Organisational Development Plan 2009/2011
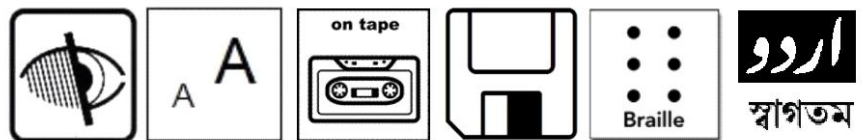
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1. Foreword

Councillor Brian Essex
Portfolio Holder for Finance and Resources

The objective of the Organisational Development Plan is to enable the transformation of the Council and to achieve real and lasting change. The focus is to develop the organisation, build leadership capacity, develop the skills and capacity of the workforce and identify key projects which will address some of the challenges in relation to recruitment and retention of staff.

The plan is one element of the delivery mechanism in relation to the Human Resources Strategy in addition to, the Corporate Equality Action Plan, the Directorate Resources Business Plan, and the other service area business plans which address workforce planning issues. This Organisational Development Plan also reviews the training activities which have taken place from April 2008/March 2009 and sets out Rossendale Borough Council's strategic approach in relation to the delivery and resourcing of formal organisational development opportunities during April 2009 / March 2011.
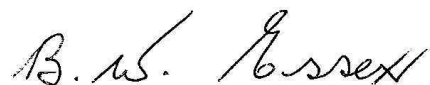
The Council is committed to:

- Actively encouraging and supporting our employees to gain the skills and qualifications that will support their future employability and meet the needs of the Council.
- Actively encouraging and supporting our employees to acquire basic literacy and numeracy skills and work towards their first level 2 qualifications.
- Demonstrably raising our employees' skills and competencies to improve the Council's performance through investing in training and development.

The development of this plan was undertaken with a view to including development activities which could reasonably be expected to occur within the next twelve months. The intention is that this Organisational Development Plan is a "living" document and as such it is responsive to and

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able to accommodate new initiatives and/or reprioritise training which may occur during the year.

The Council has embraced the challenge of using organisational development as a tool for making the entire organisation fitter for purpose.

B. W. Essex

Portfolio Holder for Finance and Resources

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2.   Introduction

The purpose of the Organisational Development Plan is: -

- To describe the strategic goals for organisational and staff development during 2010/2011.

- To outline longer term objectives for learning and skill development.

- To outline the training and development activities which are scheduled for the year.

- To review training and development initiatives of 2008/2009

- To serve as a management tool for the review of development delivery and performance.

Formulation of the Organisational Development Plan: -

The contents of this Plan reflect: -

- Rossendale's Sustainable Community Strategy

- Rossendale Borough Council's Corporate Plan

- Rossendale Borough Council's Human Resources Strategy

- Service area Business Plans

- Rossendale Borough Council Equalities Strategy

- Consultation with Senior Managers

- Consultation with staff

- Personal Development Plans

- Legislation

- Central Government policies, priorities and guidance

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3. Policy context of the Organisational Development Plan

Rossendale Borough Council recognises that in today's fast-changing business environment organisational development is critical to success. The role of this plan is to ensure that the Council is responsive to the world in which it operates and that its internal capacity matches its strategic ambition. Organisational development is key to transforming the Council and to achieving lasting change. The Organisational Development Plan addresses the need to have effective leadership, organisational flexibility, skill development and increased capacity to deliver improved services; greater efficiency and better customer focus in front line services. We have identified a "capacity building model" as the process by which the organisation can achieve value for money and significant improvement. The Organisational Development Plan for 2009/11 supports the development of this model.

Rossendale Alive
The Council and the Local Strategic Partnership (LSP) have agreed an overall vision for the Borough which is articulated in the Sustainable Community Strategy and states that by 2018 Rossendale will have strong communities, with an enhanced environment and heritage. It will be an attractive place to live where tourists visit and employers invest.

Priorities for Improvement
On a regular basis, we will review the things to which we wish to devote our time, effort and resources. These are the Council's priorities. The Council's priorities for 2009 – 2012 are:
- Delivering quality services to our customers.
- Delivering Regeneration across the Borough.
- Keeping our Borough clean, green and safe.
- Promoting the Borough.
- Encouraging health and respectful communities.
- Providing value for money services.

The six priorities, support the three priorities of People, Place and Prosperity as set out in the Sustainable Community Strategy.

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4. Rossendale Borough Council as a Learning Organisation

Rossendale Borough Council is committed to becoming a learning organisation. The Council defines a learning organisation as *"one which learns and encourages learning among its staff. It will promote the exchange of information between employees hence creating a more knowledgeable workforce."* The outcome of developing Rossendale into a learning organisation is that *"we will create a flexible organisation where employees will accept and adapt to new ideas and changes to deliver organisational improvement and improved customer satisfaction".*

We are committed to learning at all levels of the organisation. We want to become an organisation which encourages innovation, where there is a philosophy of openness and reflectivity, and questioning is encouraged to highlight and resolve potential areas and problems.

The Council accepts that empowering staff and promoting staff participation will enable staff to learn from each other. There is Member and Officer commitment to the development of the Council as a learning organisation, as illustrated by the provision of a specific budget for the development of staff, the achievement of IIP in March 2007 and the Times Special Award for Training and Development in 2007.

4.1 Outputs delivered through the development of Rossendale into a Learning Organisation

Development of Employees to enable effective problem solving.
Employees will become encouraged to improve their personal skills and qualities, so that they can learn and develop. Individuals will be appreciated for their own skills, values and work. This encourages creativity and free thinking, hence effective problem solving.

Flexibility to enable the organisation to respond to change.
Employees will learn more skills and acquire knowledge beyond their specific job requirements. This enables them to appreciate or perform other roles and tasks. This ensures that any individual will be able to cope rapidly with a changing environment and meet the needs and expectations of customers.

Creativity to enable improvements in performance and build capacity.
Employees will have the opportunity to try out new ideas. Individual creative contributions will be recognised and new ideas will flourish. In addition, information and knowledge should flow more freely which will make for more productive teams.

Improved Social Interaction to enable more effective teams.
Learning requires social interaction and communication skills. Employees will develop in relation to these skills. Teams will work better as a result, leading to organisational improvements.

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Improved customer satisfaction.
Learning will lead to a reduced amount of bureaucracy, allowing greater contact with the customer and ability to respond to changing customer needs.
Methods of Learning.
There are a variety of ways in which individuals learn. The Organisational Development Plan focuses on formal and structured learning. It is recognised that the Organisational Development Plan is only one key driver in transforming Rossendale into a learning organisation.

4.2 Key drivers to transforming Rossendale into a learning organisation

- Sharing of learning across the organisation and with partners.
- Sharing of learning derived from good practice within the Council, other Councils, organisations and partners.
- Utilisation of performance management to provide feedback to staff, identify training needs.
- Availability of an Organisation Development Plan to provide development opportunities.
- Documentation of learning in relation to project management to identify successes and failures to inform future project developments.
- Use of knowledge to feed into service developments and employee strategies e.g. Complaints, Staff Satisfaction Survey.
- An understanding of levels of Customer Satisfaction.
- Recognising that people learn in different ways and offer development which meets their different learning styles.

