CARLISLE CITY COUNCIL
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RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: **4 December 2012**

Title: **ORGANISATIONAL DEVELOPMENT PLAN REPORT**

Report of: **Organisational Development Manager**

Report reference: **CE 18/12**

Summary:

The Organisational Development Plan 2011 – 2013 was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for employees, key actions and measures of success for organisational development issues.

Progress against the Plan is reported to Resources Overview and Scrutiny Panel on a quarterly basis and this is the second quarter report for 2012/13.

Questions for / input required from Scrutiny:

Consider the Organisational Development Plan Report.

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1. Introduction

1.1 The Organisational Development (OD) Plan was approved by the Executive in March 2011. The plan sets out key objectives, outcomes for our employees, key actions and measures of success.

1.2 The priorities in the OD Plan are based on those in the Local Government Workforce Strategy 2010 - organisational development, leadership development, skills development, recruitment and retention, although pay and rewards has become recognition and reward.

1.3 This report builds on the previous reports presented to the Resources Overview and Scrutiny Panel since the Plan was created.

1.4 A copy of the OD Plan is included as Annex A.

2. Organisational Development

2.1 Progress continues on *1.1 – Complete the restructure of the directorates*. The continued need to make savings means service reviews are ongoing. The OD Team will continue to support staff through these changes and work with managers to identify any new development needs. The audit report into early/flexible retirements and redundancies issued in September included an action to develop skills based training courses on these issues and also an e-learning module. The managing redundancies and early/flexible retirements course will take place in January. Work has started on the e-learning module.

3. Leadership Development

3.1 Work is continuing on *2.2 – Build on the ILM 3 Award in First Line Management to create a development programme for first line managers* which will include the ILM 3 Award and other relevant workshops. Opportunities to include job shadowing and mentoring are also being looked at.

3.2 The City Council is working with North West Employers on *2.5 – Design and introduce management competencies*. The management competency framework was introduced to managers at workshops in the autumn to gather their views and further work has now taken place with the Senior Management Team. The finalised framework will be launched in January. Managers will assess themselves against the framework and will also be assessed by their line manager. Individual development plans will be created to support any learning and development needs identified through the assessment.

4. Skills Development

4.1 In support of *3.1 – Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals*, a new corporate training directory is produced every six months and specialised courses for specific directorates and teams are developed on a regular basis. The Administrators' Development Programme mentioned in the previous report has started with six staff doing IT qualifications. Workshops specifically aimed at administrative staff will be taking place in December and February.

4.2 Literacy and numeracy classes continue to be run at Bousteads Grassing and at the Civic Centre which contribute to *3.2 – Increase uptake of Skills for Life qualifications*. New classes started in September with five staff doing level 1 or 2 literacy, four staff doing level 1 or 2 numeracy and four staff doing entry level numeracy.

4.3 A skills analysis form was developed as part of the Administrators' Development Programme and that will be built on to support *3.4 – Conduct a skills audit to build a database of staff skills to support projects*. Allerdale Borough Council has conducted a skills audit of their staff and we will be looking at their tool to see if it could be used at the City Council.

5. Recruitment and Retention

5.1 Work continues on *4.2 – Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning*. An apprentice has been recruited into the Communities, Housing and Health Team and they joined the City Council on 26 November.

5.2 Work continues on *4.3 – Develop a talent management programme to include growing our own staff to fill internal vacancies*. Examples of good practice from the public, private and third sectors are being considered and opportunities to work with other organisations in Cumbria will be looked at.

6. Recognition and Reward

6.1 Progress continues to be made with *5.1 – Introduce a range of employee benefits*. The Cycle to Work scheme was approved by the Employment Panel and Executive in October and was launched in November. Other ideas for employee benefits will be considered in 2013.

6.2 Projects continue to be delivered for *5.2 - Promote health and wellbeing initiatives to support staff.* In response to requests from staff a menopause workshop was held at the Civic Centre in October which was run by the University of Cumbria. In December a healthy Christmas cooking workshop will be run by local chef, John Crouch.

6.3 Some initial research is taking place on *5.3 – Review flexible working policies to improve work/life balance for staff* but the main part of the review will take place in early 2013 and will involve staff giving their views.

Impact assessments

Does the change have an impact on the following?

Equality Impact Screening	Impact Yes/No?	Is the impact positive or negative?
Does the policy/service impact on the following?		
Age	**Yes**	**Positive**
Disability	**Yes**	**Positive**
Race	**Yes**	**Positive**
Gender/ Transgender	**Yes**	**Positive**
Sexual Orientation	**Yes**	**Positive**
Religion or belief	**Yes**	**Positive**
Human Rights	**No**	
Health inequalities	**Yes**	**Positive**
Rurality	**No**	

Annex A – ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

Vision and values	Carlisle City Council: A dynamic learning organisation committed to supporting the development of all its staff, delivering efficient and effective services, maximising opportunities for growth and exploring new ways of working with partners.				
	Our employees: Skilled people who are adaptable to changing circumstances, responsive to customer needs, making best use of limited resources and working together to achieve the City Council's goals.				
Our priorities	**Organisational Development**	**Leadership Development**	**Skills Development**	**Recruitment and Retention**	**Recognition and Reward**
Our key objectives	Create an organisation responsive to the needs of Carlisle with highly skilled staff delivering excellent services Continue to demonstrate our community leadership role and 'lead by example' Regularly review our corporate structures to ensure they are fit for purpose Identify opportunities to work with partners from all sectors on service delivery	Development of managers at all levels of the organisation Identify future managers and provide development opportunities	Improve the skills of the whole workforce Build capacity to address current and future skills gaps	Be recognised as the employer of choice in Carlisle Develop a talent management plan	Develop a Total Rewards approach
Outcomes for our employees	Greater satisfaction and pride in working for Carlisle City Council	A strong and visible Senior Management Team Effective line managers who support the development of their staff	Increased opportunities for development including gaining qualifications in the workplace	Increased sense of feeling valued in the workplace	An improved package of benefits

Our key actions				
Complete the restructure of directorates Use age-related demographic data to support workforce planning to identify future staffing requirements Develop our staff to support partners involved in creating new forms of engagement and enterprise Conduct an annual employee opinion survey	Design and deliver a middle managers leadership and development programme Build on the ILM level 3 Award in First Line Management to create a development programme for first line managers Design and deliver a potential managers programme Identify individual and group development opportunities for SMT Design and introduce management competencies	Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals Increase uptake of Skills for Life qualifications Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs Conduct a skills audit to build a database of staff skills to support projects Introduce an e-learning package	Work with partners to promote employment opportunities at the City Council to under-represented groups Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning Develop a talent management programme to include growing our own staff to fill internal vacancies Promote work-related learning opportunities for school, college and university students to staff and educational organisations	Introduce a range of employee benefits e.g.: • Holiday purchase • Sabbaticals • Cycle to Work Promote health and wellbeing initiatives to support staff Review flexible working policies to improve work/life balance for staff

Our key measures of success				
Retain the Skills Award in 2013 Performance indicators for: % of employees rating the Council as a good employer	Management information for: % managers taking part in development programmes	Management information for: % of employees taking part in training and development activities Number of employees working towards a higher level qualification % of employees with no qualifications % of employees at different levels of the QCF	Management information for: % of employees aged under 25 % of employees who feel valued as employees	Management information for: % of employees taking up new benefits % of employees taking part in health and wellbeing initiatives % of working days lost due to sickness absence Proportion of sickness that is long term