
EXCERPT FROM THE MINUTES OF THE RESOURCES OVERVIEW AND SCRUTINY PANEL HELD ON 17 FEBRUARY 2011

ROSP.17/11 ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

The Organisational Development Manager (Ms Titley) submitted report CE.04 /11 concerning the Council's Organisational Development Plan.

Ms Titley reminded Members that the Council had in 2007 produced the Workforce Development Plan 2006 - 2010 which set out the workforce challenges facing the authority, planned steps to address those challenges, and a range of workforce demographic data. She added that since production of the Plan the City Council, in common with all local authorities, had faced significant financial challenges, the response to which had been implementation of the Transformation Programme.

Clearly the City Council in 2013 would look very different from the authority that existed when the WDP was introduced in 2006. Innovative approaches to service delivery would require staff who could adapt to changing work roles and the City Council would continue to invest in staff development to ensure that necessary skills and abilities were in place.

The Organisational Development Plan, appended to the report, utilised a similar format to the Corporate Plan. Instead of using the City Council's priorities as the key headings, it was based upon the five strategic priorities of the Local Government Workforce Strategy 2010, namely organisational development; leadership development; skills development; and recruitment and retention (pay and rewards became recognition and reward). The Plan set out the Council's key objectives, the outcomes for employees, key actions and key measures of success.

Ms Titley reported that although performance in several of the areas covered by the Organisational Development Plan was measured by a range of existing performance indicators, the intention was to develop new performance indicators from the employee opinion survey, including the percentage of staff rating the Council as a good employer and percentage of staff who felt valued as employees. She added that the demographic data previously included within the Workforce Development Plan would be published as an Annual Report and would be of more use for workforce planning purposes. An Action Plan would also be produced to demonstrate how and when key actions would be achieved.

The Executive had on 14 February considered the matter (EX.18/11) and decided:

- “1. That the Executive had considered the Organisational Development Plan 2011 - 2013, as appended to Report CE.2/11 and made the report available for consideration by the Resources Overview and Scrutiny Panel.

2. That a further report be submitted to the Executive at their meeting on 14 March 2011 to consider referral of the matter to Council on 26 April 2011.”

In considering the Plan Members raised the following comments and questions:

- *A Member asked if staff training that was being carried out was to enhance their job or to comply with paperwork.*

The Deputy Chief Executive and Strategic Director (Governance and Resources) responded that there were a number of elements to staff training. It was important to ensure that staff were receiving the necessary skills and qualifications required to carry out their work. It was also very important for the Council to partake in workforce planning to ensure jobs were covered in the future. Training made the City Council a good employer, it raised morale and gave staff aspirations and it gave the Council the opportunity to reduce the use of external recruitment.

He explained that the Council expected all staff to input into performance management and targets and this required a higher degree of numeracy and literacy for everyone so the Council provided Skills for Life training which developed those skills.

He added that staff training helped to develop a more effective organisation and allowed the Council to grow into the organisation it needed to be in the future.

Members strongly agreed that the Council should give staff the opportunity to develop and grow.

- *Members asked for statistical information on the number of staff in training, the type of training they were taking, the cost of the training and the outcomes and benefits of the training.*

Ms Titley explained that there would be statistical information included in the quarterly performance report produced by the Policy and Performance Manager. She added that the training was focussed on career development and Skills for Life. She outlined some of the NVQs and training that was being undertaken across the authority and added that the Council wanted to encourage staff to move on in the Council. She confirmed that the training was relevant to current or future jobs and gave staff the opportunity to step up internally. She explained that job descriptions would also need to be looked at within the authority to ensure qualifications required were still relevant and appropriate. She added that she hoped apprenticeship schemes could be introduced to the authority in the future to assist in workforce planning.

- *Members supported the idea of apprenticeship schemes and felt that the Council should be providing opportunities for young people where possible.*

- *Members were concerned that about the cost of training senior staff at postgraduate and MBA level the implications of the training on their work time. Was it linked to career progression?*

Dr Gooding reassured the Panel that there was strict control over the training that could be undertaken and in some cases training had been refused. He agreed that there was always a degree of risk when training staff and the Council did try to manage the risk. He felt that the investment in staff was extremely important.

RESOLVED – 1) That the Organisational Development Plan 2011-2013 be supported;

2) That the statistical information on the number of staff in training, the type of training, the cost, the outcomes and benefits of training be circulated to Members.