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5. Review of Organisational Development 2008/2010

Given the need to deliver greater efficiencies and improve customer satisfactions, there is a strong need to continue to develop the skills and competencies of Members, Managers and Officers. Our aim is to develop their full potential to enable them to effectively champion the needs of our community and deliver better services to our customers. Much has been done to strengthen the Council's capacity by ensuring we have the right leadership, effective organisational structures and people with the right skills and competencies to deliver improvement and transformation. Nevertheless it is recognised that there is still more to do and this will continue.

5.1 Previously identified key skill areas for development identified for 2009/2010

5.1 (1) Improving Organisational Performance

The Council has adopted a Capacity Building Approach to order to achieve its priorities and contribute towards the objectives of the Sustainable Community Strategy. The approach reflects the fact that the Council needs to work in partnership with a wide range of partners and organisations. The Capacity approach is not just about different methods of service delivery it includes developing diversity of service provision, as well as building the understanding and involvement of local people to ensure the outcomes that matter for the borough are co-owned and co-produced.

The Capacity Building Approach is also about securing the form of service delivery which best meets the needs of the customers and the communities we serve. The Local Government White paper "Strong and Prosperous Communities" published in October 2006 states:

"The purpose and focus of partnership work is on making localities better places in which to live and work. LSPs and LAAs are outcome driven and focused. This will mean narrowly defined approach to service delivery towards a "commissioning" role – being open to using the best possible ways of securing service outcomes."

The current position means that the Council is working with a range of providers to provide a flexible approach. The key elements of the Capacity Building Approach are:

- Effective partnership arrangements.
- Community engagement and involvement.
- Programme management underpinned by rigorous performance management.
- Effective client and service assurance management arrangements.
- Service challenge and options appraisal.
- Effective governance and accountability.

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- Organisational Development Plan.

Organisational Development is recognised as key to supporting the development of the Capacity Building approach.

Competency Framework

The Human Resources Strategy identified a number of remaining key issues within the organisation. This has led to the development of a number of a set of key competencies/values which are considered as essential to delivering organisational improvement which reflect the values of the Council and which will influence the way in which we go about delivering our policies and plans.

The five values make up the Council's competency framework and are seen as essential for Rossendale to achieve sustained improvement in its services to customers:

Customers Matter – Recognising the diversity of the council's customers and the importance of developing services that meet the needs of different customers. A willingness to go the extra mile.

Listening and Communicating – Consulting and listening to customers and staff, to improve understanding and decision-making. The ability to communicate in a number of different ways.

Loyalty – Building our reputation, trust and confidence. A positive attitude and pride in the Council

Management of Performance – Remaining focused and delivering identified and measured outcomes. An understanding of the bigger picture and a willingness to go above what is expected.

Celebration of Success – Evaluating, learning and recognising what we have done well and applying lessons learned.

The competencies/values are articulated in behaviours we expect to see demonstrated within our organisation and feedback is provided through the personal development process:

- Helping others - A willingness to contribute and to be a good team player in Team Rossendale.
- Being able to carry on with a constructive attitude - Set aside personal interests in the face of adversity.
- Organisational loyalty – A positive attitude, and pride in, the Council.
- An understanding of the bigger picture and a willingness to go beyond the requirements of the job.
- Individual initiative – Demonstrating performance over and above what is expected.
- Self-development – Voluntarily improving ones own knowledge and skills in such a way as to be helpful to the organisation.
- Observing organisational rules – A building of trust and lack of reliance on monitoring.

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5.1 (2) <u>Developing Leadership Capacity in an interdependent world.</u>

To support the development of the performance culture within Rossendale, the Council has already invested and will continue to provide management development opportunities. These opportunities have been via Professional training including the Post Graduate Certificate in Management the MBA, Team Lancashire and the Building Team Rossendale Programme.   The Council is committed to increasing leadership development opportunities for staff and developing staff within Rossendale who have leadership potential. A number of different learning opportunities have been utilised to support these objectives. There will continue to be an emphasis on management development on both a regional and a sub regional level across Pennine and Team Lancashire.

Building Team Rossendale Programme

The Council has identified a Senior and Middle Management Programme to develop leaders who can champion and contribute effectively to working in partnership and contribute to the development of sustainable communities. This programme was the 'Building Team Rossendale Programme' which ran from November 2008 to May 2009.

The programme focused on the following areas:

Communication Skills for Managers

Defining communication and the importance of communication.
The art of questioning including active listening; listening for underlying feelings, values and beliefs.
Building productive working relationships; communicating assertively.
Working with emotional intelligence; understanding the impact of personal behaviour.
Exploring influencing skills to achieve results.

Managing Information and Time

Identifying productive and none productive work habits.
Identify time stealers and bad habits that get in the way of achievement.
Focusing on objectives and priorities.
Managing written communication.
Developing oneself and others.
Reflecting on work life balance issues.
Transforming good intentions into good habits.

Leadership and Managing Change

The difference between management and leadership
Be able to describe the difference between transformational and transactional leadership.
The role of leaders in managing change.
Understanding resistance to change.
Supporting yourself and others through change.
Changing managers of activity into managers of performance.

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A key element of the programme's learning was the use of a 360 degree appraisal tool which was delivered confidentially by a third party provider (Feedback-360.com). A key output of this programme has been the emergence of a shared understanding between managers about roles, expectations and the skills required to manage successfully.

ILM Introductory Certificate in First Line Management
This programme was offered to staff who currently manage people or have the potential to manage in the future. The programme was designed to look at different ways of achieving the best from people. It also looked at how to enhance and revitalise current skills as well as building on and refreshing individual talents. The key areas of focus were:
- Leadership
- Building the team and motivation
- Time management and delegation
- Using information for decisions and problem solving
- Planning change and the communication process
- Managing performance and action planning

During the year, nine employees successfully completed the programme which was delivered by Arc Training.

Continuing Professional Development (CPD)
In addition to management development opportunities, the Council has continued to support staff in the pursuit of Continuing Professional Development (CPD), qualifications include:

Postgraduate Diploma in Management
The Council has worked in partnership with the Bolton Council to support one employee through 2008/09.

Certificate in Electoral Administration
The Council has continued to support one employee through 2008/09.

Diploma in Electoral Administration
The Council has continued to support one employee through 2008/09.

MBA
The Council has continued to support two managers through 2008/09.

APC
Assessment of Professional Competence; the Council has continued to support one employee through 2008/09.

HNC in Building Studies
The Council has continued to support one employee through 2008/09.

Foundation in Procurement & Supply
The Council has continued to support one employee through 2008/09.

Post Graduate Diploma in Marketing
The Council has continued to support one employee through 2008/09.

