

Resources Overview and Scrutiny Panel

Agenda
Item:
A.7(b)

Meeting Date: 28 November 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: No
 Public / Private: Public

Title: Organisational Development Plan 2013-15
 Report of: Organisational Development Manager
 Report Number: CE 15/13

Purpose / Summary:

The Organisational Development (OD) Plan 2013-15 sets out key objectives, outcomes for employees, key actions and measures of success for organisational development issues. It builds on the work done in the OD Plan 2011-13.

Progress against the Plan is reported to Resources Overview and Scrutiny Panel on a quarterly basis.

Recommendations:

Consider the Organisational Development Plan Report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 Introduction

1.1.1 In 2011, the Organisational Development Plan 2011-13 was developed. The priorities for this were based on the five strategic priorities of the Local Government Workforce Strategy: organisational development, leadership development, skills development, recruitment and retention, and pay and rewards. The key actions in the plan have been delivered and a new plan for 2013-15 has been developed. A copy of the Plan is included as Annex A.

1.2 Organisational Development Plan 2013-15

1.2.1 The new Organisational Development Plan 2013-15 reflects the vision and priorities of the Carlisle Plan. It also references other organisational initiatives. The priorities are now organisational culture, partnership working, a skilled workforce and health and wellbeing.

1.2.2 A range of performance indicators were used to measure performance in several of the areas covered by the previous Organisational Development Plan and these have been amended slightly for the new plan to reflect the changing priorities.

1.2.3 Several of the key actions build on actions from the previous plan e.g. *Continue to identify areas of the Council where apprenticeships and graduate traineeships could be introduced* in the Skilled Workforce priority and *Improve promotion of existing employee benefits and research new benefits* in the Health and Wellbeing priority.

1.2.4 Other new actions have come from issues identified in the Employee Opinion Surveys e.g. *Continue to improve communication at all levels of the organisation* in the Organisational Culture priority and *Develop a stress management plan including assessing staff stress levels* in the Health and Wellbeing priority.

1.2.5 The need to make savings is reflected in several actions including *Work with partners to share costs of training courses* in the Partnership Working priority and *Introduce a postgraduate loan scheme for staff wanting to do relevant postgraduate courses* in the Skilled Workforce priority.

1.3 Organisational Culture

1.3.1 The Work Together, Get Results project will support *1.1 – Develop new organisational principles and values*. Workshops are being held at the Civic Centre, Bousteads Grassing depot and in west Cumbria for Revenues and Benefits staff in the Shared Service, ensuring that all staff have the opportunity to help define the desired future culture. This process will result in a clear understanding of the principles, values and

behaviours of staff that are consistent with future high performance and a commitment from staff to working in these ways.

1.3.2 As part of *1.3 – Support staff to manage change at an organisational and individual level*, a Personal Resilience e-learning module has been developed. A workshop on Building Resilient Teams will take place in January which will help managers explore and better understand the factors associated with long term success in the face of change.

1.3.3 A monthly staff newsletter was introduced in April 2013 which supports *1.4 – Continue to improve communication at all levels of the organisation*. Quarterly Chief Executive briefings also take place at the Civic Centre, Bousteads Grassing depot and in west Cumbria for Revenues and Benefits staff in the Shared Service.

1.4 Partnership Working

1.4.1 Work has started on *2.1 – Work with partners to develop a coaching network in Cumbria*. On 6 November staff from Carlisle City Council, Allerdale Borough Council, South Lakeland District Council, Carlisle College, Tullie House, Carlisle Leisure Ltd. Cumbria Constabulary and North West Employers came together for an initial meeting to discuss setting up a coaching network for Cumbria.

1.4.2 The Carlisle City Council Training Directory is shared with community centres, councils in Cumbria and other partners in support of *2.4 – Work with partners to share costs on training courses*. Staff from Lake District National Park, Allerdale Borough Council, Eden District Council and community centres have come on courses put on by the City Council in recent months.

1.5 A Skilled Workforce

1.5.1 The Organisational Development Team works with managers across the City Council on *3.1 – Support managers to develop their staff*, suggesting learning opportunities to meet the development needs of their staff. This has included arranging internal workshops, qualifications and external courses.

1.5.2 The Organisational Development Team also works with managers and staff across the City Council on *3.2 – Work with managers to identify internal promotion opportunities and support staff to apply for these*. This has included arranging CV and interview skills workshops for staff and working with individual staff who are interested in applying for internal vacancies.

1.5.3 Another apprentice has been recruited to the City Council, joining the Home Improvement Agency on 18 November. This supports *3.3 – Continue to identify areas of the Council where apprentices and graduate traineeships could be introduced*. A budget bid has been made to take on four apprentices in 2014/15.

1.5.4 Work is taking place on 3.4 – *Update the qualification study policy* to revise the policy developed in 2004.

1.6 Health and Wellbeing

1.6.1 Work is taking place on 4.1 – *Develop an annual programme of health and wellbeing activities*. The City Council has organised some regular health and wellbeing activities e.g. the annual Wellbeing and Learning day in May as well as ad hoc events such as Healthy Christmas cookery workshops, but an annual programme is now being developed. This will include national health campaigns e.g. Stoptober (the stop smoking campaign which takes place in October) as well as City Council initiatives e.g. body stats and health checks.

