



Report to: Council  
Date of Meeting: 24 January 2007  
Report From: Head of Organisational Development  
Title of the Report: Organisational Development Strategy  
Agenda Item Number: **10**

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## **1. PURPOSE AND SUMMARY**

- 1.1 The purpose of this report is to present to Members an Organisational Development Strategy for the Council for the period 2007 – 2009, which has previously been considered by Executive at their meeting held on 8 January 2007.
- 1.2 It is the recommendation of the Executive that Council approve the attached Organisational Development Strategy.

## **2 CONSULTATION**

- 2.1 Consultation in relation to this report and the attached documents, has taken place with the Councils Corporate Management Team and the Portfolio for Human Resources and Communications. Consultation has also taken place with other key individuals including the regional advisor from the Employers Organisation for organisational development and workforce planning.

## **3. CORPORATE PLAN AND PRIORITIES**

- 3.1 This report and the attached Organisational Development Strategy will support all of the Council's Corporate Priorities due to the nature of the document and the range of organisational development activities and initiatives included in the strategy.
- 3.2. In particular, section 2 of the strategy details how organisational development will support both the Council's Corporate Plan and Priorities and Improvement and Recovery Plan.

## **4. IMPLICATIONS**

### **4.1 Financial Implications and Value for Money Statement**

There are no direct financial implications related to this report, although there are indirect efficiencies and value for money implications which will be the result of effective and innovative organisational development across the Council

### **4.2 Legal**

There are no legal implications arising from this report.

### **4.3 Human Resources**

Human resources implications associated with this report are related to the people implications of the Organisational Development Strategy, as outlined in the section of the strategy entitled "The Importance of People."

### **4.4 Other Services**

There will be positive implications for all services across the Council through the introduction of an Organisational Development Strategy and the subsequent improvements in service delivery resulting from effective organisational, team and individual development.

### **4.5 Diversity**

This strategy complies with the Council's commitment to equality and diversity. Care has been taken in drafting this strategy to ensure that the Council do not unjustifiably discriminate against any minority group.

### **4.6 Risk**

4.6.1. The risks associated with members not approving the attached document are that the Council will not have a strategy for pro-actively taking actions to respond to the national and regional drivers for change. In addition there will not be a strategic document which will clearly set out how through organisational development, the Council will improve and work towards "excellence", and continue to meet the corporate priorities and expectations of the citizens of Chester-le-Street.

4.6.2. Finally, this strategy will play a pivotal role in the assessment for CPA re-categorisation and will demonstrate how the Council are taking steps to address the five priority areas of the Governments Pay and Workforce Strategy.

#### 4.7 Crime and Disorder

There are no known implications for Crime and Disorder.

#### 4.8 Other Implications

There are no other known implications as a result of this report

### **5. BACKGROUND, POSITION STATEMENT AND OPTION APPRAISAL**

#### **5.1. BACKGROUND**

5.1.1 Whilst a great deal of work has taken place to date in relation to organisational development, following on from the Council's Improvement and Recovery Plans, the Council did not have an Organisational Development Strategy which set out how organisational development would move the Council forward, over the two years, towards a culture of "excellence", through pro-active organisational, team and individual development.

5.1.2. The Audit Commission in a quote from 2003, summarised organisational development as follows:

"The improvements needed will only be achieved by improving the capacity and capability of the people who deliver the services. Having a structured approach to building the capacity of the workforce will therefore positively impact and improve the services of the community."

5.1.3. To date, a range of organisational development activities and initiatives have taken place, both in relation to people development and processes/ systems and the way services are delivered.

5.1.4. The Council embarked upon the "One Team Inspirational Programme" which involved all managers of the Council and non managerial volunteers who were trained as Inspirers. Management and leadership development against key managerial competencies was a key feature of the programme as well as work on eleven action learning sets against key corporate objectives.

5.1.5. In addition a substantial amount of work has taken place in relation to the development of elected members, training and development programmes and personal and team development, which resulted in the Council being awarded the Charter for Member Development.

5.1.6. Other significant achievements and progress have included a programme being rolled out to all employees and elected members for equalities and diversity; a training programme for key officers on CPI (Continuous Process Improvement), and a programme of Customer Care training for all employees.

