

Resources Overview and Scrutiny Panel

Agenda Item:
A.4

Meeting Date: 18 July 2013
 Portfolio: Finance, Governance and Resources
 Key Decision: No
 Within Policy and Budget Framework: NO
 Public / Private: Public

Title: ORGANISATIONAL DEVELOPMENT PLAN REPORT
 Report of: Organisational Development Manager
 Report Number: CE 07.13

Purpose / 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 end of year report for 2012/13.

Recommendations:

Consider the Organisational Development Plan Report.

Tracking

Executive:	
Overview and Scrutiny:	
Council:	

1. BACKGROUND

1.1 Introduction

- 1.1.1 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.
- 1.1.2 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.
- 1.1.3 This report builds on the previous reports presented to the Resources Overview and Scrutiny Panel since the Plan was created. A copy of the OD Plan is included as Annex A.

1.2 Organisational Development

- 1.2.1 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. A workshop on supporting staff through redundancies took place in February.

1.3 Leadership Development

- 1.3.1 The development programme for *2.2 – Build on the ILM 3 Award in First Line Management to create a development programme for first line managers* was launched in February. Workshops included within the programme were team development, remote relationships, interviewing skills for managers, team briefings and giving and receiving feedback.

- 1.3.2 The first element of 2.3 *Design and deliver a potential managers programme* took place in June with an 'Is Management for Me?' workshop. Further work on this programme will take place as part of the talent management programme.
- 1.3.3 Workshops for over 80 managers and supervisors took place in May to introduce the City Council's new management competency framework in support of 2.5 – *Design and introduce management competencies*. An e-learning module has also been created to support this.

1.4 Skills Development

- 1.4.1 A new corporate training directory for April to October 2013 was launched at the start of April to support 3.1 – *Deliver a corporate training programme to meet the learning and development needs arising from transformation, directorate plans and team appraisals*. New workshops included providing administrative support for projects, writing references and suicide awareness.
- 1.4.2 Staff have continued to take part in literacy and numeracy classes as part of 3.2 – *Increase uptake of Skills for Life qualifications*. Staff in Street Cleansing, Waste Services and Green Spaces have recently achieved literacy and numeracy qualifications.
- 1.4.3 Further work has continued in support of 3.5 – *Introduce an e-learning package*. The City Council now has 35 e-learning modules available to staff and Members. Recently developed modules include attendance management for managers, service standards and customer care for waste management. Between 1/4/12 and 31/3/13, 49 employees completed 116 modules. The most popular were conducting investigations – 10, recruitment and selection – 9 and welcome to Carlisle City Council – also 9. Further modules will be developed.

1.5 Recruitment and Retention

1.5.1 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 Organisational Development Manager has provided information to managers across the City Council on how to take on apprentices including costs.

1.5.2 The City Council is working with Richard Rose Morton Academy on their Career Academy programme and is offering a paid internship to a Year 12 student in the summer holidays.

1.6 Recognition and Reward

1.6.1 Work continues on 5.1 – *Introduce a range of employee benefits*. A second window of the Cycle to Work scheme opened in April and 18 staff bought bikes this time. Another window will open in the autumn. 41 staff bought extra annual leave through the Holiday Purchase scheme for the 2013/14 leave year and will pay for it over 12 months. Another window for this scheme will open in July for the October to March part of the annual leave year and staff will pay for it over six months.

1.6.2 Projects continue to be delivered for 5.2 - *Promote health and wellbeing initiatives to support staff*. Occupational health checks were offered to staff in February and March and 25 staff took part. Lunchtime learning workshops have taken place on composting for beginners run by Sustainable Brampton and on support for carers run by Carlisle Carers. A wellbeing and learning day for staff and Members took place in May and over 160 people attended. Two staff from Lancaster City Council and two from Richard Rose Morton Academy visited the event to see how it was run.

2. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

2.1 The actions in the Organisational Development Plan support the priority to develop a skilled and prosperous workforce, fit for the future.

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**Appendices Organisations Development Plan 2011-13
attached to report:**

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**

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>