

REPORT OF THE STRATEGIC DIRECTOR  
TO THE EXECUTIVE  
5 APRIL 2007

**Organisational Development Programme**

**1.0 Introduction and Report Summary**

- 1.1 One of the Vale's corporate priorities is to "Build our capacity through managerial and organisational change". Since the creation of an Organisational Development and Support (ODS) service area in last year's senior management re-structuring, a new staffing structure has been created, which has provided the capacity to define the Organisational Development Programme.
- 1.2 The new ODS management team has used best practice guidance from the Office of the Deputy Prime Minister to develop an Organisational Development Programme that will build the capacity to deliver the Vale's aspirations for improvement.
- 1.3 An iterative process of learning, development, consultation and review has produced six interlinked programmes within the overarching development programme, and this report seeks approval of these.
- 1.4 The Contact Officer for this report is Helen Bishop, Deputy Director Organisational Development & Support, 01235 540372.

**2.0 Recommendations**

*that the concept of the organisational development programme being made up of the six interlinked programmes as outlined in paragraph 7.1 be approved.*

**3.0 Relationship with the Council's Vision, Strategies and Policies**

- (a) A, D and E
- (b) This report underpins the Vale's corporate priority to "Build our capacity through managerial and organisational change".

**4.0 Background**

- 4.1 One of the Vale's corporate priorities is to "Build our capacity through managerial and organisational change". In order to deliver the agenda that follows from this priority the senior management re-structuring created a Deputy Director for Organisational Development and Support who was formally put into post on 1<sup>st</sup> March 2006.
- 4.2 Since then, the structure of the Organisational Development and Support (ODS) service area has been achieved, bringing the four main disciplines of Communications, Contact Services, Human Resources and Organisational Change into the OD management team.
- 4.3 The new OD structure has created a strong platform to develop and implement organisational development. It enabled a strong focus on communications and consultation, and migrated the development of the web from a technological to a communications base. It brought the future direction of Human Resources (HR) within the Vale into focus by moving resources from HR administrative support to HR advice. It also brought together the key disciplines of ICT Operations, Mapping and Data Management, Performance Management, Equalities and

Diversity and Project Management within Organisational Change, a dedicated team who have the skills and methodology for facilitating and delivering change with a consistent and systematic approach.

## 5.0 **What is Organisational Development?**

5.1 Organisational Development is the practice of planned intervention to bring about significant improvements in organisational effectiveness.

5.2 Guidance advises that for an authority to aspire to be excellent in this way it needs:

- A clear vision.
- Expectations that it meets on a local and national level.
- Delivery of joined up local services that people want.
- Excellent public perception from the community and customers of the Council.
- Staff to feel valued and understand their part in the performance of our organisation.
- A culture of continuous performance improvement.
- To be a community leader not just delivering services ourselves but by working collaboratively in partnership with other organisations to deliver our service outcomes.
- A track record of good value for money services.

5.3 To deliver these aspirations requires capacity; this can only be achieved by investing in people and systems so we can:

- Attract and retain staff.
- Develop staff to have the right skills to deliver our corporate and service objectives.
- Empower our staff to make better decisions.
- Use our time more effectively.
- Change how we deliver our services.

## 6.0 **The Journey So Far**



6.1 The Senior Management Team initially agreed the themes incorporated within the Organisational Development Programme in October 2006, based on the guidance issued by the Office of the Deputy Prime Minister “An Organisational Development Resource for Local Government”, as the broad direction of travel for the OD Programme.





6.2 Based on the six themes suggested by this guidance, workshops with the Senior Management Team and the Organisational Development Team led to the development of a version that best meets the needs of the Vale.

## 7.0 **Organisational Development Programme**

7.1 There are six interlinked programmes that make up the OD programme for the Vale, they are:

7.2

	<p>Grow Together – committing a percentage of each person’s time to personal and team development will result in demonstrable benefits to individual and service outcomes.</p>
	<p>Customer Focus – Ensuring customer service excellence within defined parameters, whatever the service, by whichever channel.</p>

	<p>Empowerment and Responsibility – Allowing personnel to assume responsibility for delivering quality results, whilst providing a balanced support programme, will empower staff to act creatively.</p>
	<p>Aim High – Aiming for “good” rating in a CPA re-assessment exercise in 2008. Aiming for “good and improving“ rating in any other service-specific assessment, best value review or similar audit.</p>
	<p>Communications – Understanding and serving the communications needs of the Council’s internal and external stakeholders. Engaging with communities and partner organisations to influence the way forward for service delivery.</p>
	<p>Diversity – Eliminating discrimination and actively promoting equal opportunities for employees and the public.</p>

## 8.0 The Way Forward

- 8.1 The actions within the programmes are being embedded into service plans both within ODS and across the organisation, setting an expectation for delivery, and a process to monitor and review progress. The monthly service reviews between service managers and portfolio holders will be vital in this respect.
- 8.2 Communication needs to widen throughout the organisation about the development programmes, and the value they will bring to personal development, management capacity, service delivery and the way we engage and involve our community in the way we deliver our services.
- 8.3 The learning and development of the ODS management team itself will continue, and this in turn will enforce its value as a strong and supportive corporate core, enabling the rest of the organisation to successfully deliver the corporate agenda and also improve the delivery of service outcomes.

HELEN BISHOP  
DEPUTY DIRECTOR ORGANISATIONAL DEVELOPMENT & SUPPORT

TIM SADLER  
STRATEGIC DIRECTOR

### **Background Papers:**

- ODPM Guidance: An Organisational Development Resource for Local Government
- Report to Senior Management Group and the Senior Management Team on the Organisational Development themes.
- Report to Senior Manager Workshop “Organisational Development Objectives”.
- Activity Planning for OD Programmes (Version 3)