Continuous Professional Development
In addition, a number of officers were supported in a number of activities to support their continuous professional development:

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Environmental Health: Professional development courses: Vac Packing, Fire Safety Training.
Legal: Planning enforcement, adverse possession, planning obligations, easements and covenants, conveyance.
Finance & Procurement: CIPFA technical update and briefings and information seminars.
Human Resources: Employment Law

5.1 (3) Developing workforce skills and capacity

The Council has agreed a budget for organisational development in order to develop the skills employees and build the capacity of the Council. The number of training days has been maintained, however, the budget was reduced in light of number of development opportunities delivered in partnership with neighbouring authorities. This has enabled the Council to build its capacity to deliver more development for less. The Council continues to recognise development opportunities as key to delivering service improvements. In addition to the courses listed below, the Council has reiterated its commitment to developing a learning culture by signing the Skills Pledge. This Pledge involves the senior management team and Council Members working together with trade unions and officers at all levels across the organisation to promote an ethos of life long learning and a fundamental educational attainment.   By 2010, the target for Level 2 educational attainment within the workforce is 76% rising to 95% of the workforce by 2020.   The Pledge also sets stretching targets for Level 4 educational attainment.

Customer Matters Training

The main objective of this mandatory programme was to promote a high level of customer service throughout the organisation in order to support the core competency of Customers Matter. The programme content was customised for two distinct audiences – office based employees (delivered by our partners at Lancashire County Council) and non office based employees (delivered by Joe Bradley Associates). In total one hundred and fifteen employees attended the office based training and eighty four employees attended the tailored training for Street Scene and Parks and Open Spaces.

Conflict Resolution

Conflict resolution training was delivered in partnership with Preston Borough Council. The one day session looked at topics such as defusing volatile situations, dealing with aggression, incident reporting and the use of support systems and was attended by one member of staff from the Council.

Recruitment and Selection Training

A one day refresher course for recruitment and selection was delivered in conjunction with colleagues at the Rossendale Leisure Trust and three managers attended. The objective of the course was to promote consistency of application in relation to the recruitment and selection policy and the application of equalities in relation to recruitment and selection.

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Induction to Rossendale Alive

During 2008/09 the Rossendale Alive programme was continued for all new staff to Rossendale Borough Council. This was facilitated by the Chief Executive. During the year, one session was held with fourteen delegates attending. The process of Induction will be reviewed as part of 2009/2010.

Ethical Governance

The Council ran in-house sessions for Ethical Governance training to ensure officers had foundation knowledge in what constitutes best practice. The sessions also aimed to ensure consistent application of ethical governance guidelines throughout the organisation. Twenty eight delegates attended.

Disability Awareness

The Council's commitment to equality and diversity continued. This training, run by the external training provider Hear first, was commissioned as a one-day awareness course. The course covered Disability Equality and Awareness in Action and the key aim of the session was to give an understanding of what disability means, in terms of service delivery, development of services, working with colleagues and meeting the needs of customers. The session was attended by eleven delegates.

Deaf Awareness

This training, was run in partnership with Pendle Borough Council, the course explained deaf culture and differentiated between types of deafness and the characteristics of each. The course also offered practical advice in the use of human and technological aids, such as interpreters / translators, speech to text, lip speakers, deaf blind interpreters and communication guides. The course was attended by three Council employees.

Community Impact Assessment

As the Council has developed it's Equality Impact Assessment process into one of a Community Impact Assessment process the Council has refreshed it's approach to learning. Eleven officers attended briefings from the North West Equality Gateway in conjunction with ACAS. In addition, NWEO facilitated a Community Impact Assessment development session for 20 Officers of the Council and their partners. The sessions were designed to give officers the knowledge and skills necessary to carry out these assessments to the highest standard. The sessions looked at the relevant legislation, examined the processes for conducting an assessment and considered how to mainstream equality actions into the service planning cycle. This learning has been shared across the Council in relation to the importance of these Impact Assessments which is underpinned by the Community Impact Assessment Scrutiny Group.

Equality & Diversity VRQ Level 2

Supporting the Council's overall Equalities Strategy, the Vocational Related Qualification in Equality and Diversity at Level 2 focused on what the terms 'equality' and 'diversity' mean in today's society. This self study course explored the origins of equality and diversity and why they are important, the

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legislative framework that enshrines these rights and how good practices can be found in day to day life both inside and outside of working environments. The qualification was offered to all officers as a voluntary learning and development intervention and it was accessed via an external training provider. The course was free to learners and to the Council as it was a Train to Gain funded intervention. The VRQ is a nationally recognised qualification within the National Qualifications Framework and is accredited by NIACE (The National Institute of Adult Continuing Education). Twenty seven members of staff completed the course and are awaiting certification.

Promoting Community Cohesion

Working in partnership with our neighbouring council in Pendle, one member of the Communities Team attended a one day session on promoting community cohesion. The session explored topics such as racism, by encouraging participants to revisit their understanding of local racism and sharing experiences of working people who expound racist views. It also examined community cohesion challenges with a panel of local workers discussing the practical challenges of empowering minority communities and looked at responses to identify and practical ways of responding to racist comments, attitudes and behaviours.

An Introduction to British Muslim Culture

This half day session was delivered in partnership with Pendle Borough Council. The course was a new learning intervention for Pendle and the OD Team there were keen to share the learning experience with neighbouring councils. One manager from RBC attended and found the information and style of delivery useful. The session explored what it means to be a British Muslim today and looked at how culture affects the ways in which local government services are accessed by British Muslims. The session also prompted discussion and analysis of how services are delivered to this specific community group and issues around the future development of services and meeting the needs of customers.

Team Lancashire Community Cohesion

Working in partnership with our neighbouring councils, Team Lancashire delivered a three day community cohesion programme which is aimed at officers with a cohesion, equality, diversity remit. The programme's objective is to increase knowledge and understanding of what to do proactively to promote community cohesion and the confidence and ability to do so. Three officers from the Council commenced the programme in February 2009 and the programme will run until June 2009.

Managing Attendance

Working in partnership with Burnley Council, one manager completed the Managing Attendance workshop run in June. A further five managers attended a one day refresher workshop delivered by NWEO.

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Chairing Meetings

Run by NWEO employers, this course was aimed at any officer who has the responsibility for chairing meetings or committees. The course was attended by eight delegates.

Letter Writing

Delivered by NWEO employers, this course aimed to provide participants with an opportunity to review and revise their approach to writing reports. The course was attended by ten employees.

Managing Performance

A one day workshop on the manager's role in effective performance management was delivered by NWEO. This workshop aimed to deliver the theory of good performance management and provide a safe learning environment in which to practice the skills required. Two managers took part in the workshop which was also attended by colleagues from the Rossendale Leisure Trust.