1.6.2 The HR Team Leader did a presentation to Management Briefing in September on Improvements to Managing Attendance and the Managers' Role as part of 4.2 – *Support managers to implement the revised attendance management procedures*. A dedicated Attendance Management section has been set up on the intranet which contains the attendance management policy, procedures and a toolkit of resources to support managers.

1.6.3 Work has started on 4.4 – *Improve promotion of existing employee benefits and research new benefits*. The Organisational Development Team will be working with staff in the Digital and Information Services Team to develop an employee benefits intranet site and also with the graphic designer in the Policy and Communications Team to develop a employee benefits booklet for staff without access to computers. The booklet can also be used as a pdf document on the City Council's internet job vacancies page to advise prospective employees of the benefits the Council offers.

2. CONCLUSION AND REASONS FOR RECOMMENDATIONS

2.1 The new OD Plan 2013-15 reflects the vision and priorities of the Carlisle Plan and references other organisational initiatives. The Resources Overview and Scrutiny Panel is asked to consider the report.

3. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

3.1 The OD Plan 2013-15 contributes to the Carlisle Plan priority of working with partners to develop a skilled and prosperous workforce, fit for the future.

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**Appendices
attached to report:**

Organisational Development Plan 2013-15

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

CORPORATE IMPLICATIONS/RISKS:

Chief Executive's -

Community Engagement –

Economic Development –

Governance –

Local Environment –

Resources –

ORGANISATIONAL DEVELOPMENT PLAN 2013-15

Vision	To promote Carlisle as a prosperous City, one in which we can all be proud.			
Our priorities	Organisational Culture	Partnership Working	A Skilled Workforce	Health and Wellbeing
Our key objectives	<p>Develop the culture and performance of the organisation</p> <p>Empower staff to improve the organisation</p>	<p>Identify opportunities to work with partners to develop the organisation</p> <p>Improve the partnership working skills of our staff</p>	<p>Continue to develop a skilled workforce</p> <p>Support internal promotions</p> <p>Focus qualification budget on staff with lower level skills</p>	<p>Promote health and wellbeing in the workplace</p> <p>Early intervention to prevent long term sickness absence</p> <p>A flexible benefits package to suit the life stages and lifestyles of employees</p>
Outcomes for our employees	<p>Engaged and motivated with a clear understanding of what is expected of them</p>	<p>Understand the value of partnership working</p>	<p>Opportunities for career development including gaining qualifications in the workplace</p>	<p>Increased sense of feeling supported in the workplace</p>
Our key actions	<p>Develop new organisational principles and values</p> <p>Embed the management competency framework including using the competencies in future management level job descriptions and interviews</p> <p>Support staff to manage change at an organisational and individual level</p> <p>Continue to improve communication at all levels of the organisation</p> <p>Develop the commercial awareness and commissioning skills of staff</p>	<p>Work with partners to develop a leadership programme for Cumbria</p> <p>Work with partners to develop a coaching network in Cumbria</p> <p>Work with partners to identify skill shortage areas and develop solutions</p> <p>Work with partners to share costs of training courses</p> <p>Develop e-learning modules on partnership working</p>	<p>Support managers to develop their staff</p> <p>Work with managers to identify internal promotion opportunities and support staff to apply for these</p> <p>Continue to identify areas of the Council where apprenticeships and graduate traineeships could be introduced</p> <p>Update the qualification study policy</p> <p>Identify areas of the Council with development needs and offer relevant opportunities</p> <p>Introduce a postgraduate loan scheme for staff wanting to do relevant postgraduate courses</p> <p>Build on the leadership and management programmes to further develop the skills of managers</p>	<p>Develop an annual programme of health and wellbeing activities</p> <p>Support managers to implement the revised attendance management procedures</p> <p>Develop a stress management plan including assessing staff stress levels</p> <p>Introduce a workplace health and wellbeing agreement</p> <p>Improve promotion of existing employee benefits and research new benefits</p> <p>Make better use of technology to support staff who want to work flexibly</p>
Our key measures of success	<p>From annual Employee Opinion Survey:</p> <ul style="list-style-type: none"> • % of employees rating the City Council as a good employer • % of employees who feel valued • % of employees who say SMT provides strong leadership • % of employees who say their line manager supports them in their role 	<p>Management information for:</p> <ul style="list-style-type: none"> • Number of organisations worked with • Income from other organisations sending their staff on City Council courses 	<p>Management information for:</p> <ul style="list-style-type: none"> • Number of employees working towards a higher level qualification • % of employees with qualifications 	<p>Management information for:</p> <ul style="list-style-type: none"> • Number of employees taking part in health and wellbeing activities • % of working days lost per FTE per year • Number of employees taking up employee benefits