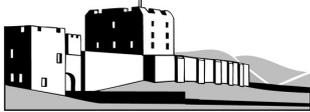


**CARLISLE
CITY COUNCIL**



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RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 25 August 2011

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT

Report of: Organisational Development Manager

Report reference: CE 23/11

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 will now be 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 The report in Annex A was created in Covalent and gives an update on the key actions and indicators. As the OD Plan is for 2011 to 2013, the start date for all actions is 4 April 2011 and the due date is 31 March 2013.

2. Organisational Development

2.1 In this priority, most progress has been made on *1.1 – Complete the restructure of the directorates*. The figure of 75% completed is based on the corporate structure of 5 directorates plus a Chief Executive's Team being in place, along with new team structures within the directorates. Further work on staff roles is planned.

2.2 Work has started on *1.2 – Use age-related demographic data to support workforce planning to identify future staffing requirements*. At the moment the data is at a whole-council level but work will be starting shortly to develop directorate staffing reports by age.

2.3 Some progress has been made on *1.3 – Develop our staff to support partners involved in creating new forms of engagement and enterprise*. Discussions have

taken place with staff in Community Engagement about working with community centres and a meeting is planned to discuss the development needs of our staff.

2.4 The *annual employee opinion survey (1.4)* has taken place. Consideration is being given as to whether a mini-survey should take place in the autumn to gauge progress made on the key issues. The next full survey will take place in January 2012.

3. Leadership Development

3.1 There is still much to do in this priority of the OD Plan but work has started on nearly all of them. The OD Team has been working with the Development and Support Manager in Finance on a tender exercise which resulted in 107 companies bidding to join a learning and development Framework Agreement. It was not possible to move forward with commissioning any of the management programmes before this was completed.

3.2 Some initial research has been done on *2.1 – Design and deliver a middle managers leadership and development programme*, but work will now start on this, beginning with writing a specification for the training.

3.3 The City Council has successfully run three ILM 3 Award in First Line Management programmes and nearly 30 staff have taken part. Further programmes are planned for September and 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 will be offered to enable staff who have gained the ILM 3 Award to work towards the ILM 3 Certificate. Three units are being developed by the training provider. Other courses will also be offered and these will be brought together into a formal development programme for first line managers with a mix of essential and optional courses.

3.4 Some initial research has been done on *2.3 – Design and deliver a potential managers programme*. This could form part of a talent management programme and discussions have taken place with Allerdale Borough Council about the possibility of working with them on this action.

3.5 The research project recently undertaken by Wildwood which involved interviewing members of SMT about learning and development has contributed to *2.4 – Identify individual and group development opportunities for SMT*. Two members of SMT are currently studying for qualifications and another has recently undertaken a national leadership programme.

3.6 No work has yet taken place on *2.5 – Design and introduce management competencies*, but this was also discussed at the recent meeting with Allerdale Borough Council and will probably be the first joint project.

4. Skills Development

4.1 The Management Information indicators in this area of the OD Plan were formerly Local Performance indicators. They have been expanded to give more information about the percentages of staff at different qualification levels.

4.2 Staff achieving literacy and numeracy qualifications along with the recent NVQ level 2 qualifications in Waste Management Operations and Cleaning & Support Services have increased the percentage of staff with level 2 qualifications (equivalent to 5 A* to C grade GCSEs). 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 are 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.

4.3 For 3.1 – *Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals*, the progress bar shows 100% completed. 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 a two-day Managing Performance and Managing Relationships course for managers and supervisors in Community Engagement and a Dealing with difficult customers course for Waste Management office-based staff. 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.

4.4 In September 2010, a numeracy class started at the Civic Centre which is the first time literacy or numeracy classes have taken place outside of Bousteads Grassing. This course was followed in February 2011, by a literacy class at the Civic Centre. These courses have helped 3.2 – *Increase uptake of Skills for Life qualifications*. Literacy and numeracy classes have continued to be popular at Bousteads Grassing and new classes will start at both Bousteads Grassing and the Civic Centre in September 2011. A training provider was found to deliver online literacy and numeracy qualifications but take-up for this was not as high as hoped, as the majority of staff were said to already be at a level 2 standard when they took the initial tests. Several staff who did not have a formal literacy or numeracy qualification were able to take an online test and gain a qualification.

4.5 The City Council has a long history of supporting staff to gain qualifications. For 3.3 – *Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs*, the progress bar shows 100% completed. Staff have gained qualifications from level 1 (equivalent to 5 GCSEs grade D to G) to level 7 (postgraduate) in a wide range of subjects.