I.T Training

A series of sessions were held via IT Purchasing Consortium Ltd (ITPC). Sessions were held in Word (Foundation, Intermediate and Advanced levels), Excel (Foundation, Intermediate and Advanced levels) Outlook (Foundation and Intermediate levels), Access (Intermediate level) and PowerPoint (Foundation level). In total fifteen staff attended these various training sessions. IT Training remains a high priority for development, as the Council continues to utilise technology to achieve efficiencies. In recognition of different learning styles formal training as well as a "roving trainer" were provided. This has lead to a raised awareness of IT skills training needs and also a greater sharing of knowledge within teams. This has been valuable as the Council has rolled out the newer version of Microsoft Office 2007.

Covalent

Two formal development sessions of covalent training were carried out in-house with sixteen key users receiving refresher training. In addition, the performance and improvement officer has coached eighteen Officers on an individual basis. The training's objective was to continue to embed of Covalent as the Council's performance management tool, extend its use and ensure accurate data quality.

Mentors

As part of workforce development the Council has identified a need to encourage young people to joint the workforce. The workforce in some areas is an aging one and in terms of succession planning and future skills planning, attracting younger entrants into the organisation. In order to attract and retain the best young talent the Council supports school placements. It is important that these young people have positive and enjoyable work experiences. To this end a network of Mentors has been established throughout the Council. The Mentor's role seeks to welcome and support placement students into the organisation to ensure that they have the best

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possible work experience. To prepare the Mentors for their new roles, fourteen delegates attended a one day's Mentoring Workshop delivered by an external training provider, Greenfield Training in September 2008 and January 2009. The workshop aimed to provide a base skills-set for working with young people in an office environment, how to help them settle into a formal work setting and how to be accessible and supportive to the young person during the placement period.

NVQ Level 4 WAMITAB
The Council continues to support two employees through their Waste Management Industry Training & Advisory Board at NVQ level 4.

Procurement & Purchasing
Following the introduction of the financial purchasing system, members of staff within Finance have continued this year to deliver training and support for operational areas to build the capacity of service areas. Thirteen delegates attended Procurement and Purchasing training which was delivered in-house.

Procurement Development
Following the introduction of the financial purchasing system, members of staff within Finance have received training and support via an external consultant. This support has transferred to the Procurement Team and they have provided shared the learning through ongoing training to procurement Champions and other users across the Council.

Job Evaluation
As part of its commitment to implement Job Evaluation, the Council commissioned a half day refresher training course in Job Evaluation best practice. The course was delivered by NWEO and four members of staff attended. The training ensured that the Council was in a position to deliver Job Evaluation activities that were timely, consistent and fair. The training supported the Job Evaluation process to ensure that applications and appeals were handled efficiently with enough trained staff available to provide input as required at all stages of the process.

Data Protection
Working in partnership with our neighbouring council in Burnley, one half day session on Data Protection ran in September and was attended by fifteen employees.

RIPA
In-house briefings were carried out by the Head of Legal to deliver training to support the Regulatory Investigative Powers Act implementation. The sessions aimed to give an introduction to the Act and the scope of its impact within the organisation. Fifteen delegates attended.

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Financial Awareness

The Finance Team ran it's annual financial awareness session for all supervisors and line managers.

PACE and Fixed Penalty Notices

PACE Training was carried out by Preston Metropolitan Borough Council and the Institute for Licensing. The training, designed for members of the Licensing and Enforcement Team, aimed to give a detailed working knowledge of the legislation for those officers whose role may require them to interview under caution. Further PACE and Fixed Penalty Notice training was carried out later in the year to equip other officers with a working knowledge of this area, to support the safer, cleaner communities' agenda. Eleven delegates attended the PACE training.

SUMO – Shut Up, Move On, is a powerful and motivational framework developed and delivered by Paul McGee ('SUMO Man'). Rather than focusing on problems and issues, the SUMO philosophy helps organisations and their people tackle and overcome many of the challenges of living and working in the 21st century. Designed to empower individuals by giving them the tools to take control of their lives and learn from their experiences, this one day workshop was attended by twelve delegates.

Pre Retirement

A one day information session was delivered by the Retirement Foundation to equip those officers less than five years from retirement with the knowledge to make informed decisions about their retirement options. The course gave an overview of issues to be considered for retirement, pensions, health care, wills and inheritance tax and the psychological issues faced in retirement. The session was attended by fourteen officers.

Money Management

A one day information session was delivered by the Retirement Foundation to equip officers with the knowledge to make informed decisions about their financial situations. The course covered such topics as credit cards, APR definitions, how to manage debt. The session was attended by ten officers.

Speed Writing

This course was commissioned through NWEO and looked to give delegates the skills necessary for speed writing. Eight delegates attended the course.

Focus Group Facilitation

This course was provisioned by NWEO and aimed to give delegates the skills necessary for effectively facilitate focus groups as a method for gathering information, four delegates attended the training.

Emergency Planning

Two Executive Directors attended the two day course, Initial Multi Agency Major Incident Training (IMMIT) facilitated by Burnley and Nelson Police Force.

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NVQ Waste Management

NVQ level II in Waste Management was introduced via Myerscough College for all Refuse employees. Funded through "Train to Gain", it enabled refuse collectors to access formal training and gain a qualification as part of the Council's commitment to NI 163. Fourteen employees enrolled onto the training and three have completed to date. The NVQ support will continue throughout 2009/10 and into 2010/11.

Banksman Training

Banksman (Safe Reversing) Training was delivered to sixteen operational staff within the Street Scene area to ensure safe working practices are consistently adopted across the various teams.

Traffic Management

Training was provided by Myerscough College in the safe practices for Traffic Management. The training was delivered to members of the Parks and Open Spaces Team who carry out work on public highways. Thirteen delegates successfully completed the course and assessment and were awarded licences accredited by LANTRA (the Sector Skills Council for Environmental and Land Based Industries).

Fire Awareness

Training was provided by Tutis Fire Solutions, on the basics of fire safety. The half day session was targeted at Fire Marshalls from across the Council's sites with a view to commissioning similar training for a broader audience next year. Thirteen delegates attended two half day sessions.

Asbestos Awareness

Training was provided by Pendle Borough Council and was aimed at any officer who might come into contact with asbestos during their work. The course was attended by five officers from the Council.

Pesticides Safe Handling (PA1 & PA6a)

Training in the safe handling of pesticides was delivered to ten delegates from the Parks & Open Spaces Team and the Street Cleansing Team. The course was delivered by Myerscough College. Upon successful completion of the exam, staff members are certified and awarded a licence to prepare and use pesticides accredited by the National Proficiency Tests Council (NPTC).

Lone Worker

Lone worker training was provided by Greenvale Homes to cover the basic safety practices employed by lone workers. Fourteen delegates attended.

360 Degree Excavator

Training in the operation of 360 degree excavator machinery was provided by Rowan Environmental Services to cover the basic safety practices employed by operators. Three delegates attended and successfully completed the assessment.

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MEWP

Training in the operation of Mobile Elevated Working Platforms machinery was provided by Rowan Environmental Services to cover the basic safety practices employed by operators. Three delegates attended and successfully completed the assessment.

