

RESOURCES OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 21 February 2013

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT

Report of: Organisational Development Manager

Report reference: CE 02/13

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 third quarter report for 2012/13.

Questions for / input required from Scrutiny:

Consider the Organisational Development Plan Report.

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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

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.

1. 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. Workshops to support staff with developing a CV and preparing for interviews have been taken place. 22 staff have attended these workshops between January and December 2012.
- 2.2 To support *1.3 – Develop our staff to support partners involved in creating new forms of engagement and enterprise*, a number of new workshops for our staff have taken place including Influencing Strategies and Skills, Reaching Agreement Through Collaborative Leadership and Developing Greater Innovation and Creativity at Work.

2. Leadership Development

3.1 Work on 2.2 – *Build on the ILM 3 Award in First Line Management to create a development programme for first line managers* has been completed and the programme will launch in February 2013.

3.2 The development work done on 2.2 has fed into 2.3 – *Design and deliver a potential managers programme*. Ideas for new workshops have been discussed with providers and research is planned with existing managers to learn what they would have found useful to know when they became managers.

3.2 The City Council has worked with North West Employers on 2.5 – *Design and introduce management competencies*. The competency framework is now complete and it will be launched in the spring.

3. 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. Six staff on the new Administrators' Development Programme which was launched in September 2012 have now achieved ITQ level 2 units in Word Processing, Databases and Spreadsheets.

4.2 Literacy and numeracy classes continue to be run for staff which contribute to 3.2 – *Increase uptake of Skills for Life qualifications*. The qualifications staff are doing have changed from Key Skills in Literacy and Numeracy to Functional Skills in English and Maths. Carlisle College provides a tutor who delivers classes at Bousteads Grassing and the Civic Centre. Three staff are working towards Entry 3 level English, two towards level 2 English, Four towards Entry 2 Maths, one towards Entry 3 Maths and three towards level 2 Maths.

4.3 The sixth annual Celebration of Learning event took place at Tullie House in

December to celebrate the achievements of staff who had gained qualifications in 2012. Staff, family members, learning providers, members of the Member Learning and Development Group and the Senior Management Team attended.

Qualifications gained included literacy and numeracy at levels 1 and 2, BA (Hons) in Leadership & Management, Level 2 Certificate in Controlling Parking Areas, ILM Level 3 and 5 Awards in Management, NVQ Level 4 in Advice & Guidance, BTEC National Diploma in Horticulture, PG Dip Information Rights Law and Practice and OCR Level 1 Award in IT User Skills (ITQ).

4.3 Following the completion of 3.5 – *Introduce an e-learning package*, further modules have been developed and 29 are now available for staff and Members to use and include Risk Management, Recruitment and Selection, Display Screen Equipment, Data Protection and Introduction to Local Government. A reduction in the cost of the package was negotiated in December 2012 saving £2200 in 2012/13 and £4000 in 2013/14.

4. Recruitment and Retention

5.1 Work continues to support 4.2 – *Identify areas of the Council where apprenticeship and graduate trainee programmes could be developed to support succession planning*. The National Apprenticeship Service delivered a briefing for Members on apprenticeships on 18 February to raise awareness of apprenticeships and how they can support the City Council's priorities. The role Members can play in promoting apprenticeships in their communities was also covered.

5. Recognition and Reward

6.1 Progress continues to be made with 5.1 – *Introduce a range of employee benefits*.

Ten staff have purchased bikes or bike equipment through the Cycle to Work scheme which was launched in November. The Holiday Purchase Scheme for 2013/14 has opened for staff who want to buy up to ten days additional annual leave.

6.2 Projects continue to be delivered for *5.2 - Promote health and wellbeing initiatives to support staff*. The Healthy Christmas Cookery session run by local chef John Crouch which took place in December was attended by 27 staff. In January a New Year, New You body stats and health checks lunchtime session took place which was attended by 64 staff.

6.3 Further research has taken place for *5.3 – Review flexible working policies to improve work/life balance for staff* including looking at best practice from other organisations in the public, private and third sectors. A small working group has been set up chaired by the Deputy Chief Executive to oversee the project.

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	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 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>
	<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>