4.6 Work is progressing on 3.4 – *Conduct a skills audit to build a database of staff skills to support projects*. A pilot audit using the Snap survey software will take place in the autumn.

4.7 It has taken longer to implement 3.5 – *Introduce an e.learning package*, than anticipated but work is now well under way with this. Equality and diversity as well as business continuity modules have been written and modules on data protection, Freedom of Information, health and safety, risk management and induction are now being developed. It is planned to launch Learning Pool in the autumn.

5. Recruitment and Retention

5.1 Progress has been mixed on this priority. So far, no action has been taken on the first action, 4.1 – *Work with partners to promote employment opportunities at the City Council to underrepresented groups*. Discussions will need to take place with staff in Personnel on the employment law implications. Consultation will also take place with representatives from underrepresented groups.

5.2 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 OD and PA Support Teams in the Chief Executive's Team are each planning to take on a business administration apprentice in the autumn. The National Apprenticeship Service is working with the OD Team to develop the processes for taking on apprentices and will also help to map the apprenticeships available to City Council areas of work. An approach similar to that taken for apprenticeships will be used with graduate trainee programmes with a framework being developed in the autumn. Meetings are taking place in August with Assistant Directors to consider how apprenticeships and graduate trainee programmes could support succession planning in their directorates.

5.3 A small working group has had initial discussions about *4.3 – Develop a talent management programme to include growing our own staff to fill internal vacancies*. Further work is needed to identify which level of staff a talent management programme would be aimed at e.g. middle managers, aspiring managers. This is another area where the City Council could work with Allerdale Borough Council and possibly other Cumbrian councils and the wider public sector to develop a broader scheme.

5.4 The City Council has been involved in *4.4 – Promote work-related learning opportunities for school, college and university students to staff and educational organisations*, for many years. Opportunities could be marketed more effectively to promote careers at the City Council. Consideration should be given to re-introducing sandwich placements as part of succession planning.

6. Recognition and Reward

6.1 Sickness absence figures are now reported as part of the OD Plan, rather than the Corporate Performance Report. The current value of 2.49 working days lost due to sickness absence per FTE is greater than the current target of 1.89 days. The proportion of sickness that is long term is 57.46%. These figures are only for the first quarter of the year so it is too early to predict the end of year value. Some of the long term sickness has carried over from the previous year. Further investigation into the causes of long and short term sickness would be useful and it may be worth considering new approaches to absence management.

6.2 Good progress has been made with *5.1 – Introduce a range of employee benefits*, and the Employment Panel approved the introduction of a holiday purchase and a cycle to work scheme on 8th July 2011. A small working group has been set up to develop the policies and procedures. Consultation will take place with the unions in August and with staff in September.

6.3 The City Council has been involved in 5.2 - *Promote health and wellbeing initiatives to support staff*, for several years. In May this year, a Healthy City: Wellbeing and Learning day took place at the Civic Centre which over 100 staff attended. In June an event took place at Bousteads Grassing as part of the national Men's Health Week campaign which over 40 staff attended. Other health-related events are planned for later this year.

6.4 Some initial research has taken place for 5.3 – *Review flexible working policies to improve work/life balance for staff*, considering the policies currently in place. Further work on this is planned for later in 2011.

6.4 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	

Organisational Development Plan 2011-13

Generated on: 27 July 2011

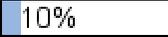


Status	Name
	Organisational Development Plan 2011-13

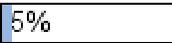
Status	Name
	1.Organisational Development

Traffic Light Icon	PI Code & Short Name	Last Update	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	MI600 Employee Opinion Survey	2010/11	76% termed the City Council as a 'Good' employer	N/A	N/A	N/A	Last survey completed in 2008 when 88% termed the City Council as a 'Good' employer

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD1 Organisational Development	<div style="width: 50%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">50%</div></div>	04-Apr-2011	31-Mar-2013	
	OD1.1 Complete the restructure of directorates	<div style="width: 75%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div></div>	04-Apr-2011	31-Mar-2013	
	OD1.2 Workforce planning	<div style="width: 15%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">15%</div></div>	04-Apr-2011	31-Mar-2013	

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD1.3 Develop our staff to support partners involved in creating new forms of engagement and enterprise		04-Apr-2011	31-Mar-2013	
	OD1.4 Conduct an annual employee opinion survey		04-Apr-2011	31-Mar-2013	19-Apr-2011

