

Organisational Development Strategy

2018 – 2020

Document Control

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Foreword

We are clear in our ambition to deliver the best for our residents, businesses and visitors and to be in the top quartile of district councils within England; something which we know we can achieve given the commitment, expertise and attitudes of our staff, councillors and partners.

There are many challenges facing us as we continue to develop the organisation, but greatest amongst these are the ongoing pressure on finances combined with ever increasing community expectations. However, we are committed to continuously developing to become a flexible and high performing Council who can deliver positive outcomes for the District and align to the changing needs of our residents and businesses.

This Organisational Development Strategy explains what is required to staff and councillors in terms of leadership, behaviour and engagement in order to deliver its vision and ambition for the District along with ensuring the long term viability of the Council.

If you are part of our staff team, this Strategy will start to explain our expectations of you and how we will support you to further develop your skills to be part of our continuous journey to achieve our ambitions. It will also reaffirm our commitment to ensuring that our staff pledge to 'living our values' as a valuable member of our team.

If you are a partner, resident or anyone who comes into contact with the Council, then this Strategy will tell you what you can expect from us in terms of our vision and how we expect our staff team to work with you.

This is an exciting time for the Council where we will challenge ourselves to achieve even more than we thought possible.

We look forward to working with all of you to make a real difference to our District.



Councillor Tony Jefferson
Leader



Isabel Edgar-Briancon and David Buckland
Executive Directors

Our Council

The Council is ambitious and is committed to ensuring that we continue to support our communities to thrive and ensuring that we operate efficiently.

It is clear that we are experiencing a period of sustained challenges. Expectations are increasing at a time when resources are being squeezed and restricted by central government.

The Council has a clear vision and objectives identified within the Corporate Strategy, these are detailed below:

Stratford-on-Avon District will develop "A District fit for our Future", and is supported by three key objectives:

- ***Contribute towards a flourishing local economy, enhancing our environment and infrastructure;***
- ***Promote healthy, safe and strong communities and individuals;***
- ***Be an efficient Council that works closely with partners.***

We completed a Strategic Review last year, this enabled the Council to fundamentally review the role of the Council in the range of services that are required but also questioned how we will deliver these services. It was recognised that a skilled and flexible workforce will be vital in the authority realising this ambition, hence the need to develop an Organisational Development Strategy.

The Council will work with a number of partners to show Community Leadership, including:

- **Government** - working with all departments of government in order to achieve the best deal possible for our District.
- **National Bodies** - we work with the Local Government Association and the District Council's Network to ensure that our roles and voice is heard and represented nationally.
- **WMCA – the Council is a non-constituent member of the West Midlands Combined Authority. We ensure that the issues affecting our district are considered, especially in relation to improvements in transportation and the economy.**
- **The Coventry and Warwickshire Local Enterprise Partnership (CWLEP)** - this is the main channel for strategic funding from Government and the European Union. We will also actively participate in the Coventry and Warwickshire Economic Prosperity Board.
- **Other Local Authorities** - the Council works closely to promote common interests with other local authorities in order to help secure effective and efficient services.
- **Voluntary and Community Groups** - the Council has a long track record of supporting this sector, with reductions in direct government support it will be essential to build upon this relationship.

The Corporate Strategy

The Council recognises the need to:

- **Keep Stratford-on-Avon District special.** Our District is a much-valued environment in which to live, work, visit and thrive. While development is inevitable, it is important that the character of our settlements and the landscape is retained.
- **Support local businesses.** A strong local economy will support our communities through the provision of jobs and prosperity.
- **Support an ageing population.** This section of our population is significantly higher than the national average, and we must ensure our services support their needs.
- **Reduce costs.** We live in a period of continued austerity the Council will need to ensure that it continues to deliver improvements in securing value for money and get a bigger 'bang for the buck'.

In addition we will focus on:

- Maintaining relevance and adapting to changing needs.
- Issues relating to young people.
- The rural nature of our District.

Context and Strategic Review

In order to successfully deliver day to day services and projects it will be important that the Council is able to work with a flexible approach. Working across traditional departmental barriers and encouraging both councillors and officers to be openly collaborative will be important, as will attracting and retaining a flexible and committed workforce.

Council, at their meeting of 25 April 2016, agreed a Terms of Reference for a Strategic Review, along with a number of discrete work streams. In order to identify how Council services could be sustained in the future, despite the known challenges, a fundamental review of Council activity was commissioned. This strategic review commenced work in April 2016 and explored the following areas of Council activity in the search for improved outcomes and efficiencies:

- Future Vision of Service Provision
- Cost Comparison and Benchmarking
- Ways of Working
- Income Generation and Asset Review
- Strategic and Policy Issues.

