

APPENDIX A



Organisational Development (OD)

Strategy

2021-23

(Version 1.0)

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1. Introduction

Chesterfield Borough Council has a strong legacy of providing high performing, value for money services to our Communities. We have delivered successful investment into development initiatives in the Borough, and our growth agenda has been key to our Communities and Councils' success. During the years of Austerity, this legacy was clearly demonstrated by the Council pushing forward, being innovative and investing wisely.

During 2020, the Covid-19 Pandemic presented us with threats and challenges few have experienced before. Our Council answered the call to action quickly and effectively, responding to an uncertain and changing environment.

Our Council Plan maps out the current and future ambitions for our people and place. Our values underpin everything we are as One Council and our drive to continuously improve defines the very principles of our Organisational Development (OD) strategic approach.

Our Values: We are Customer focussed, take a 'can do' approach, act as one Council / one team and believe in honesty & respect.

There are many definitions of OD across the Public Sector alone, ranging from focussing predominantly on Learning & Development, to organisation wide capability development e.g. 'Do OD', which is successfully established within the NHS.

At Chesterfield Borough Council, OD is defined as:

“A joined-up approach to aligning Council resources, processes and performance with strategic ambitions, shaping capability and culture to enable delivery of Council Plan priorities”.

Our approach to OD will therefore be focussed on developing every aspect of organisational capability and capacity required to support the delivery of effective services, make Chesterfield a thriving Borough and improve the quality of life for local people. The Council has to achieve this in an increasingly efficient way in order to address projected budget pressures over the next four years.

This document outlines how OD will enable delivery of our Council Plan priorities through the delivery of seven organisational outcomes. OD will be delivered in line with our Corporate Governance Model and driven by senior leaders as part of our revised corporate arrangements.

OD will provide improved business planning and financial management, while providing effective processes, tools and governance to define, shape and deliver improvement and change.

2 The Council Plan Priorities

Our Council Plan has three priorities for the next four years:

1. Making Chesterfield a thriving borough:

- Chesterfield Borough – A great place to live, work and visit
- Vibrant town centres
- Build a stronger business base
- Develop an inclusive approach to growth.

2. Improving quality of life for local people:

- Provide quality housing and improve housing conditions across the borough
- Improve our environment and enhance community safety
- Help our communities to improve their health and wellbeing
- Reduce inequality and provide support to vulnerable people.

3. Providing value for money services:

- Become and stay financially self-sufficient
- Make our services easier to access and deliver savings through the use of technology
- Improve services and customer interaction by investing in our staff.

Our Organisational Development (OD) strategy is focussed on developing our Councils capability and performance to enable our Council Plan ambitions to be delivered. OD is therefore built around the development and delivery of **Priority 3**, as this is focussed on developing our organisational capability to enable Priority 1 and 2 ambitions to be successfully achieved.

3 OD Framework: Themes & Outcomes

The Council's OD framework is built around seven themes:

- 1) **People & Culture**
- 2) **Finance & Commercial**
- 3) **Access to Services**
- 4) **Digital Capability & Data Insight**
- 5) **Strategy, Policy & Governance**
- 6) **Programme & Performance Mgt.**
- 7) **Engagement & Communication.**

Each theme is defined by an outcome. The seven themes and associated outcomes are illustrated at **Fig. 1**.

The Council is already driving improvements across each of these themes. However; our OD framework will look to build on these areas of good practice, take a more integrated approach and develop solutions where there are gaps between what's required to deliver our priorities and where we currently are.

Each OD theme will have an associated strategy and/or plan to ensure ambitions are defined and deliverable. There are a number of these in existence already e.g.

People: The People Plan

There are also a number of major programmes in progress across the Council, delivering change and improvements against outcomes e.g.

Digital Capability & Data Insight: ICT Improvement Programme

Fig. 1



Through the Senior Leadership Team and Corporate Leadership Team, we will ensure that each of the seven OD outcomes is supported by an appropriately resourced plan to ensure delivery is realistic and achievable.

The OD Delivery Plan will be incorporated into our annual Business Planning process to ensure that all priorities and objectives from individual members of staff, through to Business Plans and the Council Plan are intrinsically linked.

