Chester-le-Street
District Council

Pursuing Excellence Organisational Development Strategy

December 2006

Foreword

Chester-le-Street's vision is to become an excellent council. This is not just in the sense of a label that may be given through the process of Comprehensive Performance Assessment. It is about being excellent in the true sense of the word.

In order to achieve this it is important that the council has a robust Organisational Development Strategy that can guide the council to achieve its vision. This Strategy aims to do just that. It builds upon the significant progress in improvement the council has made in the last couple of years and since the last Comprehensive Performance Assessment judgement. It sets out what the council needs to focus on in terms of the development of its people and its processes in the search for true excellence

While the resources the council has available are limited the leadership of the council at both member and officer level are fully committed to helping everyone in the organisation excel in what they do. However, excellence cannot be achieved if there is not a commitment to it by everyone in the organisation. Members and officers have been fully engaged in the development of this strategy and therefore are clear owners of it. The Strategy will be driven by Corporate Management Team at officer level and by the Executive at Member Level. To give the Strategy the importance it deserves the Head of Organisational Development, Alison Swinney, will be officer Champion and the Portfolio Holder for Human Resources and Communication, Simon Westrip, will be Member Champion.

The world is a changing place. The council firmly believes that seeking excellence is a journey and not a destination. Continuous Improvement means that striving for excellence will mean that we have a flexible plan of action which itself will change and improve over time. In view of this, this Strategy is a living document. It will be monitored, reviewed and updated regularly.

Linda Ebbatson, Leader of the Council

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Part 1
Organisational Development Strategy

1. Introduction to the Organisational Development Strategy

1.1.   The Councils Organisational Development Strategy is a strategic document which sets out how through effective organisational development, the Authority will make the transformation required in both responding to the national and regional drivers for change and meeting the expectations of the citizens of Chester-le-Street. It aims to guide Chester-le-Street towards its vision of being a truly excellent council.

1.2.   The strategy is intended to be a document which will link to and support the delivery of other strategic plans including the Districts Sustainable Community Strategy and the council's Corporate Plan. This is shown in **Appendix 1.** The strategy sets out the key proposals for achieving excellence. It will be supported by other plans policies and systems, and will demonstrate how the Council are responding to the five priority areas of the Governments Pay and Workforce Strategy. In addition the actions contained within the strategy will assist the council in ensuring that the Council has positioned itself sufficiently for the next Corporate Performance Assessment by the Audit Commission.

Where do we want to be and what will excellence look like?

1.3   The council firmly believe that pursuing excellence is a journey and not a destination. Whatever improvement we make there will always be room for improvement. There will always be new things to do and new ways of doing things. Local Government will change both in its make up and how it organises itself to meet national and regional challenges. People in our communities will change and become more diverse. The wants and needs will change as result and as the council improves its delivery of service citizen expectation will change and grow. As times goes on new services will need to be delivered and technology will change and shape how those services will be delivered. In view of this it is difficult to paint a true picture of excellence because we will always be striving to achieve it.

1.4   That being said it is important to understand what excellence will look and feel like. It is felt that this can be summarised as follows;

Customers acknowledge they are provided with high quality, timely services which they have influenced and as a result they are fully satisfied they are being provided with value for money .

Partners fully acknowledge and promote that the council is contributing fully to the delivery of their own objectives and services and as a result support there own appetite for excellence

Members are seen and acknowledged as true community leaders who have skills and resources to meet the challenges of the changing demands and needs of the communities they represent. They are also visible leaders and role models for others.

Officers have the skills and resources to deliver the high quality timely services required by customers and have the confidence in knowing that the services they deliver are comparable with the 'best in class'. Employees believe n the organisations purpose, trust its leaders and feel empowered and equipped to deliver. People understand how they contribute and team working and a "can do" approach is evident.

External Assessors have the evidence and confidence that in terms of the council in general and individual services and specific parts of service delivery in particular the council and services it delivers are comparable with 'best in class'

Where have we come from

1.5.   The CPA judgement in 2004 highlighted a number of areas of weakness which can be summarised as follows:

-      Lack of vision and corporate priorities
-      No corporate plan
-      Poor decision making and ineffective leadership
-      Lack of service planning and prioritisation
-      Inadequate performance management
-      Poor financial management
-      High levels of sickness absence
-      Poor progress in relation to equalities and diversity

What did we set out to do to improve this position

1.6.   The council were judged to be 'poor' by the Audit Commission in their March 2004 judgement in terms of Comprehensive Performance Assessment. As a result the council embarked on a challenging and robust improvement programme through its Improvement and Recovery Plan. Indeed this plan was the real predecessor to this Organisational Development Strategy. The

work to date in relation to organisational development, including the One Team Organisational Development Programme was as a direct result of considering how we should set about improving our organisation. The progress to date and the programme very much underpinned and supported the Council's Improvement and Recovery Plan and the four key areas in our focus for improvement, which were:

- Vision into action
- Decision Making
- People and performance
- Improving Services

1.7. It was recognised in the very early stages of the development of the Improvement and Recovery Plan that there had to be a "golden thread" that linked the purpose and direction of the organisation with the improvements in service delivery and the customer/ public expectations.

1.8. In achieving this, the four key objectives of the Improvement and Recovery Plan as outlined above, were identified.

1.9. Clearly the main objectives within the Improvement and Recovery Plan were designed to deliver a greater vision and focus upon *what* we do and also *how* we do it. Two critical components in developing *"how we do things around here"* were the people development and the systems and processes development.

1.10. This effectively then formed the basis of our Organisational Development Work and Programme during 2005 and 2006, which comprised of three main elements:

- Member Development
- Officer Development
- Continual Process Improvement.

1.11. It is considered that the implementation of the Council's Improvement and Recovery Plan and the organisational programme of work to date, has resulted in a significant shift of the council towards excellence in CPA terms at least. Improvement has been acknowledged by the Government Office and by the Audit Commission.

The Journey So Far

1.12. The roots of this Strategy are as outlined above, embedded in our Improvement and Recovery progress. Following on from the judgement by the Audit Commission of Chester-le-Street District Council being classified as a "poor" council, the Council embarked upon a significant journey of improvement, which

included key organisational development drivers which would be fundamental to the Council's Recovery.

Our journey is outlined as follows;

- **The Council's Recovery – Appointment of the new Corporate Management Team (June 2004)**

A new Chief Executive was appointed to the Council in April 2004, commencing employment June 2004.

Following this appointment, it became clear that in order to steer the improvements required, the Council would need to have an effective corporate management team in place. A report was therefore submitted for Council approval in the summer of 2004. The report recommended a new corporate management team structure, followed by a national recruitment process to appoint individuals to key corporate positions. All appointments were in place by March 2005.

- **The Council's Improvement and Recovery Plan (September 2004)**

As part of the Council's journey of recovery an initial Improvement and Recovery Plan was developed and approved, with the intention of addressing the weaknesses identified from CPA. The Recovery Plan was based around key strategic areas which required addressing and included measurable outputs and time bound actions.

An integral aspect of the Improvement and Recovery Plan involved innovative organisational development which would drive forward the changes required both through the development of our people, as well as processes and new ways of working. All milestones within the Council Improvement and Recovery Plan were achieved and a revised, detailed and ambitious phase to of the Improvement and Recovery Plan was approved by Monitoring Board in November 2005. By November 2006 this was 65% complete

To monitor Progress the council worked positively with the then Office of the Deputy Prime Minister and the Audit Commission to ensure improvement proposals were achieved. The council worked with its business and community partners to help the independent monitoring of our progress and support its strategy development and planning. The Partnership Board provided this independent support and guidance.

As a result the Audit Commission's monitoring and their Direction of Travel assessments showed that the council was continuously improving.

■ Leadership & Direction

Leadership development was an important part of the Council's recovery and involved both managerial leadership and political leadership. The Council's Corporate Management Team were involved in various development programmes. A competency framework for Corporate Management Team was also produced and embedded. 360 Degree appraisal and feedback took place against the competencies outlined within this framework.

The Council's Executive also underwent significant development including taking part in a programme of development for Executive Members facilitated by IDeA.

Corporate Management Team and the Council's Executive also embarked upon a programme of joint development days, which would be required in taking the Council forward, setting a clear vision and priorities and ensuring these were realised.

A great deal of work by both top teams resulted in the development and introduction of the Council's first Corporate Plan in June 2005. The Corporate Plan which built on regular Residents surveys and partners feedback to set out seven clear key priorities set out the direction and vision for the Council.

■ Member Development – (September 2004 onwards)

The Council made a commitment to work towards the charter for elected member development in September 2004. Signing up for the members charter required an action plan to be developed which would include a range of actions which would need to take place in relation to achievement of the charter. This action plan was approved by Council in December 2004, along with various other documents and strategies for member development, including a Training and Development Policy for elected member development and a Strategy.

To date progress in relation to member development has included:

- Annual Training programme for member development;
- PDP process embedded for elected members, which includes annual and six monthly reviews;
- Personal development plans for members and individual training and development records;
- Portfolio folders of information/ support/ guidance for members;

- Induction developed for new elected members;
- Members Competency Framework developed and embedded;
- Programme of Executive Development complete;
- Modern Member Tailored Programme complete; and, as a result
- North East Charter for Elected Member Development awarded to the Council.

- **One Team Inspirational Programme (December 2004 – December 2006)**

A report was submitted to Council in December 2004, recommending that the Council appoint organisational development consultants to assist in the delivery of an organisational development programme, which would involve:

- Communication of the vision and aspirations for the future with all managers and a small number of non managerial employees who volunteered to take part in the programme.

- Establishing, agreeing and understanding the organisations values, behaviours and the development of competencies which will be required of managers and employees

- A significant investment in the development of managers and leaders, ensuring that key individuals possess the relevant skills and competencies to lead the organisation and effectively manage others

- Creating a culture of coaching and developing key individuals to act as coaches to others

- Creating an environment of one team working where employees from different areas of the Council work together to solve problems/ make improvements through action learning sets

- Providing opportunities for non managerial employees to become "Inspirers"/change agents who would receive training and development as part of the programme.

The report also recommended a timetable which would involve seeking tenders from consultants and appointing preferred consultants with a view to a programme commencing in 2005. Following a tendering exercise, Q Learning, organisational development consultants were appointed and the "One Team Inspirational Programme was delivered.