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6. Member Development

The Member Development Strategy links with the overall Organisational Development Plan for Rossendale but is specific to Members. All Members of the Council have a Personal Development Plan and an opportunity to identify their development needs. The following broad learning and development priorities are set out in the Member Development Strategy:-

Leadership Development	•	Leadership Skills	•	Priority Setting
Scrutiny and Challenge	•	Overview and Scrutiny Training	•	Update training – the role of Scrutiny and Cabinet
Community and Local Leadership	•	Community Engagement	•	Neighbourhood Working
	•	Community Leadership	•	Setting up community groups
Other Council meetings and related skills including Regulatory and functional areas	•	Protocol updates	•	Legal knowledge/ processes
	•	Development Control	•	Member Officer protocols
	•	Protocol at Council meetings	•	Chairing meetings
	•	Licensing and hearings	•	S106 Agreements
	•	Countryside Policy	•	Political understanding/awareness
Information and Communications Technology (ICT) training	•	ICT skills training	•	Using e-mail
	•	Guidance on use of laptops and blackberrys	•	Newsletter/leaflets
	•	Online learning/ Learning Pool	•	
Communication skills	•	Communication	•	Public Speaking
	•	Keeping in touch with constituents – web based	•	Questioning Skills

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Finance	• Understanding local government finance	• Funding sources and grants for community groups
General issues and knowledge	• Speed reading	• Civic Training
	• Debating Skills	• Influencing Skills
	• Back to the floor	• Networking
	• Locating information	• Media distinctions
	• Climate change	• Waste transfer visit

7. Budgetary Spend 2009/2010

The budget allocation for 2009/2010 was corporately managed within the People and Policy by the Human Resources Manager. It was allocated to departments and the overall budget available was £81,250. This budget was set for all staff training which included Qualification, Operational, Management, Member Development and Health and Safety.

The table below details the budget allocated and the total spend agreed:

EXPENDITURE BY SECTOR

	Budget Allocated
Member Development	£8,500
Management/Qualification/ Operational Development	£63,000
TOTAL	**£71,500**

The budget for 2009/2010 was well-managed and funds were shared well across all development areas and Sectors of the Council. The total spend was well within the budget set.

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8. The Challenge

8.1 What is driving change in Rossendale over the next three years
There has been a number of internal and external drivers for change for local government set against the backdrop of the current economic climate. Local government, like other parts of the public sector, has been transforming its services to better meet the needs of local residents and businesses and to also deliver greater value for money.

8.2   National Drivers for Change
(i)   Efficiency Agenda
The Comprehensive Spending Review (CSR07) efficiency challenge will continue to be a driver for change at all governance levels (national, regional, local) across whole-of-council business.
(ii)   Annual Central Government Grant Allocation
Looking to the future, the current economic climate is likely to impact upon the Council's available resources. In particular our annual central government grant allocation is set to increase by 0.5% in 2009/10 and 2010-11, with future years possibly even lower. To balance the budge the Council is proactively setting operational efficiency targets at a level that will allow us to continue modest investment in service improvement for customers.

8.3   Sub-Regional Drivers for Change
(i)   Team Lancashire
Team Lancashire is Lancashire's Sub Regional Improvement and Efficiency Partnership. The key priorities for the Team Lancashire agenda are Lancashire's Economy and Infrastructure; Health Inequalities, Community Cohesion; Empowered Communities and the Third Sector; improved Street Scene and the delivery of the CSR 07 efficiency challenge.
(ii)   Lancashire Partnership – Ambition Lancashire
This is the Local Strategic Partnership (LSP) for Lancashire and comprises public, private, voluntary and community organisations, that are working together to improve the quality of life for people who live work in and visit Lancashire. Ambition Lancashire is the Sustainable Community Strategy for Lancashire and sets out our shared vision and direction until 2025. The two key underlying principles of this are our commitment to 'narrowing the gap' and 'active and involved citizens and communities. Our shared key priorities are structures around Economy, Health and Well Being, Education, Training and Skills, Environment and Community Safety.
(iii)   Lancashire Economic Partnership (LEP)
LEP has developed the Lancashire Economic Strategy and Sub-Regional Action Plan to provide a co-ordinated approach to the development of the sub-regional economy as a whole, identifying those programmes and projects that are of at least sub-regional significance and hence form the agreed

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Partnership priorities. It also provides a coherent framework for the delivery of the North West Regional Economic Strategy in Lancashire.

(iv)   Pennine Lancashire

The Pennine Lancashire Leaders and Chief Executives Group (PLLACE) determine the joint priorities in relation to regeneration, economic and housing investment activities across the sub-region. Through PLLACE the sub-region is better placed to have more meaningful discussions with regional agencies with the aim of attracting a higher level of investment into Pennine Lancashire.

(v)   Multi Area Agreement (MAA)

The recently signed Multi Area Agreement for Pennine Lancashire provides a significant drive for change, focused on those priorities agreed in partnership - priorities set at local level to meet the needs of local people.

8.4   Local Drivers for Change

(i) Value for Money

This is about providing fair and equitable services. **'Value for Money'** and our duty to involve continue to be at the heart of what we do and how we do business.

(ii) Local Area Agreement (LAA)

Recently refreshed, the LAA for Lancashire continues to enable Rossendale and partners to set out the priorities for a local area agreed with central government. LAA 35 (the chosen 35 national indicators) will have an impact in Rossendale in terms of directing activity, focusing on delivering local outcomes and performance monitoring locally and nationally.

(iii) Sustainable Communities Strategy

A 10 year Strategy setting out the locally agreed outcomes that the community wants for the Borough. Achieving these locally agreed outcomes will be the key local driver for change in Rossendale in order to make Rossendale a better place.

(iv) Community Engagement and Empowerment

A key cross cutting area for core council business is community engagement and empowerment. Our desire to provide strong local leadership and create the right environment for real community empowerment and community engagement has focused our policy context on developing and strengthening our neighbourhood management agenda and will drive change internally and externally. It requires a cross-cutting approach across all of Council business to ensure a robust and consistent position.

(v)   Improving Customer Satisfaction

Improving customer satisfaction continues to be a high priority for the Council.

(vii)   Population/Demographic Profile

With the challenge of changing demographics and current economic climate, it is vital that we know our communities and local economy and can identify the challenges and opportunities. Developing and sharing neighbourhood intelligence will enable us to make more informed decisions based on robust evidence and will help to drive change that is focused on the diverse needs of existing and future residents.

(viii)   Place Survey

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In 2008 the new Place Survey was conducted, replacing the BVPI general household survey. The results from this perception based survey will also inform Council activity and focus. Results we based around some key areas:

- Resident Satisfaction
- Community activity
- Communication
- Resident involvement; and
- Links to other public service providers.

Some key areas of focus will be, enhancing people's ability to influence decision making; improving the relationship between the Council and residents/communities; increasing customer service satisfaction; and increasing awareness and understanding of council activity in the Borough; addressing perceptions around crime will also be an important focus for the Council working with local partners, this is reflected in the Council's decision to refresh its corporate priorities to include reference to a 'safe' Borough and 'respectful' communities.

