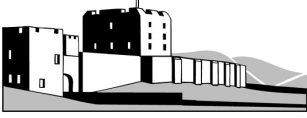


**CARLISLE
CITY COUNCIL**



www.carlisle.gov.uk

RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 6 December 2011

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT

Report of: Organisational Development Manager

Report reference: CE 30/11

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.

Questions for / input required from Scrutiny:

Consider the Organisational Development Plan Report.

Contact Officer: Emma Titley

Ext: 7597

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. 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. Most of the measures of success are indicators we were already using, but a couple are based on questions from the 2011 employee opinion survey.

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 report presented to the Resources Overview and Scrutiny Panel in August.

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

2 Organisational Development

2.1 In this priority, most progress has been made on *1.1 – Complete the restructure of the directorates*. Transformation reviews are continuing in Resources, Local Environment, Community Engagement and Economic Development.

2.2 The *annual employee opinion survey (1.4)* took place across January and February this year and results were reported to the Overview and Scrutiny Panel in July. The next survey will take place in January 2012.

3 Leadership Development

3.1 The City Council has now successfully run four ILM 3 Award in First Line Management programmes and nearly 40 staff have taken part. Another programme will take place in January. For *2.2 – Build on the ILM level 3 Award in First Line*

Management to create a development programme for first line managers, additional units in related management areas are being offered to enable staff who have gained the ILM 3 Award to gain further credits. 'Creativity and Innovation in the Workplace' took place in September and 'Building the Team' and 'Influencing Others at Work' will take place in February and March 2012.

3.2 For 2.4 – *Identify individual and group development opportunities for SMT*, discussions have taken place with North West Employers about ideas for a group SMT development programme and individual development has also been taking place.

3.3 There has been some discussion about 2.5 – *Design and introduce management competencies* with members of SMT and with North West Employers. Further work on this will take place in January 2012.

4 Skills Development

4.1 Staff achieving literacy and numeracy qualifications along with the recent NVQ level 2 qualifications in Waste Management Operations and Cleaning & Support Services have reduced the percentage of staff without any qualifications from 10.29% in November 2010 to 4.86% in June 2011. Work continues to support staff with no qualifications but we will always have a small percentage without qualifications because the City Council has some jobs which do not require qualifications as entry criteria. However, all staff joining without qualifications will be referred to the Skills Development Co-ordinator who will work with them and their line manager to identify opportunities for them to study literacy and numeracy qualifications as a first step.

4.2 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. Recent examples of these include Communication Skills, Speed Reading, Data Protection and Basic IT. The OD Team has developed a more responsive

approach and works with directors and managers to develop courses to meet the needs of their staff. The corporate training directory will continue to be published every six months, but some of the training budget is being used to develop bespoke courses.

4.3 Literacy and numeracy classes continue to be run at Bousteads Grassing and at the Civic Centre. *These contribute to 3.2 – Increase uptake of Skills for Life qualifications.* Opportunities for online literacy and numeracy qualifications are being investigated.

4.4 The City Council has a long history of supporting staff to gain qualifications and this continues to be demonstrated through 3.3 – *Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs.* Staff have gained further qualifications from level 1 (equivalent to 5 GCSEs grade D to G) to level 7 (postgraduate) in a wide range of subjects. The annual Celebration of Learning event will take place at Tullie House in December to celebrate the success of staff who have achieved qualifications in the last year.

4.5 The City Council's e-learning site will be launched in December. This will give staff and Members access to a range of online courses in topics including equality and diversity, business continuity, data protection, Freedom of Information, health and safety, risk management and introduction to local government. New courses will be added each month and a monthly newsletter will be produced for the first six months to promote the e-learning site and advise staff and Members of new courses.

5 Recruitment and Retention

5.1 Good progress has been made on 4.2 – *Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning.* The Employment Panel approved the Apprenticeship Scheme Framework on 8 July 2011. The first apprentice to be recruited through this new scheme started in the OD Team in October. A second apprentice will start in the PA Support Team in December. Both these apprenticeships are in business

administration. The National Apprenticeship Service did a presentation on apprenticeships at Management Briefing in October to advise managers about the different vocational areas apprenticeships are available in and the benefits to organisations of taking on apprentices.

6 Recognition and Reward

6.1 Further progress has been made with *5.1 – Introduce a range of employee benefits*, and the holiday purchase scheme has now been launched for staff to purchase additional annual leave for the remainder of the current holiday year. The scheme will open again in February for staff to purchase additional leave for the next holiday year. The employee benefits working group has met again to look at transport-related benefits and will report to the Employment Panel in the New Year.

6.2 The City Council has been involved in *5.2 - Promote health and wellbeing initiatives to support staff*, for several years. Money raised from the holiday purchase scheme will be used to fund health and wellbeing initiatives and the first of these will be two Wellbeing Wednesday lunchtime learning sessions in December. On 7 December, local chef John Crouch will host two festive healthy eating demonstrations showing staff and Members how to cook a healthy Christmas dinner, and on 14 December, students from Carlisle College will offer a range of beauty treatments.

6.3 Progress on the actions in the OD Plan will continue to be reported on a quarterly basis.

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	<p>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.</p>				
	<p>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.</p>				
Our priorities	<p>Organisational Development</p>	<p>Leadership Development</p>	<p>Skills Development</p>	<p>Recruitment and Retention</p>	<p>Recognition and Reward</p>
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 relevant 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 employees rating the Council as a good employer</p>	<p>Management information for:</p> <p>% managers taking part in development programmes</p>	<p>Management information 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 employees with no qualifications</p> <p>% of employees at different levels of the QCF</p>	<p>Management information for:</p> <p>% of employees aged under 25</p> <p>% of employees who feel valued as employees</p>	<p>Management information for:</p> <p>% of employees taking up new benefits</p> <p>% of employees 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>