The programme involved the Councils Corporate Management Team, all managers, supervisors and team leaders, as well as opportunities for non managerial employees to be trained as part of the programme to become "Inspirers", who would inspire others during significant periods of change. The programme also involved management and leadership development programmes between September and December 2005 for all managers against key specific managerial competencies. A training and development programme for Inspirers also took place during this period.

Following on from this initial training, a day of reflection was held during January 2006, which resulted in 11 action learning sets involving all employees engaged in the programme being set up to work on key corporate projects, for completion by June 2006. The council subsequently appointed on of the tender companies to deliver a Continuous Process Improvement (CPI) Pilot which has led to performance improvement in three key services; financial services, environmental services and housing. CPI and action learning Sets have now been built into the council's performance management framework.

Presentations from Action Learning Sets to the Council's Corporate Management Team, Elected Members and key stakeholders took place in October 2006.Then results were that all action learning sets achieved the brief as set out initially, and in some circumstances exceeded what was required. The work resulting from this is now being firmly embedded into the work of the Council.

■ **Recruitment and Retention Strategy (2004)**

In order to address any potential recruitment and retention problems the Council may face, a Recruitment and Retention Strategy was developed and implemented in 2004. This strategy has been instrumental in assisting the Council in workforce development planning. All initial actions are now 100% complete.

■ **Project Management Protocols and Training (August 2004)**

In accordance with one of the key actions within the Council's Improvement and Recovery Plan, managers and team leaders took part in 3 days intense training on Project Management.

- **Employee Empowerment – Revised Employee Suggestion Scheme (September 2004)**

The Council revised the Employee Suggestion Scheme to encourage employees to make suggestions for improvements to services and new ways of working, as well as suggestions concerning efficiencies. Suggestions are now recognised against specific criteria on a quarterly and annual basis.

- **Improved Communications (September 2004)**

The Council's Communications Strategy was developed and implemented with various communications systems including a cascading system for team meetings across the Council on a monthly basis, the Employee Forum, Suggestion Scheme and Quarterly Corporate Employee Briefings for all employees on corporate issues. An Employee Newsletter, Team Talk, a Members Update and a community newspaper, District News were subsequently introduced.

- **Governance and Decision Making**

A range of activities commenced in relation to the above in October 2004.

The council reviewed the Constitution; reviewed Financial Regulations and Standing Orders, reviewed the delegations of decision making to Executive Members, developed and adopted protocols for decision making and trained relevant officers and all member's in the new constitution. A "Decision Tracking System" was also developed for Corporate Management Team Executive and the Council.

- **Service Improvement Team**

To play a pivotal role in the Council's continuous improvement, a Service Improvement Team was established, the work of which later went on to assist in various inspections in relation to Housing Services and Environmental Services and the facilitation of the Continuous Process Improvement Pilot.

- **Performance Management Framework (April 2005)**

The Council developed a Performance Management Framework and process in April 2005, which underpinned work and reporting of performance in relation to key performance indicators. One of the main components of this was the introduction of "Performance Plus", which is a computerised tool for performance management reporting. The Corporate Plan and the Community Strategy, updated to the Sustainable Community

Strategy in November 2006 set out clear vision, ambition objectives and milestones. A comprehensive range of working groups were developed to secure improvement and performance improvement including the Programme Management Board, Corporate Governance Group and Modernisation Team.

To complement this approach on performance management, the Council are also now effectively managing performance of people, with various processes having been developed for monitoring, measuring and managing the performance of people through Personal Development Plans. competency frameworks and people performance policies and procedures.

■ Service Planning

One of the key weaknesses identified within the Council was in relation to the lack of corporate and service planning and the inability to prioritise. In October 2005, the first guidance was introduced regarding the service planning process, and managers were required to complete service plans against specific comprehensive guidance, and in line with the Community Strategy and Corporate Objectives. Revised guidance was issued in June 2006. This process is now effectively embedded within the Council.

■ Employee Survey (2005/2006)

The annual Employee Survey for 2005/06 was conducted with pleasing results in that the issues raised by employees to be addressed had reduced by half in comparison to the previous year and overall employee satisfaction had increased. The Action Plan for this survey was 100% completed on target.

■ Customer Relationship Management (2005)

The Council appointed a Customer Relationship Manager in February 2005, with the remit of developing a Customer Excellence Strategy, continuing annual Residents surveys and improving customer service and satisfaction. Significant progress has continued in relation to this since the appointment to this post, and the Council are now in the final stages of developing the "One Stop Shop".

■ Development of the Scrutiny Function (May 2005)

During 2004 a programme of development for Scrutiny was rolled out with support from the IDEA. This concluded in late 2004, and resulted in a work programme and action plan further improving the quality of the Scrutiny Function by May 2005. In

October 2006 the council approved a review of the Scrutiny Panels to ensure focus on corporate priorities.

■ Equalities & Diversity (June 2005)

An Equalities Plan was developed and implemented, resulting in significant improvements to the Council's position regarding equalities and diversity, this is managed and driven by the Equality and Diversity working Group. A programme of equalities and diversity training for all employees, managers and members was rolled out and completed. A process has been developed for Diversity Impact Assessments which was embedded across the Council. The council is now positively celebrating diversity

■ Employee Well being and Addressing Sickness Absence (2005)

The Council developed and launched an "Employee Well Being Action Plan." Revisions to the Managing Attendance Policies and Procedures and a programme of training for managers in managing attendance was also instrumental in a reduction in sickness absence over a four year period from an average of 18 days per employee per annum to 11.4 days average. A revised Policy for Managing Stress at Work and Stress Awareness Training was also introduced. Finally, an annual programme of health promotion continued to be delivered.

Employee Benefits (2005)

As part of the Recruitment and Retention Strategy the Council introduced a range of new employee benefits and changes to flexible working arrangements.

Employee Code of Conduct and Employee Competency Framework (2005)

The Council developed and launched the first Employee Code of Conduct and a generic Employee Competency Framework which included six competencies required of all Council employees, including equality and diversity, one team working and customer care.

Training and Development (2005/2006)

There have been a wide range of actions and a great deal of progress during 2005 and 2006 in relation to changes to training and development, as part of the Council's recovery and continuous improvement including:

- Development of a Training and Development Strategy which supported centralisation of training budgets and included a clear process for identification and prioritisation of training and development needs at corporate, service team and individual level;

- Revised PDP Scheme for employees to include reference to the various competency frameworks, a section on managing performance against targets and increased reference to the golden thread, corporate priorities and service priorities;

- A corporate training and development plan, which includes training and development activities which support the corporate objectives. The plan also includes generic programmes required for all new employees joining the Council, in particular in relation to the employee competencies required.

- A new Induction Policy and Procedure which includes "corporate" induction and "Service team" induction.

- Customer Care Training Programme rolled out during 2006 for all employees.

- Modern Apprentices Policy and Procedure.

- Launch of Training and Development Champions for Service Teams.

- Commitment to working towards the Investors in People Standard. Action Plan 100% on target.

- Annual Evening of Achievements to recognise the achievements of employees.

- A Training programme has been completed in relation to CPI (Continuous Process Improvement). This has lead to some effective and innovative changes to the way various teams within the Council are working.

- Good progress during 2006 in relation to introducing Workforce Development Planning.

- **Management Development**

A great deal of progress has also been made in relation to management development during 2005/ 2006 including:

- Clear roles and responsibilities for managers through a review of Job Descriptions

- Leaders and managers competency frameworks developed and embedded

- PDP process revised to include section on managing the performance of managers.

- Annual training and development programme for managers in line with the competencies identified in the manager's competency frameworks

- Managers tailored induction and handbook

- Management and leadership development undertaken as part of One Team Inspirational Programme.

The Outcomes including Rewards and Recognition during the journey have been

- Reduced sickness absence and improvements in efficiencies and employee morale; (sickness absence reduced from 18 days average per employee to currently 10.6)

- Improved levels of employee satisfaction evidenced through the latest Employee Survey Results; (A 50% reduction in areas identified as dissatisfaction)

- Improved decision making and accountability;

- A clear purpose and direction for the Council which all employees and members are signed up to. This can be evidenced through progress in working towards Investors in People. (IIP action plan 95% complete)

- A skilled and capable workforce which can be demonstrated through levels of customer satisfaction and the significant improvements of performance against corporate performance indicators;

Other clear outputs relating to rewards and recognition are:

- North East Charter for Elected Member Development (July 2006)

- "Good" Environmental Services Inspection

- "One Star" Housing Services Inspection

- Other key services such as planning, revenues and benefits and environmental health showing improving trends

- Improved performance indicators throughout the council (79% improving BVPI's during 2005/2006)

- Increased confidence throughout the organisation, evidenced through the involvement of employees as part of the One Team Inspirational Programme and work which was produced as a result of action learning sets. The Council's Annual Evening of Achievements was further evidence of this.

- Clear signs of other councils wishing to benchmark with the council.

Where we are now

1.6. We now have the foundations in place in that we have a clear vision and corporate priorities, with clear leadership from the top of the organisation, at both political and managerial level.

1.7. We have corporate and service plans in place with improved decision making and accountability. In addition we have developed our members and officers against key competencies and are now working as "one team".

1.8. The Council have improved communications, employee understanding and engagement and the "golden thread" is being firmly embedded into everything we do.

1.9. The Council have made improvements in performance management, financial management, human resources and organisational development and equalities and diversity.

1.10. In recognition of this, the council had a successful application for re-categorisation in November 2006 and following a proposed Corporate Assessment in February 2007 the council is hopeful of at least a 'fair' re-categorisation when a formal judgement is made by the Audit Commission in June 2007.

1.11. The council must be realistic. Self awareness and understanding about how good it really is, is in itself a sign of excellence. There is no doubt that the council had much to do sustain the improvements it has made so far with the limited resources it has. As a result excellence must be seen as part of a medium to long term plan. While the council has some way to go to if it is to realise excellence the organisation is fully committed to pursing it.

Where do we need to go next and how will we know when we get there

1.12. We have made a commitment, as outlined in section 1.3 of this strategy that we are working towards a culture of "Excellence". Section 1.3 clearly outlines what excellence will look and feel like, and this is important, in order that we will know when we have achieved this.

The Importance of People

1.13. Excellence will not be achieved if we are not committed to our people who are the council's most valuable resource. Nor will excellence be achieved if our people are not committed to excellence. The "people" element of the strategy is essential if the Council are to make the required improvements to meet its vision.