4 The OD Delivery Plan

The Councils OD Delivery Plan will be built around existing strategies / plans associated with the seven themes but incorporating new areas requiring further development to ensure we continue to be fully capable of achieving Council Plan Priorities 1&2.

At **Appendix A** there is an illustration of what the developing plan will look like, with examples of existing strategy / plans aligned to each of the OD themes.

The OD Delivery Plan will show how each theme and associated strategy/plan will be delivered over the lifespan of the current Council Plan. It will identify the individual output targets for each quarter over the next three financial years.

Management and oversight of the programme will be led by the Corporate Leadership Team (CLT) in conjunction with the Council's Corporate Governance Model. (see section 5).

5 Corporate Governance Model

The OD Framework and Delivery Plan will be developed and delivered within the Council Corporate Governance Model (CGM). **Appendix B** illustrates the key elements and relationships within the CGM.

The purpose of the CGM is to be clear about decision making governance and create an iterative and intrinsic link between the Council Plan, services and people.

Key principles:

- Values led.
- Linking individual staff performance plans to Business Plans and Council Plan to ensure work activities are priority focussed and appropriately resourced.
- Incorporating both operational and project planning into Business Plans to ensure priorities are budgeted for within the MTFs and achievable.
- A robust Performance Management Framework providing assurance that all priorities are monitored and kept on track for delivery.
- Clear governance and decision-making structure to support organisational development and delivery.
- A governance model underpinned by appropriate assurance.
- Corporate Leadership Team overseeing development of plans and strategies to deliver defined outcomes for each Council plan priority area.

6 OD & Corporate Leadership

In order to define, shape and deliver our OD strategy going forward, the Council needs clearly defined and effective corporate leadership. Our Senior Leadership Team (SLT) and Corporate Leadership Team (CLT) work collaboratively to shape our corporate priorities and lead delivery of strategies, change programmes and critical service delivery.

In relation to the OD Strategy, the aim of the senior leaders, working through SLT and CLT will be:

- To lead the delivery of the Council's Organisational Development approach and priorities.
- To promote a positive culture throughout the organisation based on the Council Values and Behaviours,
- To lead a coordinated approach to strategy development and delivery of the Councils Vision and Priorities,
- To put in place and adhere to clear and robust governance and decision-making processes and procedures to help with timely decision making,
- To put in place and adhere to clear performance management approach to ensure we know how we are performing in delivering outcomes.

In order to take the Council's OD Strategy forward effectively, SLT and CLT members are working collaboratively to further develop a number of key areas, to ensure leadership is appropriately focussed and effective.

- Increasing strategic capacity to shape and lead change across services.
- Ensuring the Council has the right capacity, skills and alignment of these across services and management tiers
- The need to establish a more collegiate approach to business prioritisation, planning and budget management.
- Strengthening and adding clarity to decision making and governance
- Improving engagement and communications with people and teams across the Council.
- Further reducing silo working and building our 'One Council' culture.

7 Delivering OD Change & Improvements



In order to successfully deliver the OD Delivery Plan and other priorities of the Council Plan, we need to design and implement a number of change and improvement programmes. In order to ensure that these programmes are appropriately developed and delivered, the Council requires an effective corporate project / programme process, tools and governance

The Council has developed its 'Corporate Project Management (CPM) framework'. Details of the CFM are available in a separate Council document: Chesterfield Borough Council: Corporate Project Management Framework.

In relation to the OD Framework & Plan, the CPM provides:

- **Realistic planning (Inc. capacity)**
- **Clear focus and objectives**
- **Strategic alignment**
- **Managed process**
- **'One Council' approach**
- **Reduced costs**

Leadership & Governance

Corporate Leadership Team will be the corporate programme board, overseeing the overall performance of corporate projects, by exception. A Project Mgt. Group (PMG) will be formed, including appropriate stakeholders e.g. Finance, HR. The PMG will lead co-ordination of the 'development, delivery and review' of corporate business case development and monitor project delivery. The PMG will incorporate the development of commercial opportunities within its governance.