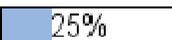
Status	Name
	2.Leadership Development

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD2 Leadership Development		04-Apr-2011	31-Mar-2013	
	OD2.1 Design and deliver a middle managers leadership and development programme		04-Apr-2011	31-Mar-2013	
	OD2.2 Development programme for 1st line managers		04-Apr-2011	31-Mar-2013	
	OD2.3 Design and deliver a potential managers programme		04-Apr-2011	31-Mar-2013	
	OD2.4 Identify individual and group development opportunities for SMT		04-Apr-2011	31-Mar-2013	
	OD2.5 Design and introduce management competencies		04-Apr-2011	31-Mar-2013	

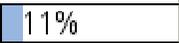
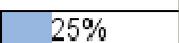
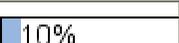
Status	Name
	3.Skills Development

Traffic Light Icon	PI Code & Short Name	Last Update	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	MI 902 (formerly LP73) - No of employees working towards a qualification	June 2011	106	N/A	N/A	N/A	Carlisle based staff
	MI 904 (formerly LP LP76) - % of employees with no NQF Level qualifications	June 2011	4.86% (32 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761a (formerly LP77) - % of employees whose highest qualification is at NQF Level 1	June 2011	2.13% (14 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761b (formerly LP78) - % of employees whose highest qualification is at NQF Level 2	June 2011	33.43% (220 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761c (formerly LP79) - % of employees whose highest qualification is at NQF Level 3	June 2011	18.54% (122 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761d (formerly LP79) - % of employees whose highest qualification is at NQF Level 4	June 2011	8.51% (56 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761e (formerly LP79) - % of employees whose highest qualification is at NQF Level 5	June 2011	5.32% (34 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761f (formerly LP79) - % of employees whose highest qualification is at NQF Level 6	June 2011	15.04% (99 employees out of 658)	N/A	N/A	N/A	Carlisle based staff
	MI 761g (formerly LP79) - % of employees whose highest	June 2011	11.70%	N/A	N/A	N/A	Carlisle based staff

Traffic Light Icon	PI Code & Short Name	Last Update	Current Value	Current Target	Short Term Trend Arrow	Long Term Trend Arrow	Latest Note
	qualification is at NQF Level 7		(77 employees out of 658)				
	MI 761h (formerly LP79) - % of employees whose highest qualification is at NQF Level 8	June 2011	0.60% (4 employees out of 658)	N/A	N/A	N/A	Carlisle based staff

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD3 Skills Development		04-Apr-2011	31-Mar-2013	
	OD3.1 Corporate training programme		04-Apr-2011	31-Mar-2013	10-May-2011
	OD3.2 Increase uptake of Skills for Life qualifications		04-Apr-2011	31-Mar-2013	
	OD3.3 Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs		04-Apr-2011	31-Mar-2013	07-Jun-2011
	OD3.4 Conduct a skills audit to build a database of staff skills to support projects		04-Apr-2011	31-Mar-2013	
	OD3.5 Introduce an E.Learning package		04-Apr-2011	31-Mar-2013	

Status	Name
	4. Recruitment and Retention

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD4 Recruitment and Retention		04-Apr-2011	31-Mar-2013	
	OD4.1 Employment opportunities to underrepresented groups		04-Apr-2011	31-Mar-2013	
	OD4.2 Apprenticeship and graduate trainee programmes		04-Apr-2011	31-Mar-2013	
	OD4.3 Talent management programme		04-Apr-2011	31-Mar-2013	
	OD4.4 Promote work-related learning opportunities for school, college and university students to staff and educational organisations		04-Apr-2011	31-Mar-2013	

Status	Name
	5.Recognition and Reward

Traffic Light Icon	PI Code & Short Name	Last Update	Current Value	Current Target	Latest Note
	CT912ii Working Days Lost Due to Sickness Absence per FTE	June 2011	2.49	1.89	Performance down on last year. Too early to predict end of year value.
	MI913aai Long term sickness days lost	June 2011	281.37	N/A	
	MI913bii Short term sickness days lost	June 2011	208.28	N/A	
	MI913cii Proportion of sickness that is long term	June 2011	57.46%	N/A	

Status	Action Code & Title	Progress Bar	Start Date	Due Date	Completed Date
	OD5 Recognition and Reward		04-Apr-2011	31-Mar-2013	
	OD5.1 Employee benefits		04-Apr-2011	31-Mar-2013	
	OD5.2 Promote health and wellbeing initiatives to support staff		04-Apr-2011	31-Mar-2013	18-May-2011
	OD5.3 Review flexible working policies to improve work/life balance for staff		04-Apr-2011	31-Mar-2013	

Agenda Item No:

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only