, it addresses the need to have effective leadership, organisational flexibility and increased capacity to deliver improved services, create efficiency and consequently deliver better customer focus in front line services. The Plan identifies appropriate development opportunities in the following key priority areas:

- Developing the organisation
- Developing leadership capacity
- Developing the workforce skills and capacity

4.2 Rossendale Borough Council is committed to becoming an organisation that learns. This is defined as an organisation “ *which learns and encourages learning amongst its staff, promoting the exchange of information between employees hence creating a more knowledgeable workforce.*” This commitment will enable the Council to develop into a flexible organisation where employees will accept and adapt to new ideas and changes delivering organisational improvement and improved customer satisfaction.

#### **COMMENTS FROM STATUTORY OFFICERS:**

#### **5. SECTION 151 OFFICER**

5.1 The financial implications of the Organisational Development plan will be met from the Council’s existing budget resources.

#### **6. MONITORING OFFICER**

6.1 No legal implications have been identified.

#### **7. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)**

7.1 The organisational development plan is produced by the People Team.

7.2 The allocation and access to training and development opportunities is on the basis of Equal Opportunity for all employees.

## 8. CONCLUSION

- 8.1 The Council has embraced the challenge of organisational transformation and recognises that organisational development is a key feature to ensuring that the workforce are equipped with the skills and expertise to deliver quality services.

## 9. RECOMMENDATION(S)

- 9.1 That members agree the contents of the organisational development plan.
- 9.2 All future minor amendments to the organisational development plan to be delegated to the Head of People & Policy in consultation with the Portfolio Holder.

## 10. CONSULTATION CARRIED OUT

- 10.1 Management Team  
10.2 Employees via PDR Process  
10.3 JCC

## 11. COMMUNITY IMPACT ASSESSMENT

Is a Community Impact Assessment required Yes  
Is a Community 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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Either

Background Papers	
Document	Place of Inspection

<p>Organisational Development Plan</p> <p>Community Impact Assessment</p>	<p>Contact Jane Reynolds HR Manager <a href="mailto:janereynolds@rossendalebc.gov.uk">janereynolds@rossendalebc.gov.uk</a></p> <p>Contact Lee Birkett Performance Officer <a href="mailto:leebirkett@rossendalebc.gov.uk">leebirkett@rossendalebc.gov.uk</a></p>
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