Skilled / experienced resources will be aligned to support PMG and corporate project delivery, as required. A Corporate project 'toolkit' will be made available to Officers to support the project / programme management process.

Project delivery, decision making and performance reporting on corporate projects will form part of the Performance Management Framework into the appropriate Officer / Member Boards and Committees. CLT and PMG will have a high-level monitoring and performance management role to provide assurance to the Council overall.

The Benefits

- Provides a 'single version of the truth' on Council development in line with OD Plan delivery.
- Robust leadership and management of our key change and improvement programmes—improved delivery of OD outcomes.
- Increased financial acumen.
- More effective use of resources.
- Better quality business data to inform decision making (insight)
- Improved focus on Commercial opportunities.
- New initiatives can be assessed with clearer sight of cause & effect implications
- Develops a greater culture of accountability and focus.

Appendix A – OD Delivery Plan.

OD Theme	Strategy / Plans	2021/22	2022/23	2023/24
		Outputs (Qtr.)	Outputs (Qtr.)	Outputs (Qtr.)
People	People Plan			
	Corporate Health & Safety Plan			
Finance & Commercial	Medium Term Financial Strategy.			
	Asset Management Strategy / Plan			
Access to Services	Customer Access Strategy			
	Digital Platform development plan.			
Digital Capability & Data Insight	ICT Improvement Prog.			
	Information Management Strategy			
Strategy, Policy & Governance	Corporate Risk Mgt. Strategy			
	Council Plan			
Programme & Performance Mgt.	Corporate Programme Management Framework			
	Performance Mgt. Framework			
Engagement & Communication	Employee Survey			
	Corporate Communications Plan			

Appendix B – Corporate Governance Model

<p>Culture</p> <p>1. No 1 priority – Health and Safety</p> <p>Values</p> <p>1. We are customer focused 2. We take a can do approach 3. We act as one council, one team 4. We believe in honesty and respect</p>					
<p>Governance and Decision Making</p> <p>Councillor Lead</p> <p>Council Cabinet Regulatory Committees Scrutiny Committees</p> <p>Finance and performance board (FPB) Corporate issues group (CIG)</p> <p>Officer Lead</p> <p>Senior Leadership Team (SLT) Corporate Leadership Team (CLT) Project Management Group (PMG) Directorate teams</p>	<p style="text-align: center;">Council Plan Vision</p> <p style="text-align: center;">Putting our communities first</p> <p style="text-align: center;">Three priorities</p> <p>1. Making Chesterfield a thriving borough 2. Improving the quality of life for local people 3. Providing value for money services</p>	<p style="text-align: center;">Performance Management Framework</p> <p>Milestones and measures – for annual delivery plan</p> <p>Reporting issues by exception or for information – which may then be reported into CMT.</p> <p>Projects and programmes - overall delivery milestones</p> <p>Management information – measures (sub-set for Council Plan)</p> <p>Individual performance reviews</p>			
	<p style="text-align: center;">Council Plan Delivery</p> <p style="text-align: center;">Corporate Leadership Team (CLT)</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; vertical-align: top;">Thriving Borough</td> <td style="text-align: center; vertical-align: top;">Quality of life</td> <td style="text-align: center; vertical-align: top;">VFM services</td> </tr> </table> <p>Overseeing development of plans and strategies to deliver defined outcomes for each Council plan priority area.</p> <p style="text-align: center;">Portfolio Business plans</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: center; vertical-align: top;">Operational working groups to deliver business as usual services</td> <td style="text-align: center; vertical-align: top;">Project and Programme working groups to deliver one-off activities</td> </tr> </table> <p style="text-align: center;">Setting out work programmes for each service providing clarity on how individuals will contribute to delivering the Council Plan</p> <p style="text-align: center;">Individual performance plans</p>		Thriving Borough	Quality of life	VFM services
Thriving Borough	Quality of life	VFM services			
Operational working groups to deliver business as usual services	Project and Programme working groups to deliver one-off activities				
<p>Organisational Assurance and Compliance</p> <p>Health and Safety Safeguarding Equalities and diversity Financial management Legal and regulatory framework Audit and Risk management Resilience – Emergency planning and business continuity</p>					