



# RESOURCES OVERVIEW AND SCRUTINY PANEL

## *Panel Report*

**Public**

**Date of Meeting:** 14 June 2012

**Title:** ORGANISATIONAL DEVELOPMENT PLAN REPORT

**Report of:** Organisational Development Manager

**Report reference:** CE 10/12

### **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 end of year report for 2011/12.

### **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 This report builds on the previous reports presented to the Resources Overview and Scrutiny Panel in 2011/12.

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*. New transformation plans are being drawn up for all directorates and the Chief Executive's Team.

2.4 There has been some work done on *1.2 – Use age-related demographic data to support workforce planning to identify future staffing requirements* but at the moment the data is at an organisation-wide level, rather than for specific directorates or teams. More work will take place on this later in 2012.

2.5 Discussions have taken place with staff in the Community Engagement directorate about *1.3 – Develop our staff to support partners involved in creating new forms of engagement and enterprise*. More work will take place on this later in 2012.

2.6 The *annual employee opinion survey (1.4)* took place from 12 January to 3 February this year and results have been reported to the Senior Management Team, Joint Management Team, staff and the Consultative Joint Committee. A report on the survey also came to the Resources Overview and Scrutiny Panel in March.

2.7 The key measures of success for this criteria were to retain the Skills Award in 2013 and the % of employees rating the City Council as a good employer. North West Employers have advised that it will be a 'light touch' reassessment in 2013. In the 2012 employee opinion survey, 87.6% of staff rated the City Council as a good employer, compared with 76% in 2011.

### **3. Leadership Development**

3.1 The City Council is piloting the Institute of Leadership and Management (ILM) Level 5 Award in Management and nine staff are taking part. This course is aimed at existing and aspiring middle managers and forms part of *2.1 – Design and deliver a middle managers leadership and development programme*. The monthly Management Briefing sessions and workshops in the Corporate Training Programme are also being used to develop middle managers. Further opportunities for middle managers will be developed in 2012/13.

3.2 The Corporate Training Programme will continue to include workshops which support *2.2 – Build on the ILM level 3 Award in First Line Management to create a development programme for first line managers*. Courses in the current training programme of relevance to first line managers include Introduction to Project Management, Influencing Strategies and Skills, Increasing Your Personal Impact, My Leadership Style and Assertiveness and Self Confidence Building. Further opportunities for first line managers will be developed in 2012/13.

3.3 Some initial discussions have taken place with Allerdale Borough Council about working together on 2.3 – *Design and deliver a potential managers programme* and more work will be done on this later in 2012/13.

3.4 In relation to 2.4 – *Identify individual and group development opportunities for SMT*, some individual development has taken place. Initial discussions have taken place with North West Employers about a possible group development opportunity and further work will be done on this later in 2012/13.

3.5 Discussions are ongoing with North West Employers on 2.5 – *Design and introduce management competencies*. They will be working with the City Council over the next few months to design a management competency framework to be introduced in the autumn.

3.6 The key measure of success for this criteria is the % of managers taking part in development programmes. This has not been measured before although there used to be a Local Performance Indicator for the number of managers and professional staff taking part in Continuing Professional Development. The % of managers (including senior managers, middle managers and team leaders/supervisors) taking part in corporate training, continuing professional development or working towards a qualification in 2011/12 was 97%.

#### **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 in the future and a wide range of answers were given. It will not be possible to put on everything staff would like, but courses that relate to organisational objectives, together with the learning

and development needs identified through the team appraisal process, and some personal development courses, will be incorporated into future training programmes.