Below is a quote from the Audit Commission regarding the impact of organisational development:

"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 to the community."

This people element within this strategy will be underpinned by the Council's approach to workforce development planning, with clear links to the Council's Workforce Development Plan.

1.14. Effective organisational development, both people and systems based, will be fundamental to meeting the changing needs of customers and the wider community, with an emphasis on improved service with more choice, whilst fulfilling the expectations of the government in relation to performance and efficiency. In order for the Council to effectively transform, which will include the services we provide and how we provide them will require organisational development across all areas of the Council, which is led from the top through visible leadership.

1.15. Senior managers and members will be required to be seen as at the forefront of the change process, setting the challenge, defining the vision and the goals and shaping the approach. An organisational development strategy will provide the focus and framework for this activity and will also address the transformation of the people management role required of all managers throughout the organisation in order to support and steer the transformation required.

1.16. This organisational development strategy will set out clearly what the challenges facing the Council are and how through various organisational development approaches and methods including people based and system based approaches, the desired transformation can be realised.

2. How will the Organisational Development Strategy support the Council's corporate objectives?

2.1.   The Council's Organisational Development Strategy sets out how work in the areas of organisational development and strategic human resources management will have an impact both on the Council's Improvement and Recovery Plan and Corporate Plan and priorities.

2.2.   How the Strategy will support the Council's corporate priorities and core values are set out in this section. The Seven priorities of the council identified in the Corporate Plan 2006/2009 are as follows:

Customer Excellence
Working in Partnership to deliver the Community Strategy
Meeting the Decent Homes Standard
Regenerating the District
Neighbourhood Management
New ways of working in Leisure
Maximising Efficiencies

2.3.   In supporting the achievement of these organisational development and the actions and objectives contained within this strategy will enable the Council to make the necessary changes through:

Ambition:

Having a clear ambition for the future, clear vision which everyone can sign up to, which is underpinned and supported by active, visible, political and managerial leadership.

Culture Change:

Working towards a culture of "excellence" where people understand and believe in the organisations purpose, trust its leaders and feel empowered and equipped to do their work in pursuit of that purpose. People understand how they contribute and team working and a "can do" approach is evident.

Improving whole organisation performance:

Through various Organisational Development objectives and initiatives, organisational development will improve the Council's performance through positive changes to people management

and development, competence, skills and accountability, communication, systems and structures, embedding CPI (continuous process improvement) and action learning and the one team approach.

This will involve a focus upon strategic and structural reviews of services and how services can work together to be more effective, identifying improvements to processes and systems and moving away from how things have always been done, managing and improving performance linked to service delivery, communication strategies, leadership development and community engagement, partnership working and people management, leading to greater efficiencies.

<u>Building capacity to deliver:</u>

Through clear accountability and decision making processes, with workforce development planning for the future being fully owned by Directors and Senior Managers. This will enable the Council and its services to identify future requirements in terms of people, posts and skills required to deliver high quality and competitive services. The detailed proposals for building capacity are covered by the Council's Corporate Workforce Development Plan, which supports this strategy.

2.4   The relationship with the councils corporate values are as follows:

"An Authority that is customer focused, that understands the needs of communities and values resident and business engagement."

OD Initiatives which focus upon customer care and relations, community engagement strategies, partnership working, learning and development programmes, competencies and expected standards of behaviour, work of action learning sets in improving customer satisfaction.

"An authority that is value added based, where services are focussed on outcomes and success is measured by the impact of the quality of life of local people."

OD initiatives which support a shift of focus from primarily internal to external accountability, the development of senior managers to encourage them to think outside of the box and to share and align finances and resources to priorities, to create systems and processes which support outcome rather than output measures, to use benchmarking information to measure

performance and encourage a culture of continuous improvement.

"An Authority that learns from experience and the experience of others, is open to external challenge and operates comfortably in a mixed economy."

The Council has adopted a strategic approach to learning and development through the development of a Learning and Development Strategy, which focuses upon corporate and service priorities linked to learning and development.

Other OD initiatives which encourage and capture learning, from both inside and outside of the organisation, through the use of best practice, having mechanisms to capture and disseminate knowledge and information and learning from past experiences and identifying improvements which can be made. Ensuring the right development frameworks are in place, and that managers are sufficiently coached and supported during any period of change.

The Council's Learning Strategy, Workforce Development Plan, Organisational Development Programme and leadership and management development programmes support this value.

In addition the use of action learning sets will continue as a strategic approach to learning and development.

"A council that acts as one team where staff and elected members work together and have a clear understanding of their role and the contribution they make to service and corporate priorities."

The Councils One Team Inspirational Programme has been a significant driver in creating and sustaining a culture of one team working. The revisions to the Councils Personal Development and Performance Scheme and IIP workshops held have also been instrumental in helping both members and officers to have a clear understanding of their roles and how they contribute.

"A culture of performance management where service plans are closely aligned to the Community Strategy and where staff development and training is prioritised."

Significant work has already commenced in relation to this value, through the support being provided to senior managers in relation to service planning and the "golden thread", through

both the Service Planning and Workforce Development Guidance and IIP workshops for managers.

The Council's Learning and Development Strategy also ensures that learning, training and development is prioritised according to relevance to the business/ service.

"A Council that is accessible to everyone to commit to equality whilst recognising diversity."

In order to raise the profile of this particular value, ensuring that the value was embedded in the culture of the Council, programmes of equalities and diversity have been rolled out to members and officers and equalities and diversity has now become a key competency for all employees and members.

"A Council that is active both regionally and nationally."

OD initiatives, in particular around networking, learning from others, and partnership working will support this value.

2.5   The Strategy underpins the delivery of all the council's priorities. Its importance cannot be underestimated. This is showed graphically as follows:

Corporate Plan

2006/2009

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7
Customer Excellence	Working in partnership	Meeting Decent Homes	Regenerating the District	Neighbour-hood Manageme	New ways of working in Leisure	Maximising efficiencies

Customer Excellence Strategy	Sustainable Community Strategy	Fit for Purpose Housing Business Plan	Regeneration Strategy	Environmental Strategy	Leisure Options Appraisal	Medium Term Financial Strategy
Community Engagement and Involvement Strategy	Partnership Community Engagement and Involvement Strategy	Fit for Purpose Housing Strategy	Local Development Framework			Procurement Strategy
		Homelessness Strategy	Anti Poverty Strategy	Neighbourhood Pilot and Roll Out		ICT Strategy
Tenant Engagement Strategy		LSVT				Risk Management Strategy
						Information Management Strategy

Organisational Development Strategy
Learning Strategy
Partnership Strategy
Corporate approach to Value for Money
Equalities Policy, Scheme and Plan

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3 The External Drivers for Change and Key Issues affecting the Council

3.1   Chester-le-Street District Council, like all other local authorities must respond to central government policy and the requirements of the **local government modernisation agenda.**

3.2   The key challenges can be summarised as follows:

- Getting the right balance between enabling and leading communities
- Managing the needs for more flexible and competitive service partnerships to procure services
- The need to develop new ways of working and delivering services
- To be responsive to customer expectations whilst demonstrating value for money and efficiencies
- Meeting diverse customer needs and expectations
- Ensuring compliance with the law, codes of practice and central government policy
- Responding to the Local Government White Paper
- Comprehensive Performance Assessment

Comprehensive Performance Assessment

3.3   There are also many key specific issues and challenges facing the Council, many in relation to CPA re-categorisation and the current "poor" judgement from the CPA inspection in 2003, and the Council's ongoing recovery. Summarised below were the key areas of weakness highlighted from the last CPA judgement, as previously outlined in section 1.5:

- Lack of ambition, direction and vision
- No corporate plan or priorities
- A lack of service planning
- Inadequate political and senior management leadership
- Lack of performance management and prioritisation
- No accountability and poor decision making
- Some weaknesses in HR practices being embedded
- High levels of sickness absence
- Equalities and diversity practices

3.4.   It became clear from the CPA assessment that as a Council we needed to:

- have a corporate vision, direction of travel and corporate objectives which all other activities would underpin
- have a set of values which all of the organisation bought into – this was later developed as our "one team" approach

- have clear and accountable leadership both at political and officer level
- have a set of comprehensive service plans which supported the corporate plan
- have a culture of performance management and customer care, where employees were encouraged to put forward ideas for improving services
- have effective communication systems and support mechanisms for employees
- become a learning environment, where we learnt from our mistakes and the "blame culture" was no longer existent

3.5   Many of these issues have been addressed to date throughout the Council's Recovery however this organisational development strategy will focus upon enhancing the work to date in relation to these areas through further organisational development and transformation. **Appendix 2** outlines the key human resource issues associated with Comprehensive Performance Assessment.

Local Government White Paper

3.6   In October 2006 the Government Published their long awaited White paper on the future of Local Government. Entitled 'Strong and Prosperous Communities' the White Paper is focused upon revitalising local authorities to improve the service provided and has many challenges for local authorities.