During the course of the review residents and over 40 stakeholders were consulted over priorities and emerging projects and the following were the top 6 priorities:

- Stratford-upon-Avon congestion – Birmingham Road
- Ensuring health needs of housing growth is met
- Reducing obesity
- Stratford-upon-Avon congestion – South West Relief Road
- Rail Services to London
- A46 improvements

Stakeholders are looking to the Council to set a direction which will support local prosperity of the District and address increasing health and wellbeing issues.

Following the consultation exercise, a number of innovative, challenging and ambitious projects have now been agreed by the Council.

The need for the Organisational Development Strategy has been revealed through this strategic review as it creates a framework for the creation of a modern and flexible organisation.

Our Values

Our organisational values have been refreshed during 2018 to reflect our revitalised ambition to deliver services in the pro-active, professional and responsive way in which our customers would expect.

All of our staff and elected members commit to living the values as an integral part of their role.



- Integrity**
- Trust**
- Approachability**
- Adaptability**

We will live these values and ...

- Integrity**
 - Do the 'right thing'
 - Learn from mistakes
 - Be considerate
 - Be accountable
- Trust**
 - Be fair and honest
 - Develop trusting relationships
 - Treat people with respect
- Approachability**
 - Be accessible
 - Always try to help
 - Show empathy
- Adaptability**
 - Have a 'can-do' approach
 - Endeavour to find the best solutions
 - "Get stuff done"
 - Have a flexible attitude

...to support our aim to be a district which provides a better quality of life for all who live, work or visit

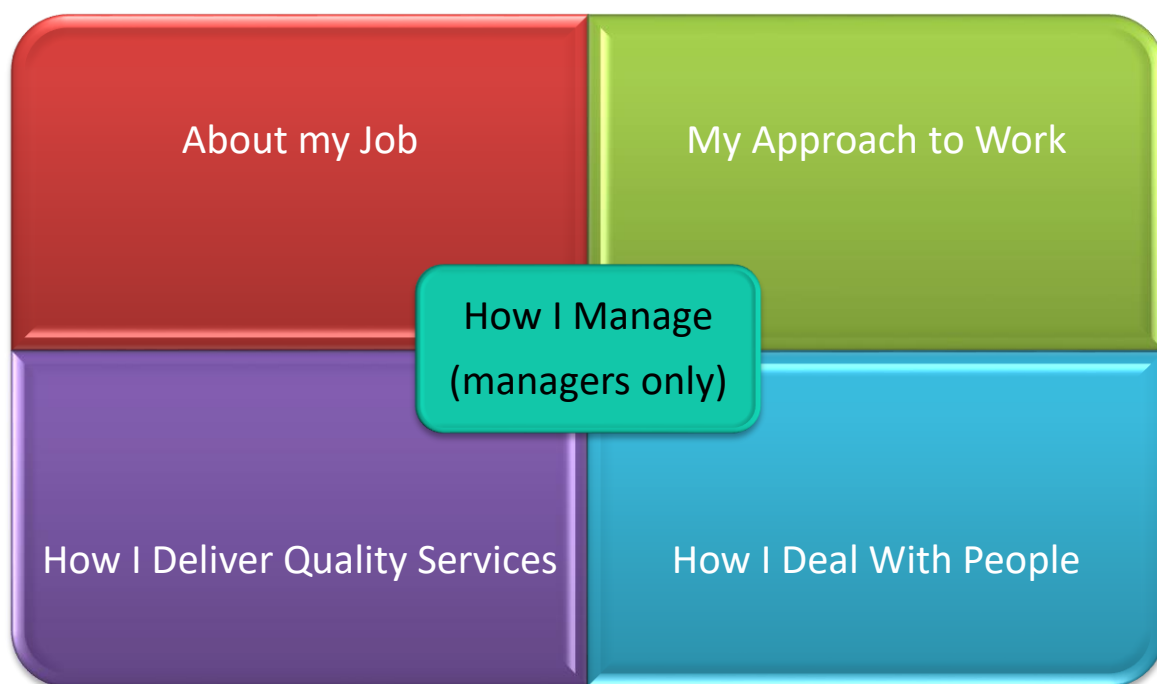
Performance Management

Performance data on business critical matters is provided on a quarterly basis to the Management Team and The Cabinet. This is then reviewed by the Overview and Scrutiny Committee. The process is open and transparent and we all work together to seek to improved outcomes for everyone.