(ix) Equalities

The Council has progressed well in relation to incorporating the Community Impact Assessment process into its decision making process. There is a need to ensure that the impact on the communities of Rossendale are fully considered when carrying out its functions.

The challenge for Rossendale Borough Council is to provide community leadership and improved services within controlled budgets. The context is ever changing and customers expect greater choice. Demographic changes create new customer needs and a changing workforce. Working in partnership brings both opportunities and challenges. Rossendale recognises the need to work together with its partners, to attract talent, as well as promote equality and diversity.

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9. Organisational Development Priorities 2010/2011

Rossendale Borough Council's is performing well and it wants to achieve more for its communities. The Council will continue to review it's processes and embrace the use of new technology to build it's capacity. The Council works effectively in partnership and this will also continue. Neighbourhood Forums are now established and there is a need to develop those skills in relation to consulting and engaging with our communities effectively. There continues to be financial challenges and the workforce needs to be flexible and able to respond to changes in demand. There continues to be a focus on improving customer service and the development of customer centred services. All employees receive an individual performance development review where their training needs are identified. Detailed below are just some of the areas of priority for the Council during 2010/2011.

9.1 Promoting Cultural Change

The Council is committed to improving customer satisfaction with Council Services and to develop services that meet the needs of customers. As part of this activity the Customer Service Standards are being refreshed. In addition, some preliminary consultation has taken place with staff through the staff survey and focus groups to establish what it feels like to work from the Council. It is anticipated that some development activities will be needed in response to this work.

9.2 Senior and Middle Management Programme

Building on the successful delivery of the Building Team Rossendale programme, middle and senior managers will be implementing learning gained from this programme and in particular from the individual and customised 360 degree feedback process. The programme and the feedback process have equipped managers to step up to the challenges that the Council faces in moving forward towards becoming a high performing Council. The learning will be picked up within the appraisal and one to one's processes.

9.3 Skill Development
9.3 (1) Skills for Life

The Council is committed to Skills for Life and made the Skills Pledge during 2008. Skills for Life is identified as an important key to transforming the services the Council delivers in terms of re-modelling jobs and developing talent for it's future needs. At the heart of the drive to improve Skills for Life is the link between improving the skills of the workforce and delivering improvements into the community direct benefits include:

- Improved performance
- Improved quality assurance
- Improved communication in the workplace
- Improved customer relations

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- Improved recruitment and retention
- Realise existing potential

In order to work towards the achievement of the Skills Pledge, a project programme has been developed this will ensure that the Skills for Life ethos is firmly embedded throughout the culture of the organisation.

9.3 (2) Fraud

As part of the Council's commitment in relation to the prevention of Fraud the Council has purchased an E-learning package to complement the communication strategy in relation to fraud awareness. In addition, a member of the service assurance team is being trained in PiNs to counter Benefit Fraud.

9.3 (3) CPC

The safe handling of vehicles and the professional training of the Council's drivers within the Operations areas is being addressed by the commissioning of CPC training (Certificate of Professional Competence). This training will be ongoing in line with future changes in legislation.

9.3 (4) Health and Safety

The Council has entered into a partnership with Burnley Council in relation to a shared Health and Safety. The audits which have taken place have identified a range of training needs which will be an area of focus through 2009. The Following areas of Health and Safety Training needs have been identified:
Managing Safely (IOSH)
Health and Safety Awareness
General Risk assessment
Personal Safety
Conflict Resolution
Child Protection
First Aid Appointed
Manual Handling
DSE Risk Assessment
COSHH
In addition, the Council has a process of assessing the risk to staff in relation to stress with additional support from the Occupational Health Unit this will continue through 2009/2010.

9.3 (5) Wellbeing Programme

In addition to the Council's commitment to ongoing Skills for Life, there is an acknowledged commitment to ensuring that Council employees have access to learning and development interventions which enhance their quality of life especially in terms of health and wellbeing. It has been widely recognised that a healthy, fit workforce is a happier more robust workforce. With this in mind, the Council has produced a staff Health & Well Being handbook to sign post employees to interventions that can improve their knowledge of healthy eating, alcohol awareness, Diabetes, smoking cessation services, getting active, managing money, dignity at work, child protection issues and

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counselling services. This booklet was launched in May 2009 and marks the start of the ongoing Wellbeing Programme which sees the Council working in partnership with East Lancs PCT to provide a range of training and information seminars throughout the coming year.

9.3 (6) IT Training
A range of IT training courses will be offered to meet the needs of officers across the organisation. The IT training interventions will be tailored to meet the particular needs of the various service areas identified by the individual personal development reviews.

9.3 (7) Equalities
A range of Equality related training course has been commissioned over the last five years and consequently considerable progress has been made in relation to the Equalities Agenda. It is proposed to confirm the requirements for all employees in relation to Equalities and confirm the availability of training as follows:
Equalities Awareness: To cover all areas of the Equality Strand, this will be compulsory for all members of staff who have not previously undergone this training or any new member of staff.
Community Impact Assessment: To build capacity in relation to the completion of Community Impact Assessments Framework.
The Bullying and Harassment Policy: This has been revised and training will be commissioned to support the implementation of this policy.

9.3 (8) National Vocational Qualifications
The Council has carried out a qualification audit and will undertake a further skills and qualification review in 2009. The Council remains committed to providing employees with the opportunity to undertake vocational training where that have not reached NVQ level 2 and support employees to achieve NVQ level 4.

9.3 (9) Mediation
The Disciplinary and Harassment and Bullying including Dignity at Work Policies have been updated. In addition a greater emphasis will be placed of the informal processes for resolving conflict and the softer management skills. Mediation training will be offered as part of the development of the new policy.

9.3 (10) People Management skills
To develop the Council there is a need to develop its people. To develop the people management skills of our managers we will be offering refresher workshops for generic management skills such as appraisal skills, time management and recruitment and selection.

9.3 (11) Community Engagement
Communities increasingly expect to be able to influence service provision. Improving services means engaging with those communities at all levels to find out what people want, ensuring service delivery and being accountable. Community engagement will enable us to deliver a culture where resources

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are committed, where they are most needed. The development of skills to support this ambition will be prioritised.

9.3 (12) Continuous Professional Development

As part of the Council commitment to succession planning, continuous professional development opportunities will continue to be offered to employees.

9.3 (13) Apprenticeships

The Council's is committed to the Local Area Agreement the Council and accordingly is looking to provide two apprenticeship opportunities during 2009/2010.

9.3 (14) Student Placements

The Council now has a framework in place to support the provision of young persons' placements. Building on the successes of placements during 2008, the Council remains committed to offering a structure and supported placement programme to a variety of students including school students (Years 8, and 10), LACES programme participants, those training on the Entry to Employment (E2E) programme, pre university and university students and students studying for NVQ or professional qualifications.