Key challenges include:

- enhanced involvement of and consultation with service users;
- providing better information about the standards of service which customers can expect to receive
- the enhanced role of elected members in community leadership
- enhance scrutiny arrangements
- greater requirements to be able to demonstrate efficiencies and meet targets
- partnership working, business process improvements etc

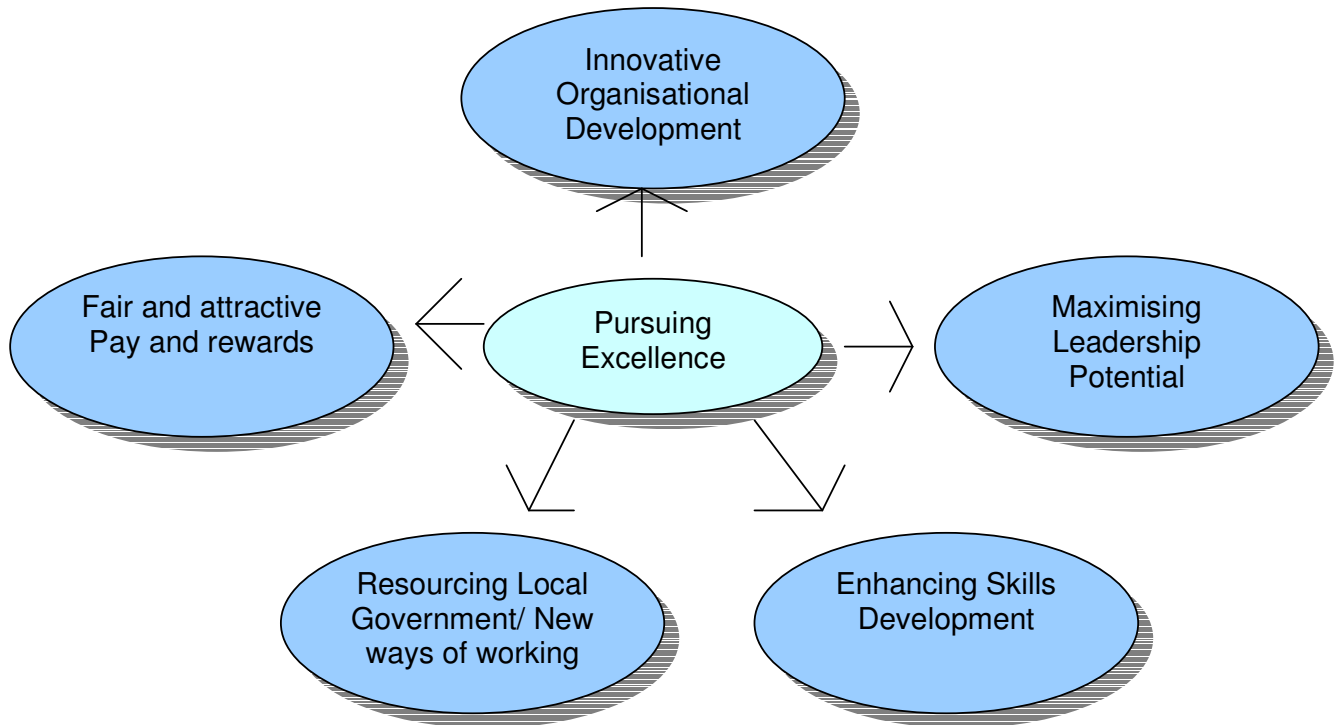### The Governments Pay & Workforce Strategy & Other Factors

3.7.   The Council must respond to the five priority areas identified within the Governments Pay and Workforce Strategy, which will be addressed within this strategy.

3.8.   There are other challenges of a commercial and value for money nature such as any transfer of housing stock and the exploration of delivering leisure services differently.

4. How will Organisational Development Address the Challenges we face?

4.1. This Organisational Development Strategy for the Council sets out five strategic priorities, which will support and address both external drivers for change and the Council's internal recovery and process of continuous improvement. In view of the importance of the Governments Pay and Workforce Strategy and the current position of the council in its own improvement programme it is felt that it would be appropriate for the council to adopt similar priorities as set out in that document.

4.2. The Strategic Objectives contained within the strategy are outlined below. Progress to date in relation to these objectives and the Governments Pay and Workforce Strategy is also referenced in section 5 of this Strategy.

```
                    ┌─────────────────┐
                    │   Innovative    │
                    │ Organisational  │
                    │  Development    │
                    └─────────────────┘
                             ▲
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  ┌─────────────────┐   ┌─────────────┐   ┌─────────────────┐
  │ Fair and        │ ◄ │  Pursuing   │ ► │  Maximising     │
  │ attractive Pay  │   │ Excellence  │   │  Leadership     │
  │ and rewards     │   │             │   │  Potential      │
  └─────────────────┘   └─────────────┘   └─────────────────┘
                         ↙           ↘
  ┌─────────────────┐           ┌─────────────────┐
  │ Resourcing Local│           │ Enhancing Skills│
  │ Government/ New  │           │ Development     │
  │ ways of working │           │                 │
  └─────────────────┘           └─────────────────┘
```

Innovative Organisational Development:

This is about what can drive the organisation forwards from an overall excellence point of view. It is more about processes and systems as it is about human resources. This will include

innovative practices and actions linked to both the people and process aspects of organisational development. Actions will link to achieving greater efficiencies; increasing productivity; enhancing quality of services; business process improvement; communication and engagement and performance management. It builds from our learning over the last couple of years including the use of Action Learning sets and the Continuous Process Improvement Pilots. It will look at other innovative methods of driving the council forward such as the Business Excellence Model, Balanced Scorecard and accreditation for excellence such as Investors in People, Investors in Excellence, Charter Mark and Beacon status.

Maximising Leadership Potential:

This will include programmes for enhancing leadership capacity within the Council, both political and managerial.

Enhancing Skills Development:

This will include actions for addressing the key skills required across the Council at all levels, with a view to enhancing the capacity of the Council through the people employed, whilst creating personal development opportunities.

Resourcing Local Government

This strategic objective will be based around effective workforce development planning. It will address current and future occupational skills needs and actions to address potential skills gaps. In addition included within this objective will be actions for exploring "new ways of working". Strategies for recruitment and retention will also be addressed.
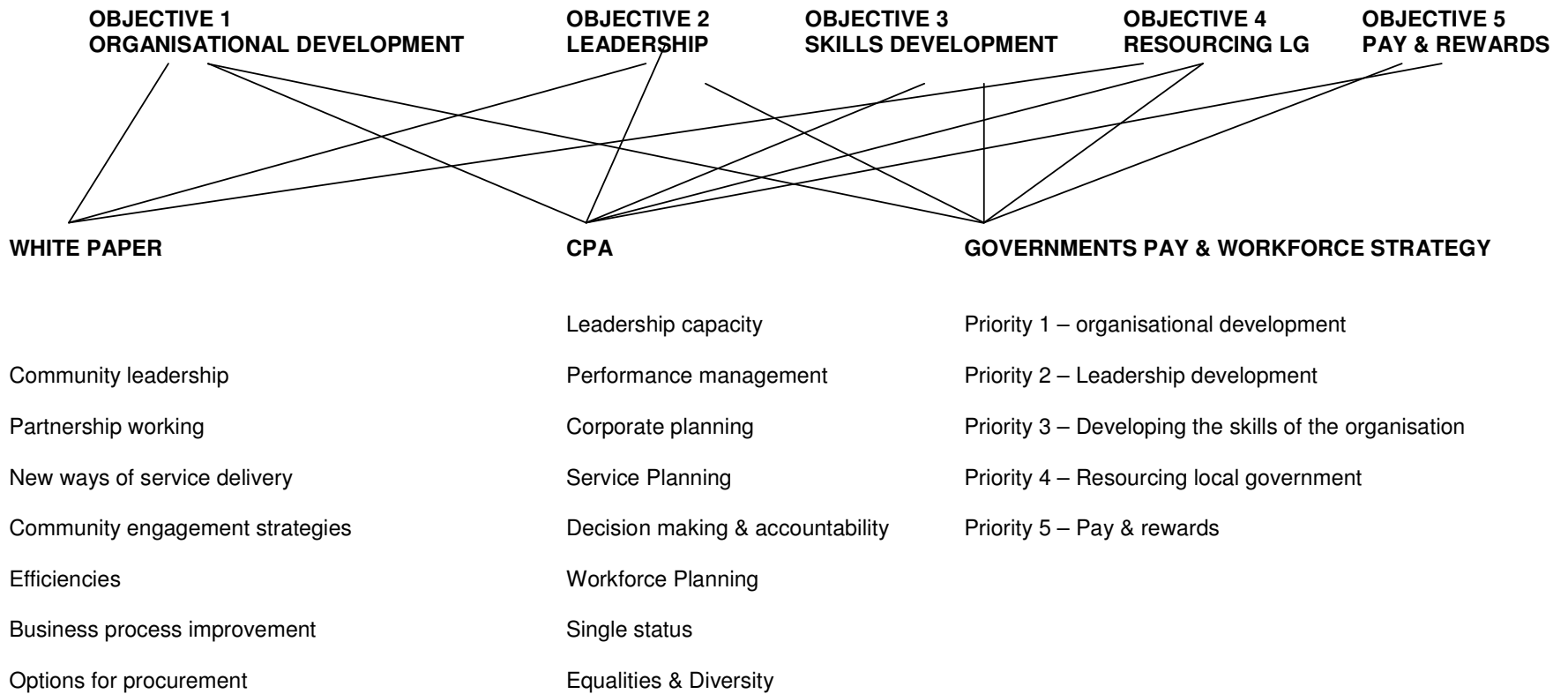
Fair and Attractive Pay and Rewards

This is based around the equal pay/ equal value principles and the requirements linked single status.

FIGURE 1 OUTLINES THE KEY LINKS

FIGURE 1

HOW WILL THE ORGANISATIONAL DEVELOPMENT STRATEGY ADDRESS THE EXTERNAL DRIVERS FOR CHANGE

OBJECTIVE 1 **ORGANISATIONAL DEVELOPMENT**	**OBJECTIVE 2** **LEADERSHIP**	**OBJECTIVE 3** **SKILLS DEVELOPMENT**	**OBJECTIVE 4** **RESOURCING LG**	**OBJECTIVE 5** **PAY & REWARDS**

WHITE PAPER   **CPA**   **GOVERNMENTS PAY & WORKFORCE STRATEGY**

	Leadership capacity	Priority 1 – organisational development
Community leadership	Performance management	Priority 2 – Leadership development
Partnership working	Corporate planning	Priority 3 – Developing the skills of the organisation
New ways of service delivery	Service Planning	Priority 4 – Resourcing local government
Community engagement strategies	Decision making & accountability	Priority 5 – Pay & rewards
Efficiencies	Workforce Planning	
Business process improvement	Single status	
Options for procurement	Equalities & Diversity	

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5. Progress to date in responding to the Governments Pay and Workforce Strategy

Developing the Organisation (Innovative Organisational Development)

5.1   Solace define organisational development as:

The practice of planning intervention to bring about significant improvements in organisational effectiveness.

5.2   This priority covers issues such as; clear vision and goals , effective leadership and people management, organisational and whole system understanding to change, service transformation, process redesign and improvement, forward thinking, HR policies, workforce remodelling, performance management, improved staff absence rates.

