



RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 17th February 2011

Title: ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

Report of: Chief Executive

Report reference: CE 4/11

Summary:

The Organisational Development Plan 2011 – 2013 builds on the Workforce Development Plan 2006 – 2010 in considering the workforce challenges facing Carlisle City Council and demonstrates the key actions that will be taken to address them.

Questions for / input required from Scrutiny:

Consider and comment on the Organisational Development Plan.

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Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1. BACKGROUND INFORMATION AND OPTIONS

- 1.1 In 2007, the City Council produced the Workforce Development Plan (WDP) 2006 – 2010. This set out the workforce challenges facing the City Council and the steps planned to address them. It also included a range of workforce demographic data. There have been many learning and development related successes since the WDP was developed including increasing numbers of staff gaining qualifications, new approaches to corporate training and management development initiatives.
- 1.2 Since the Plan was produced, the City Council, in common with all local authorities, has faced significant challenges as a result of reduced budgets. The response to this has been the transformation programme which has included creating a new Senior Management Team and the restructuring of directorates and service areas. The services the City Council offers and the ways they are delivered are changing and this has led to a need to review the way we support and develop our staff to enable them to meet new challenges.
- 1.3 The City Council in 2013 will look very different from the one that existed when the WDP was introduced in 2006. The significant budget reductions will mean that in the future the City Council will have fewer staff, doing different jobs and working in new ways. Already, the impact of reduced budgets is being felt and this is going to increase in the coming years. Innovative approaches to service delivery will need staff who can adapt to changing work roles and the City Council will continue to invest in staff development to ensure that they have the skills and abilities to do this.
- 1.4 The Organisational Development (OD) Plan 2011 – 2013 uses the same format as the Corporate Plan, but instead of using the City Council's priorities as the key headings, is based on the five strategic priorities of the Local Government Workforce Strategy 2010: organisational development, leadership development, skills development, recruitment and retention, although pay and rewards becomes recognition and reward. It sets out the City Council's key objectives, the outcomes for employees, key actions and measures of success.
- 1.5 The priority of organisational development focuses on the whole organisation approach and includes the workforce elements of the transformation programme. These include continuing to demonstrate the City Council's community leadership role, regularly reviewing the corporate structures and identifying opportunities to work with partners from all sectors on service delivery. Several of the key actions within this priority are already moving ahead e.g. completing the restructure of directorates and the employee opinion survey for 2011.
- 1.6 The leadership development priority will be critical to the City Council successfully completing the transformation programme and managing the impact of the severe budget reductions. The City Council will invest in the development of managers at all levels across the organisation to build on their skills to lead their teams through periods of significant change.

- 1.7 The development of skills has been a key factor in the learning and development success of the City Council to date and the skills development priority will continue this. The Skills for Life programme has led to over 30 staff working towards literacy and numeracy qualifications since 2007 and there have been significant benefits to the organisation as well as to individuals. Staff have gained a wide range of qualifications ranging from NVQs to postgraduate degrees which helps to build capacity within the organisation and enable staff to progress to higher level jobs. The City Council will continue to support staff to gain higher level qualifications which not only benefits the organisation but also contributes to meeting the Corporate Plan objective of Carlisle having a skilled workforce. The corporate training programme is evolving to meet the learning and development need arising from the transformation programme, directorate plans and team appraisals.
- 1.8 Due to the current economic climate, recruitment and retention could be thought to be less important as the City Council is recruiting less staff and the lack of jobs elsewhere means staff are less likely to leave. However, this remains an important priority for us, as the organisation needs to plan ahead to meet future staffing needs when the economic situation may have improved. Members are likely to be aware that those organisations which recover faster from economic depressions are those who invest in the development of their staff. Identifying opportunities for apprentices and graduates could potentially be difficult at a time when some staff are being made redundant but the City Council has a workforce profile with over 40% of staff aged over 50, so plans need to be developed now to address this.
- 1.9 The priority of recognition and reward will help to acknowledge the hard work and commitment of City Council staff. The new range of employee benefits will be self-financing and money from them will also fund health and wellbeing initiatives for staff. Adopting a Total Reward approach will enable staff to see the total benefit package they receive and links to the recruitment and retention priority of making the City Council an attractive employer.
- 1.10 A range of performance indicators are already used to measure performance in several of the areas covered by the OD Plan and these are reported regularly through performance reports. New performance indicators will be developed from the employee opinion survey including the percentage of staff rating the City Council as a good employer and the percentage of staff who feel valued as employees.
- 1.8 The demographic data which was previously included within the WDP will be published as an annual report which will be more useful for workforce planning purposes. The data will enable the City Council to introduce succession planning measures.
- 1.9 An action plan will be produced to show how and when the key actions will be achieved.
- 1.10 The Organisational Development Plan is designed to be printed as an A3 document so is attached as a separate paper.