9.3 (15) Graduate Talent Pool

The Council has offered graduate placements and trainees in legal and the planning section to develop the skills of young people and to promote employment opportunities specifically within regulatory services. Traineeships will again be offered in the planning and legal teams. In addition, the Council will explore other graduate opportunities.

9.3 (16) LACES

The Council has agreed a Policy which offers work experience placements to Lancashire's "Looked After Children". During 2008, one placement was offered in the Human Resources Team. The Council will continue to identify placements as required as appropriate.

9.3 (17) Workforce Planning

The Council undertook a qualification audit in 2006. The results are continuously maintained through the Council's induction and recruitment process. Workforce planning will continue to be part of the Business Planning process, the results of which will be fed into the organisational development plan.

9.3. (18) Absence and Grievance

The Policies are currently being renegotiated and further development may be needed in this area.

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9.4 Employee Engagement

Employee engagement is about creating opportunities for employees to connect with their colleagues, managers and the wider organisation. It is about creating an environment where employees are motivated to wanting to connect to their work and care about their job. The way employees are treated can have a direct effect on how employees treat customers. Customers, or service users, vote with their feet depending on the quality of the interaction they experience. Engaged organisations release the talent, creativity and innovation that resides in their workforce. The Council relies on skilled, motivated and productive employees to succeed and therefore it is committed to developing its workforce to enable effective engagement to take place.

9.4 (1) Current Position in relation to Employee Engagement

The Council has undergone a number of major changes. Trade Unions through the Joint Consultative Committee and employees have been involved in project teams and working groups which have contributed to the progress and successful implementation of a range initiatives including the transfer of the Council's Housing Stock, the establishment of the Leisure Trust, the establishment of the Revenues and Benefits contract and the completion of Job Evaluation. In recognition, of the range of change impacting on the organisation the Management Team has already extended the number of ways in which directly engages and consults with employees.

All employees have an annual personal development review to receive feedback on progress during the previous year, establish their priorities for the coming year and establish any training and development needs. Team Briefing and Team Meetings are well established. A Daily Message, an Intranet Site and a regular internal news paper "Grapevine" are highly regarded as demonstrated in the annual staff survey. The Staff Suggestion Scheme is a further opportunity for staff to make suggestions in relation to how things could be improved. As part of 2010/2011 the Chief Executive will be refreshing the induction process, and the management forum. In addition, the Council is looking to establish embracing all employee sessions where all employees and the Chief Executive will come together twice a year to review progress against priorities and for the Chief Executive to provide feedback and to articulate her areas of focus. The annual priority and financial budget development session will continue to take place on an annual basis for all line managers. The Council wants to build on existing good practice and give employees a sense of feeling valued by developing it's employee engagement mechanisms these will:

- Increase involvement in decision making.
- Increase the extent to which employees feel able to voice their ideas and provide feedback.
- Improve responsiveness to customers.

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- Provide opportunities for employees to develop their jobs.
- Extend and commit to improving the health and well being of employees.

To enable this to happen the Council recognises that it needs to have good quality line management, the organisational development plan supports this aim. Further, the Council needs to be able to foster and value productive two way communication and encourage a culture of internal co-operation this will be an area of focus through 2010/2011.   (Engaging for success enhancing performance through employee engagement, D McLeod, 2009)

10.   Budget Allocation 2010/2011

	Budget Allocated
Member Development	£8,500
Organisational Development Activities	£ 64,100
TOTAL	**£ 72,600**

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11. Evaluation

Rossendale Council is committed to the continuous development of all employees and valuing the diversity of it's workforce. To reflect the Council's values of fairness and equality it monitors the following performance indicators in relation to organisational development activity:

- The delegate profile compared to the workforce profile per the five Equality Strands.
- The number of employees who are qualified to at least NVQ level 2 (NI163)
- The number of employees who are qualified to at least NVQ level 4 (NI165)
- The number of training days per employee
- The number of employees who feel valued (Resources Business Plan)

This information is reported to the Overview and Scrutiny Committee. During 2008, the Council introduced an equality checklist in relation to all training venues. In addition, the Council has agreed new contract rules to promote equalities amongst its contractors these will be implemented and monitored.

It is recognised that evaluation is critical in ensuring that development opportunities have a positive effective impact on staff performance. The emphasis on best value in public sector services also means that evaluation is a priority and is vital in measuring whether the investment has been worthwhile. As a result of effectively evaluating, we will be able to explain and quantify, not only how learning and development of the workforce has improved performance but also articulate the impact on future strategies. In order to do this we have adopted the Kirkpatrick Model of Evaluation which looks at the three stages of training evaluation (Level 1- reaction to learning on the day, Level 2 - skills, knowledge and attitude post training, Level 3 – lasting behavioural changes).

The Council is also looking to deliver training opportunities in partnership with Local Authorities to deliver further efficiencies and savings whilst maintaining effective development opportunities on offer.

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Performance Indicators - Comparators

Training Interventions 2008 / 2009	Training Delegate Profile	Workforce Profile
Gender		
Male	53%	57%
Female	47%	43%
Disability		
Registered Disabled	7%	5%
Not Registered	93%	95%
Ethnicity		
Asian / British Any Other Background	0.97%	0.46%
Bangladeshi	0.97%	0.43%
Pakistani	1.09%	1.74%
White	94%	90.39%
White / Any Other Background	1.7%	1.3%
Not Declared	17%	6.11%
Qualifications		
The number of employees who are qualified to at least **NVQ level 2** (NI163)		19%
The number of employees who are qualified to at least **NVQ level 4** (NI165)		32%
Number of Employees with a Personal Development Plan		229
Number of Training Days per Employee		3.3 days

The monitoring data indicates the following profiles from the recorded 821 instances of training events for the period 2008/09 compared to the workforce profile:

(*The Workforce Profile figures used for comparison are those collated for BVPI statistics and do not include temporary posts under 12 months in duration. This explains the slight differential between the training delegate profiles when compared to the workforce profiles). The figures are used to give an indicative picture of accessibility to training.

Broadly speaking, there is very little variance between the two sets of data indicating that training interventions are accessed relatively equally by individuals who reflect the general workforce profile.

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Training Evaluation

Course:

Date:

Venue:

Facilitator:

			Poor		OK			Excellent	

	1	2	3	4	5	6
Admin : Course details / Joining Instructions						
Venue : Comfort / Convenience/Met my needs						
Course : Met its objectives						
: Was relevant to me						
Facilitator : Was effective						
: Was considerate to my needs						
Aids : Standard of audio / visual aids / materials						

Time on each activity :	too long / too short / just right (please circle)
Was the session :	too long / too short / just right (please circle)

What were the key learning points for you from this session?

How do you think this will help you to perform more effectively in your role?