5.3   In terms of this priority the council has achieved the following to date.

- Corporate plan setting out clear vision and priorities which then links to service plans and the Council's PDP process and individual learning and development plans
- Member Development Programme to ensure effective leadership & achievement of the Charter for Member Development
- Embedding of a   Performance Management Framework which is working for the council
- A corporate approach to Value for Money
- Customer Relationship Management approach
- Policies and procedures developed which support the Council and its employees through any change required
- Review of communication systems and introduction of various communication mechanisms
- Employee suggestion scheme with a view to empowering employees to think of solutions for improvements/ efficiencies
- One Team Inspirational Programme, main theme being changing the culture of the Council into *'One Team'* working Encouraging cross council working and action learning
- Employee survey and action planning
- Recruitment & Retention Action plans

- Wide range of innovative HR policies and procedures in place which facilitate and support effective people management, with the principle of being proactive in supporting the strategic direction
- Change agents (Inspirers) trained as part of One Team Inspirational Programme to assist with any change process
- Changes to the way we deliver services – various restructures have and are currently taking place within service teams, including the move towards CRM and a One Stop Shop
- Reduction in sickness absence from 18 days average to 11.6 per employee through innovative sickness absence procedures and initiatives for well being at work
- An employees vision for the council including the culture they would like to see as part of working for CLS. This was developed from the workshops with employees as part of the action planning from the employee survey 2005/06 – and led to an employee competency framework which reflected this vision being developed
- 11 Action Learning Sets who have delivered successful outcomes against specific corporate projects.

Developing Leadership Capacity

5.4 Challenges facing authority's in addressing this priority area are around addressing both political and managerial leadership. We have progressed to date:

Member Development

- System in place for identifying training and development needs for members, both individual and organisational
- Modern Member Programme complete for members against key competencies
- Member portfolio's issued to all members
- Members Induction to support portfolio for new members
- Individual member training and development plans and training records
- Central data base of members training and development needs
- Programme complete for scrutiny development
- Initial programme complete for development of the Executive
- Monthly member support forum in place

- 6 Monthly member support interviews
- Members roles clearly understood
- Members competency framework in place
- Achievement of North East Charter for Member Development

Management Development

- Management and leadership development complete as part of One Team Inspirational Programme for all managers
- Managers competency frameworks for personal development and performance management
- Managers all have personal development plans
- Managers training forms part of annual corporate training plan
- Managers induction
- Managers training has included:
- Priority Planning, risk management, budget and financial management, decision making, strategic planning, service planning, equalities and diversity, performance management, people management etc

Developing workforce skills and capacity

5.5   The challenges facing the council are:

- Adopting a strategic approach to training and development
- Assessing and providing the specific skills which will be needed to achieve continuous improvement to services
- Enhance the general capabilities of staff at all levels
- Develop local and regional partnership approaches to skills development
- Commitment to IIP
- Consider skills for life and basic skills needs

5.6   We have progressed the following to date:

- Strategic approach introduced for training and development
- Introduction of workforce development planning
- Induction policy and procedure in place
- PDP system of 6mthly personal development and appraisal discussions
- Individual personal development plans which are linked to service plans and priorities
- Central data base of training and development needs which are to be addressed

- Strategic approach to training and development through the introduction of a Training and Development Strategy which links learning and development to the corporate and service team planning processes. Strategy also identifies how needs will be identified and met at both, corporate/ organisational level/ team level and individual level.
- Annual corporate training plan linked to corporate priorities
- Service Team training plans linked to service plans
- Training champions and trade union learning representatives from across the council to help support individuals in learning or with basic needs
- A comprehensive range of competency frameworks in place
- Commitment to working towards IIP
- Training covered in last years corporate training plan included equalities and diversity – customer care will be rolled out for this financial years corporate training plan for all employees

Resourcing Local Government

5.7   To meet this priority we have the following challenges:

- Need to address recruitment and retention issues
- Implement an appropriate system for workforce planning
- Ensure workforce planning is integrated into service planning
- Consider new ways of working/ delivering services
- Consider the use of e-recruitment
- Consider attracting graduates
- Introduce ways of effectively managing an aging workforce e.g. family friendly and flexible working policies
- Consider career pathways in difficult to recruit posts

5.8   So far we have put the following in place:

- Recruitment and Retention Action Plan and Strategy
- Modernised approach to attracting modern apprentices into the Council and an increase in the number of modern apprentices
- Strong networks with colleges, schools and universities
- Introduction of career graded posts for difficult to fill posts (success in this area)
- Policy for difficult to fill posts including the use of market factor allowances
- Improvements to managing ill health through innovative well being at work initiatives and employee support
- Introduction of flexible and work life balance policies

- Revised recruitment pack and literature to attract potential candidates
- Promotion of the employee benefits available to potential candidates for recruitment
- Progress made in relation to e-recruitment
- Workforce planning integrated into learning and development strategy and service planning guidance
- Workforce planning guidance encouraging managers to consider new ways of working or delivering services
- Corporate training plan linked to corporate priorities, service team training plans linked to service priorities and individual plans linked to the PDP process
- A commitment to work towards a scheme of succession planning

Pay and Rewards

5.9   This priority means that we have to develop a total reward environment which is not just about pay, but also other elements including training and development, working environment, employee benefits. We need to address Equal Pay/ Equal value and Work life balance

5.10.   We have already done the following to address this:

- Made progress in relation to addressing any equal pay liabilities and started to take steps to resolve any future equal pay risks.
- Continued to use the Councils Job Evaluation Scheme, which provides processes for new posts to be job evaluated under the scheme to determine a grade, existing posts to be re-evaluated where changed occur and a mechanism for appeals against job evaluation.
- Developed a Recruitment & Retention Plan to address difficult to recruit posts and market force allowance policy
- Revised the corporate recruitment pack to ensure it is more attractive to potential applicants, the pack now includes an overview of all employee benefits.
- Work life balance – introduced a range of work life balance policies.
- Introduced career graded posts.

6. The Organisational Development Strategy and Specific Objectives (2007-2009)

6.1. The first sections of the Council's Organisational Development Strategy have focused upon the main external and internal drivers for change and the organisational strategic objectives contained within this strategy which will support and address all of the drivers for change.

6.2. The following sections of the strategy will now focus upon the detail of each of the objectives and associated actions or initiatives which will underpin each objective, for the period 2007 – 2009.

6.3 The main objectives of the strategy are outlined below:

Innovative Organisational Development:

■ Employees understand the vision, direction and corporate values of the Council through effective leadership

■ There is a corporate understanding of organisational values and these are communicated to employees and embedded as part of how we work as a Council

■ Employees are supported and adequately prepared for change

■ Employees understand their contribution to the Council through revisions to the PDP process and supporting documentation and through progressing with work in relation to IIP accreditation

■ Communication strategies are effective in delivering the key messages required to all employees

■ A culture of performance management is embraced through performance management systems being in place for managing individuals performance

■ Action learning and process improvement work is effectively embedded across the Council with clear links to corporate and service planning processes

- Partnership working is encouraged and enhanced both within the Council and across teams, as well as externally with partners.

- The council is committed to excellence and will consider any innovative ways to drive excellence within the organisation.

- The council will acknowledge and celebrate excellence within the organisation and will prove excellence through external accreditation and award.

- The council will further develop its improvement plan following a more positive Comprehensive Performance assessment

Leadership Development

- Political and managerial leadership is effective and collaborative.

- The Councils "top teams" work effectively in setting the vision for the Council and leading others to achieve that vision

- Leaders and managers are effective in relation to all responsibilities within their remit can balance corporate and service related responsibilities

- Executive and Scrutiny functions work effectively together

- Managers are able to support and mentor others effectively

- Members Charter for Elected Member Development is achieved and sustained

- Members are effective in their roles as Community Leaders

Skills Development

- Learning, training and development is seen as of significant importance and all employees are encouraged and supported.

- Basic skills needs are addressed employees are encouraged and supported

- The Authority are able to adequately identify and address the key skills gaps within the Council

- Managers are aware and take ownership of their responsibilities in relation to training and development.

- Key skills which are relevant to the Council's improvement and corporate priorities are addressed across the Council

- The Council are able to measure the effectiveness of learning, training and development

- Work force development planning is effectively embedded across the Council and is visibly owned by managers as a key priority

Resourcing Local Government

- Workforce planning is effectively embedded into service planning and considers the various methods of delivering services.

- The Council are able to attract, recruit and retain people with the right skills and competencies

- Workforce development planning is effective in assisting the Council in working towards an employment profile which is representative of the Community.

.   ### Pay and rewards

- The Council will address any equal pay or equal value liabilities identified

- The Council's pay and grading system will be fair and transparent, supported by an objective process of job evaluation

- The Council will positively communicate the range of benefits to employees which are non pay related with existing employees and potential applicants

Achieving the strategy and the objectives

6.4   In order to achieve the strategy and the objectives set out in this section a detailed action Plan has been produced and is attached as **Appendix 3.** It is noted that detail in relation to Paragraph 6.3 is included in the Council's Corporate Workforce Development Plan.

7. What further cultural development needs to take place to move towards excellence

7.1. Culture is a system of beliefs, attitudes, loyalties, working practices and expectations that are present throughout the organisation, which effect all of those working within it.

7.2. For the Council to be able to have a culture which is suited to the demands being placed upon it, will mean that we need to work towards developing a **"Culture of Excellence."**

7.3. In order to achieve this shift in culture, there are specific areas outlined within the key lines of enquiry that are used to judge performance.

Openness

- **Consultation**: the organisation is open to the community and has ways of consulting and assessing need. It bases its aspirations on the needs and desires of the public.

- **Receptiveness**: people in the organisation are open to scrutiny, feedback and challenge.

- **Mutuality**: Those in the organisation and partners understand that they are reliant on each others contributions to deliver the big picture. Resulting in "One Team Working", and Partnership Working.

Aspiration

- **Results focus**: the public can see their aspirations reflected in the organisations priorities and clear targets enable everyone to know what is being achieved

- **Unanimit**y: There is a common sense of purpose and an understanding of the contribution everyone makes within the Council

- **Confidence**: The public, partners and people in the Council are confident in their ability to achieve the things they strive for.