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*. At present a literacy class takes place at Bousteads Grassing on Tuesdays for staff working towards Entry 3 and Level 1, a numeracy class takes place at the Civic Centre on Wednesdays for staff working towards Level 1 and 2 and a literacy class takes place at Bousteads Grassing on Thursdays for staff working towards Level 2. These classes are run in partnership with Carlisle College. In 2011/12 the following literacy and numeracy qualifications were achieved:

- Entry level 2 literacy – 1
- Entry Level 3 literacy – 2
- Level 1 literacy – 1
- Level 2 literacy – 11
- Level 1 numeracy – 2
- Level 2 numeracy - 16

4.3 The City Council has a long history of supporting staff to gain qualifications and this continues to be demonstrated through 3.3 – *Provide opportunities for staff to gain relevant higher level qualifications including degrees and NVQs*. Staff have gained further qualifications from level 1 (equivalent to 5 GCSEs grade D to G) to level 7 (postgraduate) in a wide range of subjects. A list of qualifications supported by the City Council in 2011/12 is included in Annex B.

4.4 Some initial work has taken place on 3.4 – *Conduct a skills audit to build a database of staff skills to support projects* and further work will take place in 2012/13.

4.5 In December 2011, 3.5 – *Introduce an e-learning package* was achieved with the launch of an e-learning site for staff and Members. So far, there are 21 modules covering a wide range of topics, and new modules are being added on a regular basis.

4.6 The key measures of success for this criteria are shown as performance indicators in Annex C.

## **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*, the City Council will be working with United Response, a national charity that supports people with learning disabilities, mental health needs and physical disabilities. Opportunities to work with other partners will be explored 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*. An apprenticeship scheme was introduced in 2011 and the first apprentices were taken on in the Chief Executive's Team in October and December 2011. The Local Environment directorate is looking into apprenticeships as part of the restructure of the Neighbourhoods and Green Spaces Team. Other opportunities for apprenticeships at the City Council will be considered in 2012/13. A framework for graduate programmes will be developed in 2012/13.

5.3 Some initial work has taken place on 4.3 – *Develop a talent management programme to include growing our own staff to fill internal vacancies* and this will be further developed in 2012/13.

5.4 The City Council has a long history of supporting *4.4 – Promote work-related learning opportunities for school, college and university students to staff and educational organisations*. Further opportunities will continue to be developed.

5.5 The key measures of success for this criteria are the % of employees aged under 25 and the % of staff who feel valued. In January this year, the City Council had 2.2% of staff aged under 25 compared with 3.1% in November 2009. In the employee opinion survey in 2012, 46% of staff said they felt valued as employees compared with 38% in 2011. As reported to ROSP in March 2012, this is the key area of concern from the survey and plans are being developed to address it.

## **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. The scheme from November 2011 to March 2012 brought in £8,900 which was spent on a range of projects and some administrative costs from Finance and Payroll for setting up the scheme. A paper on introducing a cycle to work scheme will be presented to the Employment Panel in the summer.

6.2 A wide range of projects continue to be delivered for *5.2 - Promote health and wellbeing initiatives to support staff*. Projects funded by income from the holiday purchase scheme in 2011/12 included healthy Christmas cookery, a weight management programme, a health and wellbeing day for City Council staff based at Allerdale Borough Council and refurbishing the cycle sheds. Further projects are planned for 2012/13 including health and wellbeing days, a second weight management programme, cycle training, adult and child first aid training.

6.3 Some initial work has taken place on 5.3 – *Review flexible working policies to improve work/life balance for staff* and this will be progressed in 2012/13.

6.4 The key measures of success for this criteria are related to employee benefits, health and wellbeing and sickness absence. The % of staff taking up the holiday purchase scheme in 2012/13 was 5.9%. The Workplace Health Group is looking at the most effective ways to measure the % of employees taking part in health and wellbeing initiatives. Sickness absence is now reported separately to ROSP.



## Impact assessments

Does the change have an impact on the following?

