

Resources Overview and Scrutiny Panel

Agenda Item:

A.4
(b)

Meeting Date: 20 February 2014
 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 04/14

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 The Organisational Development Plan 2013-15 builds on the work of the 2011-13 Plan. The current Organisational Development Plan reflects the vision and priorities of the Carlisle Plan. It also references other organisational initiatives. The priorities are organisational culture, partnership working, a skilled workforce and health and wellbeing. A copy of the Plan is included as Annex A (*prints as A3*).

1.2 Organisational Culture

1.2.1 The Work Together, Get Results project will support *1.1 – Develop new organisational principles and values*. Workshops have been 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 had 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.

1.2.2 Work is progressing on *1.2 - Embed the management competency framework including using the competencies in future management level job descriptions and interviews* through the appraisal process for managers and supervisors which will run from February to April 2014. Workshops are being developed for each of the six competency areas. Organisational Development will work with the HR Advisory Services Team to include the competencies in future management level job descriptions. Some managers have incorporated the competencies into interview questions.

1.2.3 As part of *1.3 – Support staff to manage change at an organisational and individual level*, a workshop on Building Resilient Teams took place in January to help managers explore and better understand the factors associated with long term success in the face of change.

1.2.4 The monthly staff newsletter, 'In the Loop', continues to support *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. The next briefings will be in March.

1.2.5 In support of *1.5 – Develop the commercial awareness and commissioning skills of staff* a workshop on commercial awareness is being developed and will be included in the April to October corporate training programme.

1.3 Partnership Working

1.3.1 Work is progressing on 2.2 – *Work with partners to develop a coaching network in Cumbria*. The City Council has worked with partners to develop a tender specification for a Coaching Academy for Cumbria which has been posted on The Chest (the North West purchasing portal). The chosen provider will work with the City Council and other partners to develop an accredited coaching programme with an estimated start date of April 2014.

1.3.2 The Carlisle City Council Corporate 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 and community centres have come on courses put on by the City Council in recent months.

1.4 A Skilled Workforce

1.4.1 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. The annual appraisal process for 2014 will highlight staff learning and development needs which will be met in a range of ways including arranging internal workshops, qualifications and external courses.

1.4.2 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.

1.4.3 A bid to take on four apprentices was included in the Budget 2014/15. This supports 3.3 – *Continue to identify areas of the Council where apprentices and graduate traineeships could be introduced*. A training programme is being created to enable the four managers to support and develop the apprentices.

1.4.4 Work has finished on 3.4 – *Update the qualification study policy* to revise the policy developed in 2004. This will now be taken forward for approval as part of an Organisational Development Framework which contains all the policies relating to learning and development.

1.4.5 Work has started on 3.5 – *Identify areas of the Council with development needs and offer relevant opportunities*. The Organisational Development Team is working with directors and managers as part of service reviews on this. Further work will continue to look at longer term development needs.

1.4.6 Workshops are being developed to support 3.7 – *Build on the leadership and management programmes to further develop the skills of managers*. A workshop on ‘Managing performance through change’ will take place in March and further workshops are planned for the April to October period.

1.5 Health and Wellbeing

1.5.1 Work is continuing on 4.1 – *Develop an annual programme of health and wellbeing activities*. In January a lunchtime learning workshop on ‘Look after your knees’ took place as well as a ‘Curry in a Hurry’ cookery demonstration. In February swimming vouchers have been offered to staff in partnership with Carlisle Leisure Ltd. A ‘Know your stats’ session took place in January for staff who wanted to know their height, weight, body fat %, body water %, basal Metabolic rate / age as well as their visceral fat ratings. Staff have also been invited to book a mini health check session with the Occupational Health Nurse which tests blood pressure, glucose and cholesterol and these will take place in February and March.

1.5.2 An article about the e-learning modules for managers and staff on the attendance management procedures was included in the February staff newsletter as part of 4.2 – *Support managers to implement the revised attendance management procedures*.

1.5.3 Work continues on 4.4 – *Improve promotion of existing employee benefits and research new benefits*. The Employment Panel and Executive have approved two new employee benefits; a Salary Sacrifice Car Scheme and a Computers for Staff Scheme. These are now being developed and will be launched in the spring.

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.

Contact Officer: Emma Titley

Ext: 7597

**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