Leadership

- **Inspiration:** People have faith in the leaders of the Council and believe in the vision they articulate

- **Practicality**: people believe that they can rely on leaders to stay focused, have clear priorities and put in place the practical measures needed to turn aspiration into reality

- **Integrity:** Leaders listen in a way that promotes trust, fairness, and equality

Organisation

- **Appropriateness:** The systems and procedures embody the values of the organisation

- **Utility:** People find the systems and procedures useful in helping them to deliver continuous improvement

- **Diversity:** The organisation is open, flexible and responsive in its working arrangements

Empowerment

- **Commitment:** People are dedicated to the Council and to the goals and outcomes they are trying to achieve

- **Learning:** Employees are encouraged and supported in gaining the awareness, knowledge and skills necessary and effort and achievement are rewarded

- **Latitude:**Staff are empowered to utilise direction, creativity and innovation to achieve given outcomes

Achievement

- **Outcomes:** Are clear and customers can see the difference the Council are making

- **Excellence:** The organisation strives to be excellent

- **Reputation:** Is excellent in demonstrating a positive contribution to the community

All of the objectives and actions identified both within the Organisational Development Strategy and the Corporate Workforce Development Plan, will have clear links to the culture change required.

8. How will we continue to achieve the cultural change required

8.1. In order to achieve cultural change a number of components will need to come together to steer the Authority in the direction of the vision and values of the Council. These will be:

Leadership

The key to changing the culture of any organisation is leadership. Personal leadership from Elected Members and Managers will be crucial in achieving the culture change required. Leaders will be required to "set the tone" for the organisation, though visible leadership and acting as "role models" in displaying the competencies and behaviours expected of others. In addition they have a key role to play in setting out the direction of the Council to others, through inspiration, recognition and reward.

This strategy identifies the progress which has been made to date in relation to leadership, both political and managerial, however this will need to continue, with a view to developing all managers and supervisors as leaders of others. Proposals for future leadership development are outlined within the Council's Workforce Development Plan.

Objectives

This is what the organisation is trying to achieve. The Council already have a set of corporate objectives, however for these to be achieved, they will need to be understood by all employees and employees will need to be able to see how they contribute to them. How this is achieved is contained within the delivery plan of this strategy. In addition to this, the Investors in People Action Plan, has a number of actions which will address this issue.

Structure

This is focused around how the Council organises itself to achieve its purpose. The "golden thread" will need to become evident in all that the Council does, service plans and people plans will need to have a direct effect on the vision for the council and corporate priorities. Again this will be featured within the delivery plan of this strategy and will be covered through various actions within the Corporate Workforce Development Plan and Investors in People Action Plan.

Business processes:

This element is concerned with how the Council organises and carries out the work to be done. Actions linked to taking this forward are identified within the Council's Workforce Development Plan.
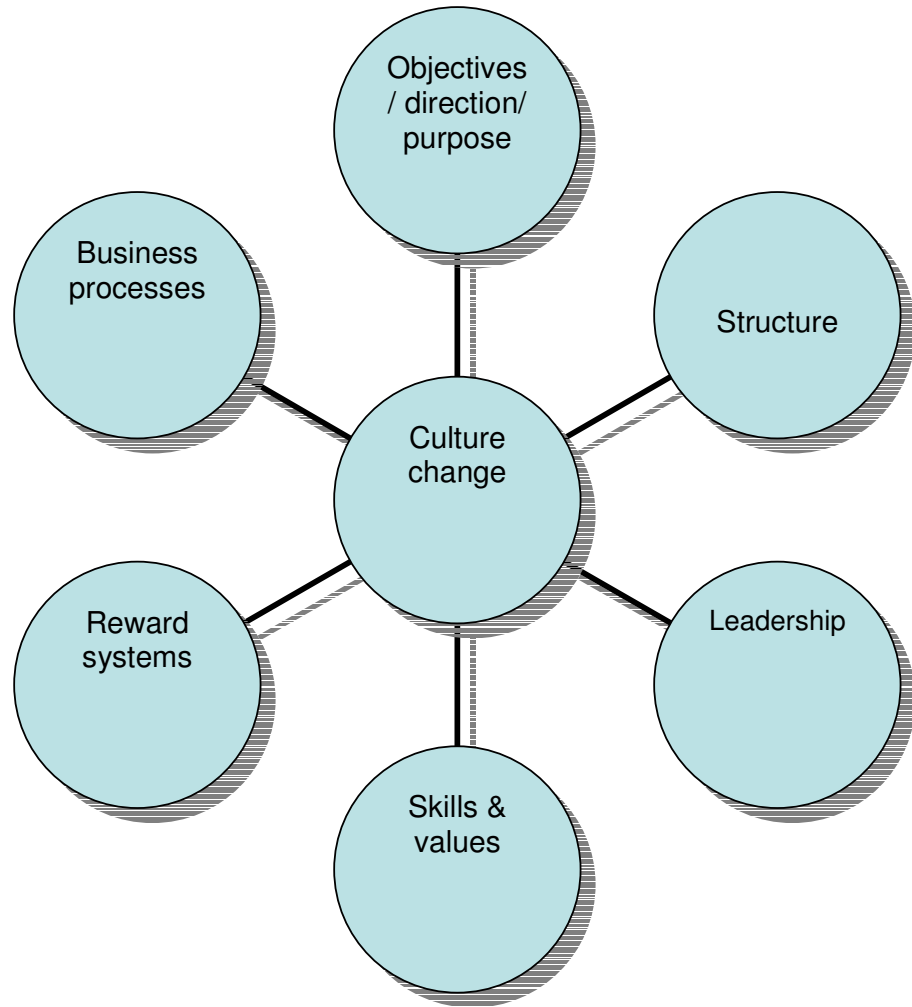
Reward systems

This refers to the Council having systems which enable us to recognise and reward high performance, in addition to effective processes and support mechanisms for dealing with poor performance. Progress, as outlined within this strategy has already commenced, with the introduction of competency frameworks and performance management. The action plan however will expand on this element further, as will the Council's Workforce Development Plan and Recruitment and Retention Action Plan.

Skills and values

Much work has been undertaken in relation to this area, however this strategy will identify further areas where improvements can be made. A great deal of emphasis has been placed upon this area within the Corporate Workforce Development Plan, which supports this strategy.

ACHIEVING CULTURAL CHANGE

Objectives / direction/ purpose

Business processes

Structure

Culture change

Reward systems

Leadership

Skills & values

9. Responsibilities for the Organisational Development Strategy

9.1. In order for this strategy to fully contribute to organisational success, ownership will need to be evident by all managers and supported by elected members.

Executive Member for Human Resources and Communications & Member Champion

The Member Champion will be responsible for supporting the Organisational Development Strategy and providing full support on behalf of the Elected Members of the Council.

Key responsibilities will also include supporting the specific objectives and actions relation to "top team development" and member development.

Executive Members

Executive Members will provide their full support and demonstrate visible leadership in relation to the Council's Organisational Development Strategy. They will also be responsible for engaging in the relevant activities outlined within the strategy and being seen as "role models" for the rest of the Council.

Scrutiny Members

Scrutiny members will be responsible for holding the Head of Organisational Development and Corporate Management Team to account in relation to the delivery of this strategy and delivery plan.

Head of Organisational Development

The Head of Organisational Development will be responsible for the overall implementation of the strategy, and for ensuring that the strategy has the full support and leadership from the Council's "top teams". In addition the Head of Organisational Development will be responsible for measuring the effectiveness of the strategy and evaluating the difference the strategy is making to overall organisational success.

In addition to ongoing implementation and monitoring, there will also be a requirement for this officer to undertake periodic reviews.

Corporate Management Team

The Council's Chief Executive and Corporate Management Team are responsible for the success of the Council's Organisational Development Strategy and will be accountable for delivery of this strategy.

The Corporate Management Team will demonstrate a corporate and accountable approach to the rest of the Council in relation to organisational development, and will take measures to ensure that the strategy is owned by all managers and not viewed as a function of the Human Resources Team.

Corporate Support Team

The Council' s Corporate Support Team will provide their full support to the corporate approach to organisational development and will act as role models to others within the Council, challenging as required any teams who do not actively engage in organisational development initiatives. They will be held to account for the engagement of employees within their teams in relation to participation in organisational development activities.

Managers and Supervisors

The Council's managers will actively engage in organisational development programmes as well as providing their full support to the corporate approach to organisational development. They will act as role models to others within the Council, challenging as required others who do not actively engage in organisational development initiatives. They will be held to account for the engagement of employees within their teams in relation to participation in organisational development activities.

Staff

All employees will be responsible for actively engaging and participating in organisational development programmes and initiatives.

10. Measuring the Difference

10.1. The Council will continue to measure the difference this strategy and the Council's Corporate Workforce Development plan make to the success of the Council and it's improvement through a number of mechanisms and measures, including quantitative and qualitative.

10.2. In summary this is outlined below:

Organisational development

Why: the need to provide clear direction and vision
to get others behind that direction and vision
to work as one team towards that vision
to have effective and visible leadership
to improve our performance and customer feedback
to respond to our customers needs
to make efficiencies and deliver better services
to consider new and better ways of working
to attract, recruit and retain high quality staff
to respond to the national and regional challenges
to improve our CPA rating

What we did: Improvement & Recovery Plan
Clear vision and corporate priorities
Improved leadership capacity through management and political development
Corporate planning and service planning
Embarked upon a one Team Inspirational Programme
Management and member competencies
Employee competency frameworks and suggestion scheme
PDP's and training and development in key skills
Introduced action learning – linked to corporate projects
Improved employee involvement and engagement
Introduced workforce planning
Performance management framework
Equalities and diversity action plans
Enhanced communication

Results & Outputs:	Clear vision and priorities
	Links council wide to the golden thread
	Members charter
	Management capacity and competencies
	Managers take responsibility for
	Service plans
	Performance improvement in particular in best value performance indicators
	Equalities and diversity level 2
	Action learning and CPI embedded into what we do/ how we work
What Outcomes:	Employee satisfaction – employee survey results improve (50% improvement)
	Performance improves in relation to performance indicators
	Sustain charter and other awards
	Level 2 in equalities and diversity
	IIP accreditation (March 2007)
	Learning organisation
	Recruitment and retention
	Positive service inspections
	CPA score improves

11 Monitoring and Reviewing the Implementation of the Strategy

11.1 Strategies rapidly become obsolete unless constantly reviewed and adjusted as part of a permanent strategic management process. In addition things change and communities will require different things. The strategy may change as a result of engagement with our communities. This document is therefore a living document which will be reviewed on the basis of such change.

11.2 It is intended that the implementation of the Strategy will be initially monitored by the council's Programme Management Board which is led by the Assistant Chief Executive.