5.1.7. To support these substantial development programmes, work has also been undertaken in relation to communicating the vision for the Council and

corporate priorities and linking corporate, service and individual plans (the Golden Thread), most of which has now lead the Council to a position where we are committed to assessment in the near future against the national standard for Investors in People.

5.1.8. In addition to having a strategy which sets out how organisational development will assist the Council in delivering the objectives contained within the Council's Sustainable Community Strategy and Corporate Plan, there are other external influences which such a strategy should address.

5.1.9. The Council's Organisational Development Strategy will therefore include objectives and actions which will also ensure that the Council are able to respond to national and regional drivers for change including the White Paper and the Governments Pay and Workforce Strategy, as well as supporting the Council's decision to go forward for re-categorisation for CPA.

## 5.2 POSITION STATEMENT

5.2.1 The current position is as outlined above, in that a great deal of work has taken place across the Council in relation to pro-active organisational development and this is detailed in the Organisational Development Strategy within section one, "the journey so far."

5.2.2. The Council are now in a unique position to build upon the work and progress to date, and the approval of the Organisational Development Strategy will provide a framework for taking forward planned organisational development for the next three years.

5.2.3. In summary, the attached strategy sets out:

- Where the Council are aspiring to be in relation to "excellence"
- The journey to date and the progress made since 2003
- The role of people and processes
- How the strategy will support the Council's Sustainable Community Strategy, Corporate Plan and Improvement Plans
- How the Strategy will enable the Council to adequately respond to the national and regional challenges facing us
- The progress to date and further actions which will be taken in responding to the five priority areas of the Governments Pay and Workforce Strategy
- The culture change required to move the Council towards "Excellence" and how this will be achieved
- Key strategic objectives and a delivery plan including how the Council will measure the impact of organisational development

5.2.4. In taking the strategy forward, there are five strategic objectives, which are underpinned by a number of actions outlined in the delivery plan. The objectives are as follows:

### **Strategic Objective 1 - Innovative Organisational Development**

This objective relates to what actions will drive the organisation forward to a position of excellence and is about both processes and systems as well as people. Actions supporting this objective will link to greater efficiencies, increased productivity, business process improvement, improved communication and engagement and enhanced performance management.

**Strategic Objective 2 - Maximising Leadership Potential**

This objective will include programmes for enhancing leadership capacity, both political and managerial. This objective and associated actions will link very closely with specific sections of the Council's Corporate Workforce Development Plan relating to management and member development.

**Strategic Objective 3 - Enhancing Skills Development**

This objective will include action for addressing key skills gaps and will outline how the Council will enhance capacity across the Council through the development of people. This objective and associated actions will link very closely with specific sections of the Council's Corporate Workforce Development Plan and proposals regarding skills development and training programmes.

**Strategic Objective 4 - Resourcing Local Government**

This objective will be based around "succession planning" and effective workforce development planning and will include actions to address current and future occupational skills needs. This objective will link with the approach to be adopted for introducing "Workforce Development Planning", as set out in the Council's Corporate Workforce Development Plan, as well as "Succession Planning."

**Strategic Objective 5 - Fair and Attractive Pay and Rewards**

This objective is based upon how the Council will respond to single status and address any equal pay/ value issues across the Council, as well as setting out actions for rewards, employee benefits and recognition.

**6. OPTIONS APPRAISAL**

- 6.1. There are no options to appraise in relation to taking forward organisational development within the Council.

**7. RECOMMENDATIONS**

- 7.1 It is recommended that the attached Organisational Development Strategy is approved.

## **8. BACKGROUND PAPERS / DOCUMENTS REFERRED TO**

- 8.1. Chester-le-Street District Council Corporate Workforce Development Plan
- 8.2. Chester-le-Street District Council Sustainable Community Strategy
- 8.3. Chester-le-Street District Council Corporate Plan
- 8.4. Chester-le-Street District Council Improvement and Recovery Plan
- 8.5. The Governments Pay and Workforce Strategy

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**DATE OF REPORT:** 9 January 2007  
**VERSION NUMBER:** 1.0

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