All staff take part in a supportive annual appraisal review which is designed to reflect on the past year and both successes and failures. The framework supports staff to strive to perform to the best of their ability and encourages them to be self-aware and continually ask "how can I improve this year?".

As new ways of working are established the Council recognises that the performance management must change in order to ensure that the important outcomes are kept in focus regardless of how services are delivered.

Our staff competency framework promotes positive discussion around four key subject areas, including an additional one for managers.



Roles and Responsibilities

This is a Council wide Strategy and its delivery is the collective responsibility of all of us, alongside our Elected Members.

Each of us has an important role in the success of the Council and must act as an ambassador for the Council.

Political Leadership

Elected Members have many responsibilities, including representing their wards, being part of the corporate decision making process, scrutinising Council decisions and helping to shape the policies of the Council, all of which are for the benefit of the District. They work collectively and cross party for the common good in a community leadership role and act as role models for the organisation.

Organisational Leadership

The leadership team have a responsibility to engage with the political leaders in order to understand and deliver their corporate priorities. They are a key link between the political leaders and the organisation and must engage effectively with both groups. The leadership team are organisational role models for behaviours and values and are expected to be exemplars of both.

Management

Every manager has a responsibility to lead and manage their team to continuously improve levels of employee engagement and performance to achieve the outcomes contained in both this Strategy and Council's Vision and Corporate Strategy. This commitment extends to contributing to wider organisational development across traditional boundaries to drive forward new practices.

Every manager has a responsibility to ensure that our new ways of working are embedded in how they manage their team, and to take full responsibility for the people management aspect of their roles.

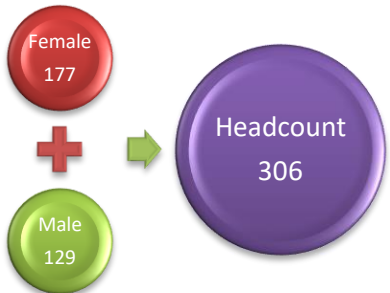
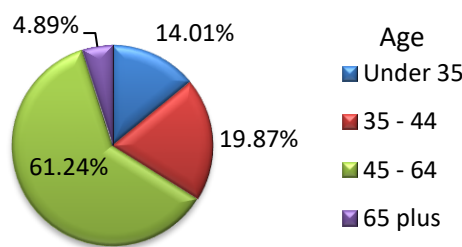
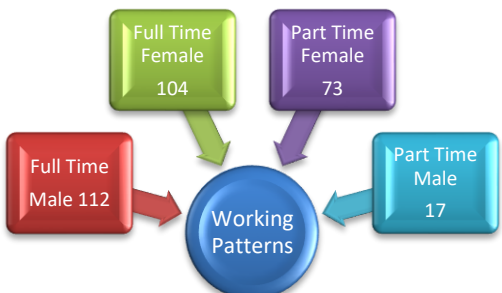
Employees

Each employee has a specific responsibility to engage, to behave in a way which demonstrates our values, to embrace with corporate ways of working, such as the internal communications standards and to perform to their full potential to deliver high quality services to our customers.

Our Workforce

In order to be able to effectively develop a workforce which is fit for our future it is important to understand the make-up of the existing staff. Our aim is to maintain a truly diverse workforce who are able to draw on a broad range of skills, capabilities and experiences and who are committed and enthusiastic about making a difference in our community.

The diagrams shown on this page provide an insight into the current demographic of the Council and highlight some of the issues which we want to seek to address.