Any other comments / suggestions you wish to record

Signature (optional)   **Date:**

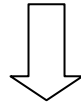| Responsible Team	People and Policy	Version / Status	v4 Final
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The Consultation arrangements in relation to the delivery of projects

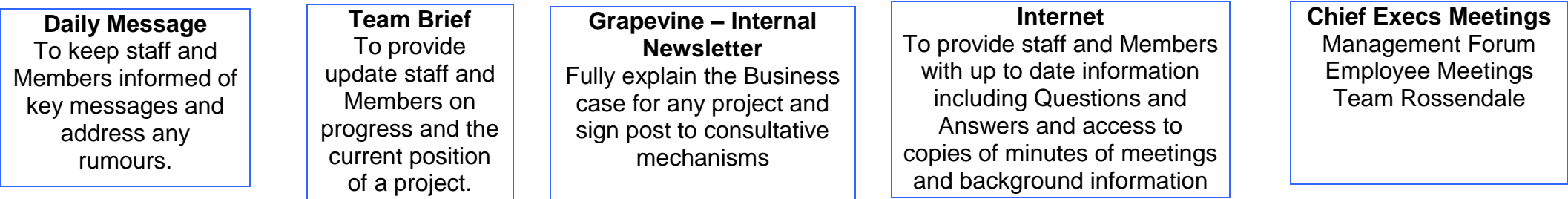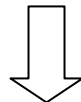**Brief the Programme Board** - Reason for the change including the communication plan.
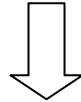
Brief the Management Forum – Reason for the change and request feedback.
Brief the Trade Unions – Through the Joint Consultative Committee explain reason for the change and request feedback.
Brief the Employees – Through Team Rossendale Event or Team Meeting explain reasons for the change and request feedback.
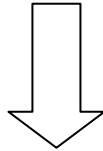
Trade Union and Employee Steering Groups
Collation of Questions and Answers
Identification of barriers and solutions
Audit successfulness of communication strategies

Daily Message
To keep staff and Members informed of key messages and address any rumours.

Team Brief
To provide update staff and Members on progress and the current position of a project.

Grapevine – Internal Newsletter
Fully explain the Business case for any project and sign post to consultative mechanisms

Internet
To provide staff and Members with up to date information including Questions and Answers and access to copies of minutes of meetings and background information

Chief Execs Meetings
Management Forum
Employee Meetings
Team Rossendale

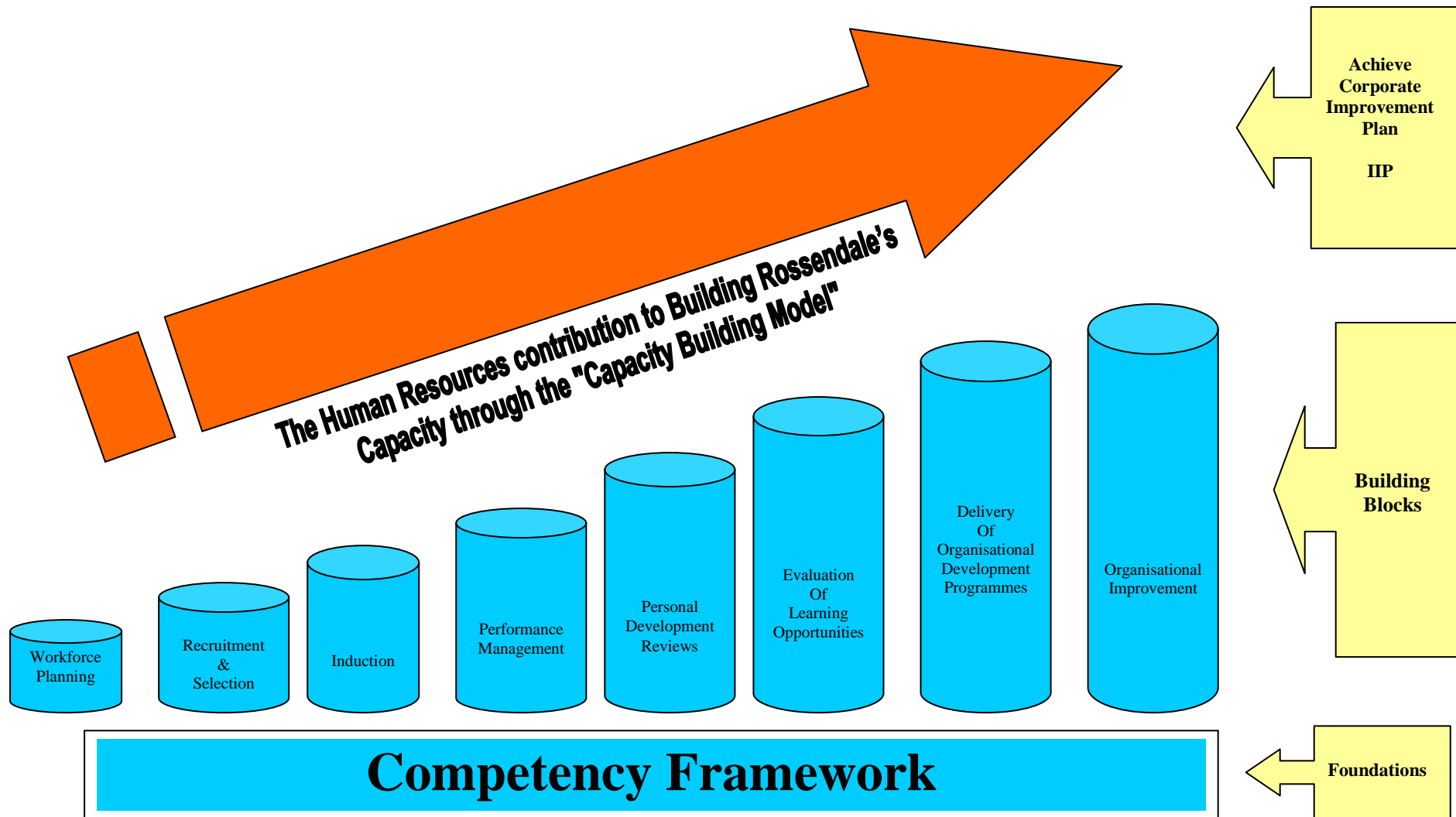| Responsible Team	People and Policy	Version / Status	v4 Final
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The Delivery Plans to deliver the Human Resources Strategy

HUMAN RESOURCES STRATEGY

⬇

Resources BUSINESS PLAN	ORGANISATIONAL DEVELOPMENT PLAN Including Employee Engagement	EQUALITIES ACTION PLAN	Workforce Planning through RESOURCES PLACE BUSINESS Business Plans

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The Building Blocks to deliver Organisational Improvement

The Human Resources contribution to Building Rossendale's Capacity through the "Capacity Building Model"

Achieve Corporate Improvement Plan

IIP

Building Blocks

Workforce Planning

Recruitment & Selection

Induction

Performance Management

Personal Development Reviews

Evaluation Of Learning Opportunities

Delivery Of Organisational Development Programmes

Organisational Improvement

Competency Framework

Foundations

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