



Date of Meeting	26 th November 2019
Portfolio	Cabinet Member for Resources
Report Author	Rosemary Barker
Public/Private Document	Public

Organisational Development Plan 2019

Executive Summary

1. The purpose of this report is to update Corporate Overview and Scrutiny Committee with the up to date plan for Corporate Organisational Development (OD) to support the organisation to achieve its aims and objectives. Key strands for the plan include supporting Culture change; Leadership Development; Staff engagement; Health and Wellbeing and Learning and Development. The OD 'plan on a page' is attached as Appendix 1

Recommendation

2. That Corporate Overview and Scrutiny Committee endorse the current plan and provide scrutiny of the plan for the team to modify accordingly

Reason for Recommendation

3. The Organisational Development Plan is a key enabler for the Corporate and Directorate plans

Key Points for Consideration

- 4.1 Through the OD plan the Corporate OD team seek to bring together the key themes of OD activity into a high level summary which give clear visual image of the key objectives, outcomes and programmes and activities for each of the main themes of the programme
- 4.2 Each of the themes is underpinned by a more detailed action/implementation plan. (The Workforce Wellbeing one is subject to a separate report to Corporate Overview and Scrutiny Committee)
- 4.3 Supporting documents attached to the plan include
 - Leadership Academy guidance

- Staff engagement plan

4.4 Key achievements over the last year included

- Introduction of new values and behaviours across the Council and the CCG which are forming the basis of our review of the Personal Development Review process (and one to ones) as well as our approach to Recruitment and Selection
- Cultural diagnostic work undertaken in the Integrated Commissioning Directorate (ICD) enabling action planning to build on integration to date
- A coaching programme in place
- Bespoke ICD Team Development Activities delivered to: ICD Service briefing – Open Space Event ,All ages Commissioning (20.09.18 & ICD SMT ,Adult Commissioning Team, Programme Delivery Unit ,resulting in enhanced team effectiveness as measured by diagnostic interviews
- Programme for Joint Leadership Network which has included development and delivery of “changing the conversation” workshops & 21st Century Public Servant facilitated by University of Birmingham research team members and talent conversations.
- Increased focus on mediation through trained mediators to support resolution of potential disputes at an early stage.
- Team development to support the integration of new teams and the effectiveness of existing teams across the organisation: These have included sessions across the organisations
- Leadership Academy Cohort 1 successfully delivered and positively evaluated by both delegates and their line managers. All cohort 1 members achieve qualification at ILM Level 5. Cohort 1 to design and deliver our first Rochdale Leadership Conference in 2020,
- Cohort 2 have presented their projects / programme learning in September & October 2019 to Leadership Network
- Cohort 3 recruitment commences September 2019
- Aspiring Leaders programme launched
- Staff Engagement Events delivered and positively evaluated – March 2019
- Full staff survey completed and resulting action plan communicated
- Directorate conferences facilitated and successfully delivered

4.5 Priorities for the coming year include

- Development of a new One to One /Personal Development Review Process incorporating a new approach to talent management and developing this across the organisation
- Developing and launching a New Managers Programme to complement the Leadership Academy and Aspiring Leaders Programme

- Further developing the Leadership Academy into a broader Locality offer (The Academy has been identified as best practice by Greater Manchester colleagues)
- Further development of the Aspiring Leaders Programme
- Supporting the action plan from the Engagement Survey 2019
- Launching a new approach to staff induction
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Costs and Budget Summary

The Corporate OD team is a small team of three officers, one of who is funded by Transformation Funding. The plan is delivered largely in house with occasional external input on the basis of a business case.

Risk and Policy Implications

The risk of underinvestment in OD and failing to prioritise this area of work is that we have leadership, workforce and a culture that fails to support the changes needed to make the organisation fit for the future.

For Further Information Contact:	<p>Rosemary Barker, , rosemary.barker@rochdale.gov.uk</p> <p>Martin Plant Martin.plant@rochdale .gov.uk</p>
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