

Item 6

REPORT TO CABINET

5th OCTOBER 2006

**REPORT OF HEAD OF ORGANISATIONAL
DEVELOPMENT**

Strategic Leadership Portfolio

ORGANISATION DEVELOPMENT PLAN

1. SUMMARY

- 1.1 This report provides a summary of the Corporate Organisational Development Plan (ODP) and outlines the process for implementing and monitoring the plan.
- 1.2 The Organisational Development Plan provides a structured and progressive framework for ensuring continuous improvement in the behaviours, skills and knowledge of staff by ensuring the effective co-ordination of local and regional initiatives aimed at developing the talent of a diverse workforce, succession planning and capacity building for the future.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Considers the ODP at Appendix 1 and approves the implementation of the 5 key themes and the actions contained therein assigning a Lead Director for each theme.
- 2.2 Commit to ensuring that the Organisational Development Plan is cascaded appropriately via Heads of Service to other managers within their departments to promote awareness and responsibility for ensuring its implementation and success.
- 2.3 Approves the allocation of resources, via departmental Training and Development budgets, required to ensure the Organisational Development Plan succeeds in raising the capacity of our workforce to meet corporate priorities.
- 2.5 Approves the use of the Resource Plan (Appendix 7 of OD Plan) as a key tool to be used within all Service Improvement Plans to inform workforce analysis and decision making, succession planning and emerging business development opportunities impacting on the required skills, competencies, composition and structure of departments.

3. **BACKGROUND**

- 3.1 The Council commissioned consultants to develop the ODP following recommendations from the CPA assessment in 2003. The Plan draws together the development of the Council's employees and elected members and assists in matching human resources with the demands placed upon the Council through the Community Strategy and Corporate Plan ambitions.
- 3.2 The Plan was developed in line with requirements of the Pay and Workforce Development Strategy developed (at the time) by the Office of the Deputy Prime Minister (ODPM).
- 3.3 Organisational development is key to the delivery of the Corporate Plan. Through the development of employees and elected members and through relevant training and capacity building programmes the Council will ensure the skills and human resources are available to meet the ambitions set out within the Corporate Plan.
- 3.4 The ODP was developed via a series of focus groups, interviews and discussions with Directors, Managers, Elected Members, officers and trade union representatives. Led by an external consultancy this process involved over 80 people and it is their ideas/opinions/thoughts that have shaped the OD Plan.

4. **IMPLEMENTATION AND DELIVERY**

4.1 In summary the ODP incorporates:

- Key national and local issues and drivers
- A summary of findings against 5 key themes
- Identified actions to address the findings

4.2 The 5 key themes of the ODP are:

- | | | |
|---------------------------|--------|-----------------------|
| 1. Management Development | Lead - | Glyn Hall |
| 2. Planning | Lead - | Colin Steel |
| 3. Performance Management | Lead - | Director of Resources |
| 4. Communication | Lead - | Phil Ball |
| 5. Member Development | Lead - | Brian Allen |

4.3 The OD Plan provides a strategic overview and outlines broad actions to address the issues raised during the consultation process. The plan is therefore supported by a series of detailed delivery plans, each owned by a "Senior Responsible Officer (SRO)" to be nominated from the Heads of Service Group once the OD Plan has been approved by Cabinet.

4.4 Strategic responsibility for the OD Plan at elected member level will be provided via the

Leader of the Council within the Strategic Leadership portfolio.

- 4.5 The Organisational Development section will co-ordinate and oversee implementation of the OD Plan by working with Lead Directors and using project management principles to ensure effective implementation of the delivery plans.
- 4.6 The ensure shared responsibility and sustainable and effective change the OD Plan will be integrated into service delivery via the existing performance management framework.

5. **RESOURCE IMPLICATIONS**

- 5.1 The detailed delivery plans supporting the ODP set out specific resource implications which will be prioritised and met from the following existing corporate/departmental training and development budgets:

2006/7 Budget

Organisational Development	£40,000 (inc 20k carried forward from 2005/6)
Member Development	£20,000

- 5.2 The ODP delivery plans will be co-ordinated by the Head of Organisational Development in consultation with Lead Directors, project managed by the Principal Human Resources Officer (Strategy) and will be delivered by the Heads of Service Group.

6. **CONSULTATIONS**

- 6.1 Detailed consultation has taken place with the CEO, Directors, Heads of Service, Elected Members, key managers and trade unions via a series of interactive focus groups.
- 6.2 Specific consultation on the draft recommendations has taken place with Heads of Service via the Heads of Service Group.
- 6.3 The Plan also integrates national, regional and local priorities for organisation development ensuring that these opportunities are incorporated into planning This will ensure competitive advantage through knowledge-sharing and economies of scale arising from inter-agency working.

7. **OTHER MATERIAL CONSIDERATIONS**

Links to Corporate Ambitions / Values

- 7.1 This report contributes significantly to the following corporate values:

- Invest in our people
- Achieving continuous improvement and innovation in service delivery.

Risk Management

- 7.2 The main risk associated with the OD Plan is the ability to implement the delivery plans on time and within existing staffing resources. This will be mitigated by the adoption of a project management approach and by the production of risk logs for each of the 5 key themes.

Health and Safety

- 7.3 No additional implications have been identified.

Equality & Diversity

- 7.4 Equality and Diversity considerations are inherent throughout the ODP. Sedgefield Borough is an equal opportunities employer and as such every step will be taken to ensure training and development is provided in such a way that ensures no adverse impact in terms of belief/religion, age, disability, gender, ethnicity or sexual orientation.

Legal & Constitutional

- 7.5 No additional implications have been identified.

Procurement

- 7.6 There will be a need to procure training and development services to fulfil the actions contained in the OD Plan. This will be undertaken in conjunction with the Procurement Officer following the Council's Contract Procedure rules.

There are no other material considerations associated with this report

8. **OVERVIEW AND SCRUTINY IMPLICATIONS**

- 8.1 None

9. **LIST OF APPENDICES**

- 9.1 Appendix 1 - Draft Organisational Development Plan.

Contact Officer

Alan Boddy
Head of Organisational Development

Telephone Number

01388 816166 Ext. 4500

E-mail address

aboddy@sedgefield.gov.uk

Wards: All

Background Papers:

Comprehensive Performance Assessment – Sedgfield Borough Council

Report of the Audit Commission – March 2004

Progress since CPA – Direction of Travel Assessment

Audit Commission Letter – October 2004

Medium Term Financial Plan 2006/7 – 2008/9

December 2004

Corporate Plan 2006/7 to 2008/9

National Joint Council for Local Government Services

Joint Guidance on Local Workforce Development Plans June 2005

Office of Deputy Primeminister

Pay and Workforce Development Strategy 2005

Audit Commission

Annual Audit and Inspection Letter – March 2006

CPA Performance Assessment Framework 2006

Use of Resources Assessment 2005/6

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council's Monitoring Officer or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input checked="" type="checkbox"/>	<input type="checkbox"/>

This page is intentionally left blank