11.3 Reports on Progress will be made to Corporate Management Team and the Executive through the Corporate Performance Reporting System. Such reports will also be made available to Scrutiny Panels in due course. Where there is any slippage corrective action will be taken. Where there is a need to significantly review the plan this will be by council resolution. Minor changes to the plan will be the responsibility of the Programme Management Board.

11.4 There are clearly resource issues associated with the implementation of the Strategy. It is anticipated that most of the action plan will be achieved by developing revised more effective practices and new ways of working. Where there are significant resource implications these will be identified and considered in the more detailed project plans that will be developed to achieve the Strategy action plans. A key risk to the delivery of the strategy is the availability of officer time to deliver the action plan. This will need to be managed within the organisation.

Appendix 1

Links with other Strategies and Plans

Due to the range of areas within which the Organisational and Workforce Development Strategy is required to respond to; there are some clear links with other Council strategies, plans and documents as follows:

The Council's Workforce Development Plan

The Council's Corporate Plan

The Council's Community Strategy

The Improvement and Recovery Plan

The Corporate Workforce Development Plan

The Organisational Development Service Plan

The Council's Training and Development Strategy

PDP Process for Employees

Employee Competency Framework

Managers Competency Frameworks

Members Competency Framework

Recruitment and Retention Action Plan

Employee Survey Action Plan 2004/05

Employee Survey Action Plan 2005/06

Member training and development plan

The Council's Equalities Plan

Appendix 2

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What are the key Human Resources Drivers linked to Comprehensive Performance Assessment?

4.1.   Within the CPA corporate assessment there are key human resources related issues, the main focus being around capacity.

4.2.   The organisational development and human resources issues which will be addressed as part of CPA are outlined below under each theme:

Ambition

- active visible leadership, political and managerial, ensuring ambitions are clearly understood by all employees
- A commitment to communication
- Responsibility for equalities
- Integrated approach to human rights

Prioritisation

- Effective strategic direction, with leaders able to demonstrate ownership of the local agenda and empower members and staff to perform to the best of their ability
- Organisational development – A proactive and managed approach to change management (where senior officers and members guide, motivate and support change) to bridge service improvements

Capacity

- Accountability for performance/clarify of roles, quality decision making, probity and application of the ethical framework
- Compliance with national strategies; eg the Governments Pay and Workforce Strategy
- A commitment to increasing organisational capacity, specifically how the skills of members and officers are enhanced through training and development to meet present and future needs
- Evidence of workforce planning/ people strategies
- A commitment to improving the culture of the organisation, increasing staff morale, improving staff

turnover and absenteeism. Evidence of cross council working
- Commitment to equalities and diversity
- An awareness of human rights across the council
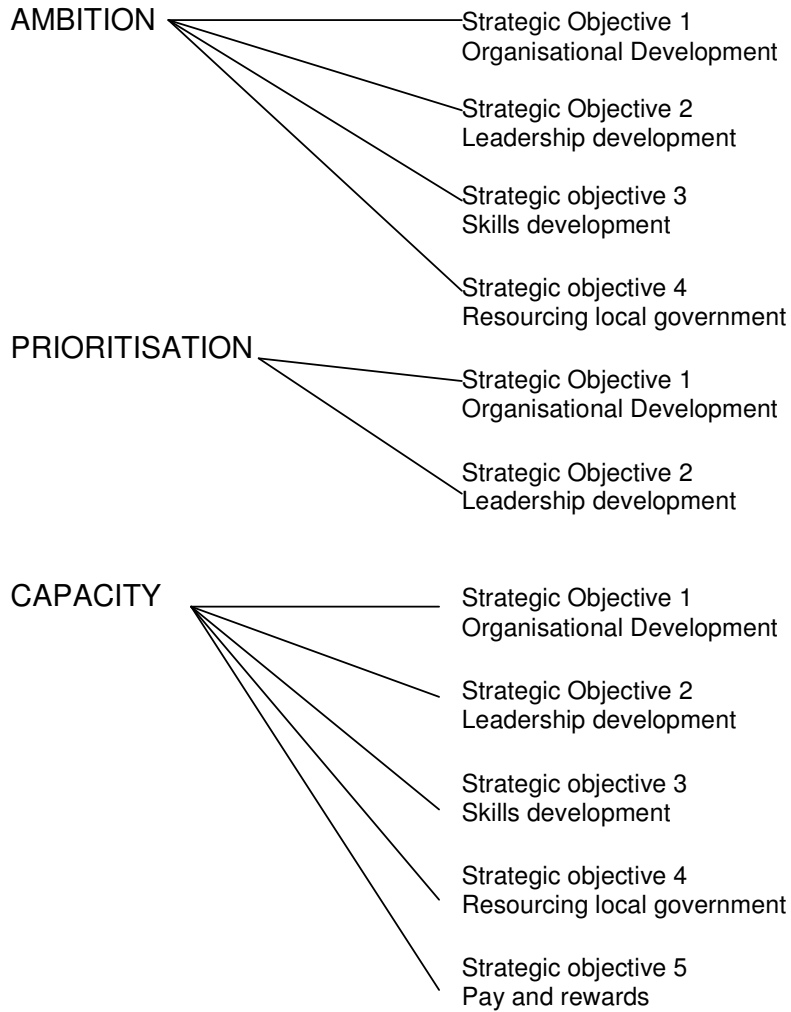
Performance Management

An organisation culture that embraces performance management where employees have positive attitudes and behaviours

- Strong political and managerial leadership driving performance improvement
- Evidence that people and financial resources are allocated and directed at the Council's priorities
- Commitment to staff and member appraisals and links to corporate priorities
- Performance information is embedded throughout the Council as a result of widespread effective two way communication with members and staff
- Training on performance management for members and staff
- The appointment of staff with responsibilities for performance management at a senior level

The links with the strategic objectives of the Council's Organisational Development Strategy and the drivers linked to comprehensive performance assessment are outlined in FIGURE 2.

FIGURE 2

THE ORGANISATIONAL DEVELOPMENT STRATEGY LINKS WITH CPA

AMBITION

Strategic Objective 1
Organisational Development

Strategic Objective 2
Leadership development

Strategic objective 3
Skills development

Strategic objective 4
Resourcing local government

PRIORITISATION

Strategic Objective 1
Organisational Development

Strategic Objective 2
Leadership development

CAPACITY

Strategic Objective 1
Organisational Development

Strategic Objective 2
Leadership development

Strategic objective 3
Skills development

Strategic objective 4
Resourcing local government

Strategic objective 5
Pay and rewards

PERFORMANCE MANAGEMENT

Strategic Objective 1

Organisational Development

Strategic Objective 2
Leadership development

Strategic objective 3
Skills development

Strategic objective 4
Resourcing local government

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ORGANISATIONAL & WORKFORCE DEVELOPMENT ACTION PLAN
2007 - 2009

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
INNOVATIVE ORGANISATIONAL DEVELOPMENT					
Employees understand the vision and direction of the Council	Quarterly employee briefings with CE & Leader continue – all information linked back to vision and corporate objectives	HOD, Chief Executive, Leader	February 2007	Pay & Workforce Strategy Priority 1 Corporate Plan CPA (Ambition) IRP 2 Investors in People	Employees can clearly identify with the corporate objectives
	Vision and objectives included in induction for new employees	HOD	February 2007		IIP accreditation
	Summary of the corporate plan for employees	ACE	March 2007		
There is a corporate understanding of the organisational values and these are embedded as part of how we work as a Council.	Corporate values publicised in same way as the corporate objectives using various mechanisms including the intranet	HOD, CMT	March 2007	Pay & Workforce Strategy Priority 1 Corporate Plan CPA (Ambition) IRP 2 Investors in People	Values are understood and displayed by all employees

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
There is a corporate understanding of the organisational values and these are embedded as part of how we work as a Council.	Team talk to feature the Councils values Vision and corporate objectives are embedded into all process and communication mechanisms Values are built into corporate induction process Values are embedded into the Employee Code of Conduct and Employee Competency Framework PDP scheme is revised to have more focus upon corporate vision, priorities and values	All managers HOD HOD HOD HOD	July 2007 March 2007 July 2007 May 2007 April 2007	Pay & Workforce Strategy Priority 1 Corporate Plan CPA (Ambition) IRP 2 Investors in People	Values are understood and displayed by all employees
Employees understand their contribution to the Council	PDP process is revised to make the links clearer	HOD	October 2006 COMPLETE	Pay & Workforce Strategy Priority 1 Corporate Plan CPA (Capacity) IRP 2	IIP accreditation

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Employees understand their contribution to the Council	Progress to be made through various workshops with employees as part of working towards IIP Workshops for all employees to be held	HOD	February 2007	Investors in People, Pay & Workforce Strategy Priority 1 Corporate Plan CPA (Capacity) IRP 2 Investors in People,	IIP accreditation
Employees are supported and adequately prepared for change	Employee briefings to include regular updates on large scale change Employee forum to include as standard agenda items large scale changes in particular: Leisure Services Housing Services Future of local government and the White Paper	HOD/CMT	February 2007	Pay & Workforce Strategy Priority 1 Employee survey 2005/06 Corporate Plan, in particular objectives 3 and 6 IRP 2	Employee survey results demonstrate improvements in employee morale, security and communication Change is managed well and employees feel involved (as indicated from employee survey) Turnover reduces

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Employees are supported and adequately prepared for change	Council follows the guidance produced by Action Learning Set 5 in relation to "Maintaining Relationships" and managing change Managers are trained to effectively manage change	CMT HOD	March 2007 August 2007	Pay & Workforce Strategy Priority 1 Employee survey 2005/06 Corporate Plan, in particular objectives 3 and 6 IRP 2	Employee survey results demonstrate improvements in employee morale, security and communication Change is managed well and employees feel involved (as indicated from employee survey) Turnover reduces
Communication strategies are effective in delivering the key messages to all employees	Review of internal communication systems Communication is measured as a key managerial competency through the managers competency frameworks and performance management process	HOD/CMT All managers	July 2007 (as part of annual employee survey) Ongoing	Pay & Workforce Strategy Priority 1 Corporate Plan IRP 2 Employee survey 2005/06 Investors in People	IIP accreditation Positive employee survey results

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
A culture of performance management is embraced through various performance management systems, and processes	Performance management framework put in place for managers and implemented	HOD/ CMT/ STMs	December 2006 COMPLETE	Pay & Workforce Strategy Priority 1 Corporate Plan (P7) (maximising Efficiencies) IRP 2 Investors in People CPA (Performance management)	Managers performance is effective and underperformance is addressed Improvements in performance indicators and service standards
Performance management is improved in relation to monitoring and managing individual employees through a clear framework	Managers competency frameworks embedded	As above	Ongoing		
	Review of Performance policy and procedure	HOD	Initial review complete – next annual review December 2007		
	Performance plus is embedded across the Council for service team performance monitoring	ACE	July 2007		

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Action learning and Continuous Process Improvement is embedded across the Council as part of the culture of learning	Feedback day takes place where Corporate Management Team feedback to initial ALS on how they will be taking forward the key work outputs	HOD/ CMT	February 2007	Pay & Workforce Strategy Priority 3 IRP 2 Corporate Plan IIP CPA (capacity)	Employees are developed and their skills enhanced through involvement in action learning

Corporate initiatives are successfully delivered through action learning

Improved processes result in improved performance and clear customer outcomes.

