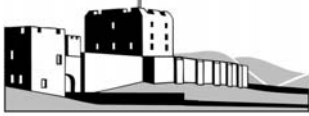


**CARLISLE
CITY COUNCIL**



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RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 30 August 2012

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT

Report of: Organisational Development Manager

Report reference: CE 14/12

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 first quarter report for 2012/13.

Questions for / input required from Scrutiny:

Consider the Organisational Development Plan Report.

Contact Officer: Emma Titley

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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. 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.

2.2 Further work is taking place on *1.2 – Use age-related demographic data to support workforce planning to identify future staffing requirements*. The OD Team will be working with directors and the Policy and Performance Officers to review the data and consider options for succession planning.

3. Leadership Development

3.1 Work has started on *2.3 – Design and deliver a potential managers programme* which will include a management qualification, workshops, job shadowing and mentoring.

3.2 The City Council is working with North West Employers on *2.5 – Design and introduce management competencies*. They will be meeting with the Senior Management Team in September and also running two workshops that month to gather the views of middle and first line managers. The management competency framework will be introduced later in the autumn. 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 employee opinion survey conducted earlier this year included a question asking staff what courses they would like to see put on and several asked for more courses aimed at administrative staff. The Organisational Development Team has developed an Administrators Development Programme which will be made up of workshops, IT qualifications and NVQs, to meet the specific development needs of administrative staff. This will start in the autumn.

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 will start in September.

4.3 In December 2011, *3.5 – Introduce an e-learning package* was achieved with the launch of an e-learning site for staff and Members. Seven new modules have recently been added to the site including ones on disability awareness, recruitment and selection, disciplinary procedures and 'Welcome to Carlisle' which forms part of the induction programme for staff.

5. Recruitment and Retention

5.1 In support of 4.1 – *Work with partners to promote employment opportunities at the City Council to under-represented groups*, United Response, a national charity that supports people with learning disabilities, mental health needs and physical disabilities gave a presentation at Management Briefing in August. Opportunities to work with other partners will be explored later in 2012.

5.2 Work continues on 4.2 – *Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning*. Apprenticeships in the Green Spaces Team and Communities, Housing and Health Team are currently being considered.

5.3 The key issue arising from the annual employee opinion survey earlier this year was about staff feeling valued at work and a research project is currently underway to find out why staff do not feel valued at work and what the City Council can do to improve this.

6. Recognition and Reward

6.1 Progress continues to be made with 5.1 – *Introduce a range of employee benefits*. The holiday purchase scheme for the annual leave year April 2012 to March 2013 was launched in February and brought in approximately £18,000. The majority of this money will be used for staff health and wellbeing projects. A cycle to work scheme will be introduced in autumn 2012.

6.2 Projects continue to be delivered for 5.2 - *Promote health and wellbeing initiatives to support staff*. Following on from the successful programme run earlier this year, two weight management programmes will start in September for staff at the Civic Centre. City Council staff based at Copeland Borough Council have been offered places on an evening programme run by the same organisation which will take place at a leisure centre in Whitehaven.

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>