

Report to: Cabinet

Date: 27th August 2009

Subject: An introduction to the Organisational Development Strategy

Report of: Deputy Chief Executive

Contact officer: Alison Hughes 01942 - 488387

Purpose / summary: To seek approval of the new Organisational Development (OD) Strategy for Wigan Council.

Alternative options considered and reason for selecting the one recommended: An effective organisational development (OD) strategy is an essential component in ensuring that an organisation remains “fit for purpose” in a modern world.
Failure to develop and implement an OD Strategy can adversely impact on the future resilience of the Council.

The implementation of an OD Strategy will help the organisation which is perceived as an employer of choice, attracting the highest quality of employees, is able to deliver on its challenging transformation agenda and is responsive to the changing needs of customers.

Recommendation / decision: That:

1. The contents of the strategy be noted and its implementation supported; and
2. The Overview and Scrutiny Coordinating Committee receive regular reports on progress in delivering on the outcomes in this strategy.

Risks / Implications:

Financial: There are financial implications associated with implementing this strategy. A budget of £100 k has been allocated to support the implementation of this strategy and expenditure will be contained within this budget.

Staffing: None

Policy: None

Equal Opportunities - Has a Diversity Impact Assessment been conducted? None

Wards affected: All

Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No – however, the strategy is about enabling the development of new flexible ways of working, in line with modern business practice, which will support the implementation of the property strategy.

If yes, have the property implications been agreed with the Corporate Property Officer? Yes

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

This proposal does relate to a new policy.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? Yes

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council’s budget? Yes

Are any of the recommendations within this report contrary to the Policy Framework of the Council? No *

For Cabinet reports only :

Categorisation of the report:	X		X
Discussion leading to a decision	X	Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	26 th May 2009	27 August 2009	

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Title of document	Which meeting did it go to?	Date of meeting	Copy available from?
Organisational Development Strategy	Overview and Scrutiny	26 May	Alison Hughes - Head of OD - Tel: 01942 488387

Proper Officer Sue Johnson

Date 5th August 2009

Background:

The OD Strategy has been developed as part of the agreed action to implement the Support Services Review (SSR) which was agreed by Cabinet on 14th June 2007

The identified outcomes from the SSR included the need to develop an Organisational Development programme, which helped to enable the Council's organisational change management programmes.

The post of Head of Service Organisational Development was created to develop the strategy and lead on the implementation of this strategy. A review of the Council's workforce planning, workforce development and learning and development functions has been undertaken as part of the SSR and a new, unified approach to this function has been implemented, which is a key component in implementing this strategy.

Proposals:

That the contents of this strategy be noted and approved by Cabinet.

That Overview and Scrutiny Co-ordinating Committee receive regular reports on progress in delivering the outcomes in this strategy

Alternative options considered and reason for the recommended option:

An effective organisational development strategy is an essential component in ensuring that an organisation remains "fit for purpose" in a modern world. Failure to develop and implement an OD Strategy can adversely impact on the future resilience of the Council.

The implementation of an OD Strategy will help to enable the Council to develop as an organisation which is perceived as an employer of choice, attracting the highest quality of employees, able to deliver on its challenging transformation agenda and is responsive to the changing needs of customers.

Conclusions:

The OD Strategy reflects Wigan Council's commitment to creating an organisation where:

- Our customers are at the heart of everything we do and we listen to them and use what they tell us to help shape our services
- People are proud to work for Wigan Council and of the quality of services the Council provide
- Our employees feel that they are recognised for their contribution and can see how what they do makes a difference to our customers

- Our employees constantly seek out ways to improve our services and provide value for money for our customers
- Our Council has a clear set of values, which is demonstrated in all that we do and defines the “personality” of our organisation
- Our Council has a good reputation with people who use our services and our partners
- We have leaders, managers and employees, who strive to exceed our customers expectations and to make our back office processes as modern, efficient and effective as possible
- Our employees and customers know that we listen, know what is happening, what needs to be done, what has been achieved and where we are going next
- We always seek to minimise our impact on the environment, by using our resources carefully and striving for ways to make more effective use of our resources.
- Striving to deliver the best quality services and seeking to improve at every opportunity, is at the heart of all our employees day to day activities
- We can recruit the best quality people as an “employer of choice”, who values their employees and ensures that they have access to effective training and development
- We create an environment where people can achieve and have few barriers to prevent them performing as best they possibly can

Diversity Impact Assessment form

Section:
Chief Executive Services

Policy/Service Area: Customers Transformation - Organisational Development

Person Completing Form: Alison Hughes	Date: 15 th April 2009
--	--

Do any of the below groups suffer specific disadvantage (please indicate)

	Yes	No		Yes	No
Race		x	Disability		x
Ethnicity		x	Gender		x
Age		x	Religion		x
Class		x	Sexual Orientation		x

Is there evidence of disadvantage or associated problems?
The OD Strategy includes actions in the following areas, which will have a positive impact on addressing diversity issues: <ul style="list-style-type: none">o Improving workforce data quality and engagement with our workforceo Promoting enabling policies/ innovative approaches to service delivery which create an environment where employees have few barriers to achieving their full potentialo Equality of access to Learning and development resources and facilities, via a unified approacho Improving communication to enable employees to participate in development of their services and improved change management, to promote more effective stakeholder engagement

How was the information collected and/or who have you consulted with?
Employee survey and focus groups with groups of staff Performance Information

Action Plan – <i>What specific actions are planned to tackle any disadvantage identified?</i>
See above

Is the policy in line with current equality legislation and relevant codes of
--

practice?
Yes

Timescale	As per strategy
Responsibility	Alison Hughes/ As identified
Comments	

Are the actions specified included in any other documents/plans?

Departmental Service Plan	People Plan
Section/Team Plan	Learning and Development Service Plan
Other (Specify)	

Date for further review