Improved processes result in improved performance and clear customer outcomes. |
	Continuation of organisational development programme and action learning sets	HOD/ CMT	March 2007		
	Proposals discussed with Corporate Management Team for organisational development programme 2007 – 08	HOD/ CMT	December 2006		
	Programme commences	HOD/CMT	April 2007		

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Action learning and Continuous Process Improvement is embedded across the Council as part of the culture of learning	Action learning and Continuous Process Improvement is built into the councils overall performance management framework	Assistant Chief Executive and Performance and Improvement Manager	November 2006 (Complete)	Pay & Workforce Strategy Priority 3 IRP 2 Corporate Plan IIP CPA (capacity)	Employees are developed and their skills enhanced through involvement in action learning

Corporate initiatives are successfully delivered through action learning

Improved processes result in improved performance and clear customer outcomes

The Council gain more efficiencies through different ways of working/learning

Employees feel more empowered – evidenced through engagement in ALS /CPI and evaluation and employee survey results |
| | A programme for CPI is developed, publicised and implemented | Service Team Managers | February 2007 and implemented in accord with programme | | |
| | Service Team Managers utilise the skills developed to date and identify key projects for 2007 for ALS/ CPI and sponsor projects | Service Team Managers | Commence February 2007 | | |

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Council are accredited against IIP standard	IIP workshops held with employees Mock Inspection Final inspection	HOD/ CMT	January 2007 February 2007 April 2007	IIP IRP 2 Corporate Priorities	Accreditation against standard
The council is committed to excellence and will consider any innovative ways to drive excellence within the organisation.	The council will re-consider the use of new tools within the organisation which will drive it towards excellence including the use of the Business Excellence Model and Balanced Scorecard.	Assistant Chief Executive	April 2008	IIP IRP2	Improved customer, people and key performance indicator performance
The council will acknowledge and celebrate excellence within the organisation and will prove excellence through external accreditation and award.	The council will re-consider the use of new tools within the organisation which will drive it towards excellence including Investors in Excellence, Charter Mark, Beacon Status and ISO 9001.	Assistant Chief Executive	April 2008	IIP IRP2	External Accreditation, Improved customer, people and key performance indicator performance

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
The council will further develop its improvement plan following a more positive Comprehensive Performance assessment	The council will develop and review its overall improvement plan based on the feedback received for the 2007 CPA Inspection and Corporate assessment and subsequent Direction of Travel Statements and external accreditation reports.	Assistant Chief Executive	April 2007 and then as required	IIP IRP2	Improved processes, key performance indicator performance and maintained positive direction of travel in improvement
LEADERSHIP DEVELOPMENT					
Political and managerial leadership is effective & collaborative The Council's top teams are effective in setting the vision for the Council and leading others to achieve that vision	Work is undertaken in relation to developing a programme of joint development for the Council's corporate management team and the Executive Proposals for joint development discussed with CMT/ Executive	HOD/ CE HOD/ CE	February 2007 February 2007	Pay & Workforce Strategy Priority 2 Corporate Plan IRP 2 IIP CPA (all themes)	Senior managers and members are effective in leading the Council and achieving the corporate objectives Evidence CPA assessment, employee survey results Progress against recovery

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Political and managerial leadership is effective & collaborative The Council's top teams are effective in setting the vision for the Council and leading others to achieve that vision	360 degree appraisal takes place for members of Corporate Management Team and feedback is provided through one to one coaching A review of personal development plans against the Chief Officer Competency framework takes place in order to identify any further development needs Programme of CMT/ Executive Away Days linked to business and development	HOD/ CMT	December 2006/ January 2007 As above	Pay & Workforce Strategy Priority 2 Corporate Plan IRP 2 IIP CPA (all themes)	As per previous page
Executive & scrutiny work effectively together	Proposals are developed for a programme development of Executive & Scrutiny	HOD	September 2007	Pay & Workforce Strategy Priority 2 Corporate Plan IRP 2 IIP CPA (all themes)	Executive and scrutiny functions work effectively together

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
Leaders, managers and supervisors are effective in relation to all responsibilities within their remit and can balance the need for corporate and service related responsibilities	Managers competency frameworks are effectively embedded, encouraging performance management and personal development	HOD/ CMT/ STM's	January 2007 COMPLETE	Pay & Workforce Strategy Priority 2 Corporate Plan IRP 2 IIP CPA (all themes)	Managers are able to demonstrate competence in all duties and responsibilities
	PDP form revised to link with managerial competencies	HOD	COMPLETE		
	Competency frameworks are included in the recruitment and selection process	HOD	COMPLETE		
	Introduction of 360 appraisal for managers	HOD	May 2007		
	Further management development training is arranged for managers as a result	HOD	December 2006	Pay & Workforce Strategy Priority 2	Managers are effective in all areas required

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
	of an initial review against the managers competencies				
Managers are clear of what is expected of them, both service related and corporate responsibilities	Manager job descriptions are reviewed to ensure clear accountabilities are included, both corporate and service related	HOD/ CMT/ STM's	February 2007	Pay & Workforce Strategy Priority 2	Managers are held to account
Managers are able to support and mentor others effectively	Programme of coaching/ mentoring	HOD	October 2007	Pay & Workforce Strategy Priority 2	Managers are effective coaches/ mentors to others
Members charter achieved and sustained	Ongoing action plan following charter	HOD/ Member Steering Group	March 2007	Pay & Workforce Strategy Priority 2	Members continue to develop further post charter
Members are effective in their roles as community leaders	Further programme of development sourced for members	HOD/ MSG	August 2007	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	Members are effective in their roles as community leaders
	Succession planning proposals developed for members to be considered at Member Steering Group	As above	April 2007		
	360 Degree appraisal is considered for members	As above	September 2007		

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
SKILLS DEVELOPMENT					
Basic skills needs are addressed appropriately with all employees encouraged and supported	Develop a programme for addressing basic skills needs	Training & Development Officer Trade Union Learning Reps	Ongoing	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	Levels of basic skills are enhanced across the Council
Training and development is seen as of significant importance and all employees are encouraged and supported. The Council is viewed as a learning organisation	Re-launch of service team training champions ensuring their role helps to raise awareness of training and development opportunities available	Training & Development Officer Training Champions	January 2007 COMPLETE	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	Learning is integral to the success of the Council and embraced by all
The Authority are able to adequately identify and address the key skills gaps	Review of PDP process & introduction of workforce development planning	HOD	December 2006 COMPLETE	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	There is sufficient capacity within the Council to make the improvements required
Managers are aware of their responsibilities in relation to training and development	Workshops held for all managers as part of working towards IIP	HOD, Action Learning set 3	December 2006 COMPLETE	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	IIP accreditation Employee survey results on T & D
Key skills are addressed across the Council	Ensure annual training plan includes the following key skills development; partnership working, coaching & mentoring, management of	HOD	March 2007	Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	There is sufficient capacity within the Council to make the improvements required

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
	management of change, performance management, people management, CRM, project management, financial management, equalities and diversity, ICT and leadership/ management development			Pay & Workforce Strategy Priority 3 CPA (Capacity) IRP 2 IIP	There is sufficient capacity within the Council to make the improvements required
	Plan for 2007 approved by CMT		February 2007		
	Plan communicated to employees and programme commences		April 2007		
The Council are able to measure the effectiveness of training and development	Develop evaluation mechanisms which demonstrate the impact of skills development	HOD	March 2007

Reports annually March 2008 March 2009 | IIP | The Council are able to effectively measure cost benefit of training |
| Workforce development planning is embedded and managers take ownership s part of the service planning process | Workforce development plans produced | | January 2007 January 2008 January 2009 | | |

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
RESOURCING LOCAL GOVERNMENT					
Workforce planning is effectively embedded into corporate and service planning	Guidance issued to managers in relation to workforce development planning and service planning	HOD/ ACE	December 2006 COMPLETE	Pay & Workforce Strategy Priority 4 Corporate Plan IRP 2 IIP CPA (all themes)	Workforce planning is effective in building capacity
Workforce planning is effective and is linked to the employment profile and demographics of the Council	Data to be produced for managers to consider when undertaking workforce development planning	HOD/ HR Team	December 2006 COMPLETE	Pay & Workforce Strategy Priority 4	Workforce planning is effective in building capacity
	Corporate workforce development plan is produced and approved	HOD/CMT	February 2007		
	Policy for succession planning developed and approved	HOD	February 2007		
The Council are able to attract, recruit and retain	Implementation of Recruitment and retention strategy	HOD	Ongoing		

OBJECTIVE	ACTION	RESPONSIBLE	TIMESCALE	LINK	SUCCESS MEASURE
PAY & REWARDS					
Ensure that the Council addresses any inequalities in pay and rewards	Complete job evaluation for posts where equal pay risks have been identified and implement new pay and grading structure	HOD	Ongoing - September 2007 for completion	Pay & Workforce Strategy Priority 5	Fair and transparent grading structure without pay inequalities
The Council's Pay and Grading System is fair and transparent, supported by an objectives process for job evaluation	Determine overall approach to job evaluation across the Council	HOD	As Above		
	Rewards and employee benefits are regularly publicised	HOD	Quarterly March 07/08/09 June 07/08/09 September 07/08/09 December 07/08/09		