<b>Equality Impact Screening</b>	<b>Impact Yes/No?</b>	<b>Is the impact positive or negative?</b>
Does the policy/service impact on the following?		
Age	<b>Yes</b>	<b>Positive</b>
Disability	<b>Yes</b>	<b>Positive</b>
Race	<b>Yes</b>	<b>Positive</b>
Gender/ Transgender	<b>Yes</b>	<b>Positive</b>
Sexual Orientation	<b>Yes</b>	<b>Positive</b>
Religion or belief	<b>Yes</b>	<b>Positive</b>
Human Rights	<b>No</b>	
Health inequalities	<b>Yes</b>	<b>Positive</b>
Rurality	<b>No</b>	

## Annex A – ORGANISATIONAL DEVELOPMENT PLAN 2011 - 2013

Vision and values	<b>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.</b>				
	<b>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.</b>				
Our priorities	<b>Organisational Development</b>	<b>Leadership Development</b>	<b>Skills Development</b>	<b>Recruitment and Retention</b>	<b>Recognition and Reward</b>
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"> <li>• Holiday purchase</li> <li>• Sabbaticals</li> <li>• Cycle to Work</li> </ul> <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>

## Annex B - Qualifications supported during 2011/12

Qualifications
AAT Accountancy
ABE Professional Membership
Assessing Competence in the Work Environment Level 3 Award
AWARD - MEMBER OF CIMA
BTEC National Diploma in Horticulture
Business & Administration Level 3 Certificate (NVQ)
Certificate (HE) in HR Management
CIPD Membership and Experience Assessment
CIPFA
Diploma in Advice and Guidance Level 4
Diploma in Arboriculture
Diploma in Management Development
ECDL Advanced
FD Business and Management
Fundamentals of Senior Management as part of a route to an MBA
Highways Maintenance Certificate
ILM Level 5 Certificate in Management
ILM Level 3 Award in First Line Management
ILM Level 5 Award in Management
IRRV Level 3 Cert in Local Taxation & Benefits
ITQ Level 3 Award
Lean Systems Thinking Qualification
Literacy Entry Level 3
Literacy Level 1
Literacy Level 2
MBA
MSc Fire Safety Engineering
Numeracy Level 1
Numeracy Level 2
NVQ Diploma in Customer Service Level 3
NVQ in Accountancy Level 2
NVQ in Controlling & Parking Areas Level 2
NVQ in Personnel Level 3
NVQ in Team Leading Level 2
NVQ Level 3 in Construction Site Supervision
OCR Entry Level Award in Using ICT (Entry Level 3)
OCR Level 1 Award in IT User Skills (ITQ)
PG Cert in Business & Executive Coaching
PG Cert in Public Health
PG Dip Information Rights Law & Practice
PG Diploma in Management Studies
RICS Professional Membership
Specialist Paralegal Practitioner Qualification in Employment Law

## Annex C – Performance Indicators for Skills Development Criteria

<b>LPI</b>	<b>ACHIEVED AS @ 08/06/11</b>	<b>ACHIEVED AS @ 31/03/12</b>
<b>MI 902</b> (formerly LP73) – No of employees working towards a qualification	106	90
<b>MI 904</b> (formerly LP LP76) - % of employees with no NQF Level qualifications	4.86% (32 employees out of 658)	3.90% (25 employees out of 634)
<b>MI 761a</b> (formerly LP77) - % of employees whose highest qualification is at NQF Level 1	2.13% (14 employees out of 658)	2.03% (13 employees out of 634)
<b>MI 761b</b> (formerly LP78) - % of employees whose highest qualification is at NQF Level 2	33.43% (220 employees out of 658)	34.01% (218 employees out of 634))
<b>MI 761c</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 3	18.54% (122 employees out of 658)	22.46% (144 employees out of 634)
<b>MI 761d</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 4	8.51% (56 employees out of 658)	8.27% (53 employees out of 634)
<b>MI 761e</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 5	5.32% (34 employees out of 658)	4.06% (26 employees out of 634)
<b>MI 761f</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 6	15.04% (99 employees out of 658)	14.35% (92 employees out of 634)
<b>MI 761g</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 7	11.70% (77 employees out of 658)	9.52% (61 employees out of 634)
<b>MI 761h</b> (formerly LP79) - % of employees whose highest qualification is at NQF Level 8	0.60% (4 employees out of 658)	0.31% (2 employees out of 634)