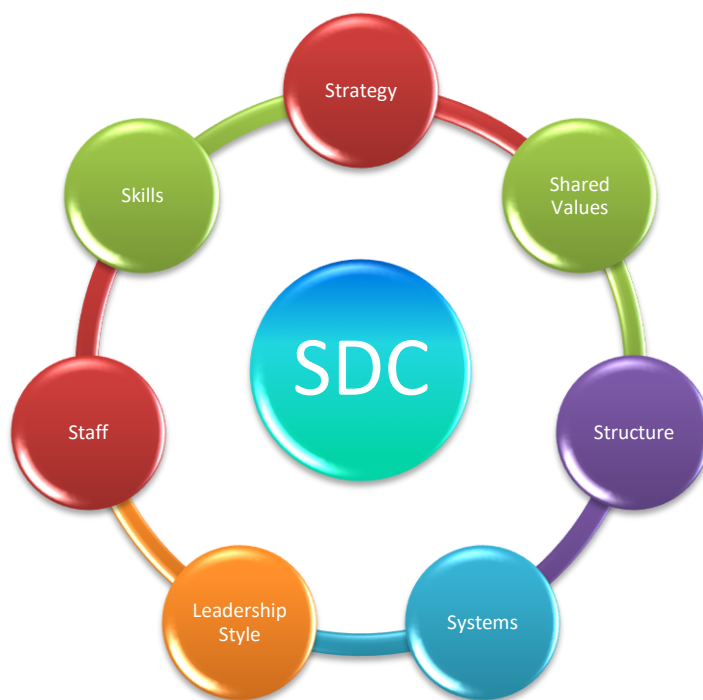
 <p>Our workforce has a relatively even gender split with 57% being female.</p>	 <p>66% of our workforce is aged over 45 years, and this heightens the need to address succession planning.</p>
 <p>29% of our existing workforce work part time. We want to continue to promote flexible working in order to ensure that we can attract the best talent to deliver to our community.</p>	<p style="text-align: center;">Mean Gender Pay Gap</p> <ul style="list-style-type: none"> 20.59% (2017/18) <p>The gender pay gap is largely explained by the way in which the Council has outsourced services, such as refuse and recycling, landscaping and street cleaning. However, we want to work harder to ensure that development and progression opportunities are available equally to all staff.</p>

Our Organisational Development Approach

In order for the Council to deliver on its ambitions we need to review our organisation and make positive changes to ensure that we have the capacity and capability to achieve our vision.

McKinsey's 7s Framework

With this in mind McKinsey's 7s Framework has been used to structure our thinking in the Organisational Development Strategy and to ensure that we are methodical and joined up in our approach across our whole organisation to assessing the changes which need to be made.

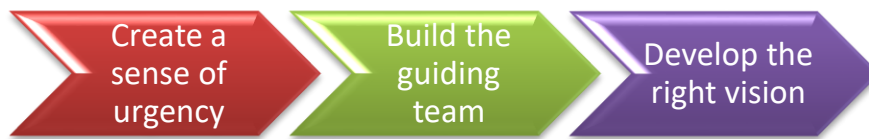


Kotter's 8 Step Approach to Organisational Transformation

In addition to using McKinsey 7s Framework, we will also reference Kotter's 8 Step Approach to Organisational Transformation; an approach that the Council has worked with for many years. This methodology particularly resonates with the ambitions of the current political and officer leadership teams and provides a useful structure for our approach to change.

Kotter's 8 Step Approach

Creating a Climate for Change



Engaging the Whole Organisation



Implementing and Sustaining



These tools will be used in the development of our Strategy objectives and subsequently our action plan.

Our Organisational Development Strategy Objectives

Our Organisational Development Strategy aims are aligned to McKinsey’s 7s Framework themes and describe what we believe we need to achieve in order to deliver our vision and ensure an organisation which can adjust to the ongoing changes in both the public sector environment and the requirements of our local stakeholders and place. The outcomes are relevant to our current position, but will be refreshed as the Council evolves.

Theme	Our Strategy Aims
Shared Values Purpose and belief	To embed the core values so that all staff and members are actively working in a way that demonstrates and supports our agreed approach to the benefit of our District.
Strategy Objectives and performance	For the corporate strategy be meaningful and not just words; to reflect the changing needs of our community; allowing flexibility to enable exploration and engagement with new opportunities.
Structure Roles and responsibilities	To ensure that team structures are configured to enable cross team collaboration and flexibility of service delivery in order to achieve a results orientated culture.
Systems Governance and business processes	For our governance, processes and technology to facilitate the efficient delivery and decision making processes to ensure the most efficient delivery.
Style Leadership and management development	For all managers to be actively engaged in positive leadership and management, where staff are encouraged to be curious, try new things and ‘get stuff done’ without fear of failure.
Staff Workforce capacity and capability	To attract and retain a diverse, capable, flexible and committed workforce, who are supported and empowered to achieve their best within today’s working environment.
Skills Learning, development and talent	To expect all staff to achieve professional standards and to encourage and support staff to develop existing and new skills to realise their potential, for the benefit of the community and District.

Conclusion

In conclusion we are committed to continuing to develop and evolve in order to maintain our relevance to our community and adapt to a changing and more complex and fast moving world where partnership working is increasingly important. We recognise that to achieve this ambition it is essential to regularly review and address our skills, capability, capacity and resources.

This strategy will ensure that focus remains consistently on our development in line with evolving priorities.