2. CONSULTATION

2.1 Consultation to Date.

Senior Management Team
Consultative Joint Committee

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	

ORGANISATIONAL DEVELOPMENT PLAN 2011-13

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	<p>Create an organisation responsive to the needs of Carlisle with highly skilled staff delivering excellent services</p> <p>Continue to demonstrate our community leadership role and 'lead by example'</p> <p>Regularly review our corporate structures to ensure they are fit for purpose</p> <p>Identify opportunities to work with partners from all sectors on service delivery</p>	<p>Development of managers at all levels of the organisation</p> <p>Identify future managers and provide development opportunities</p>	<p>Improve the skills of the whole workforce</p> <p>Build capacity to address current and future skills gaps</p>	<p>Be recognised as the employer of choice in Carlisle</p> <p>Develop a talent management plan</p>	<p>Develop a Total Rewards approach</p>
Outcomes for our employees	<p>Greater satisfaction and pride in working for Carlisle City Council</p>	<p>A strong and visible Senior Management Team</p> <p>Effective line managers who support the development of their staff</p>	<p>Increased opportunities for development including gaining qualifications in the workplace</p>	<p>Increased sense of feeling valued in the workplace</p>	<p>An improved package of benefits</p>

Our key actions	<p>Complete the restructure of directorates</p> <p>Use age-related demographic data to support workforce planning to identify future staffing requirements</p> <p>Develop our staff to support partners involved in creating new forms of engagement and enterprise</p> <p>Conduct an annual employee opinion survey</p>	<p>Design and deliver a middle managers leadership and development programme</p> <p>Build on the ILM level 3 Award in First Line Management to create a development programme for first line managers</p> <p>Design and deliver a potential managers programme</p> <p>Identify individual and group development opportunities for SMT</p> <p>Design and introduce management competencies</p>	<p>Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals</p> <p>Increase uptake of Skills for Life qualifications</p> <p>Provide opportunities for staff to gain higher level qualifications including degrees and NVQs</p> <p>Conduct a skills audit to build a database of staff skills to support projects</p> <p>Introduce an e.learning package</p>	<p>Work with partners to promote employment opportunities at the City Council to under-represented groups</p> <p>Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning</p> <p>Develop a talent management programme to include growing our own staff to fill internal vacancies</p> <p>Promote work-related learning opportunities for school, college and university students to staff and educational organisations</p>	<p>Introduce a range of employee benefits e.g.:</p> <ul style="list-style-type: none"> • Holiday purchase • Sabbaticals • Cycle to Work <p>Promote health and wellbeing initiatives to support staff</p> <p>Review flexible working policies to improve work/life balance for staff</p>
Our key measures of success	<p>Retain the Skills Award in 2013</p> <p>Performance indicators for:</p> <p>% of staff rating the Council as a good employer</p>	<p>Performance indicators for:</p> <p>% managers taking part in development programmes</p>	<p>Performance indicators for:</p> <p>% of employees taking part in training and development activities</p> <p>Number of employees working towards a higher level qualification</p> <p>% of staff with no qualifications</p> <p>% of staff at different levels of the QCF</p>	<p>Performance indicators for:</p> <p>Top 5 % of earners who are women, from ethnic minorities or who have a disability</p> <p>% of employees with a disability</p> <p>Ethnic minority representation in the workforce</p> <p>% of employees aged under 25</p> <p>% of staff who feel valued as employees</p>	<p>Performance indicators for:</p> <p>% of staff taking up new benefits</p> <p>% of staff taking part in health and wellbeing initiatives</p> <p>% of working days lost due to sickness absence</p> <p>Proportion of sickness that is long term</p>