

# Organisational Development Plan 2006/2007

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# 1. Foreword



**Councillor Janet Graham**

**Portfolio Holder for  
Member Development and  
Human Resources**

This Organisational Development Plan sets out Rossendale Borough Council's strategic plan in relation to the delivery and resourcing of formal organisational development opportunities during 2006/2007. It also reviews the training activities of the previous year.

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 able to accommodate new initiatives and/or reprioritise training which may occur during the year. The plan is one element of the delivery mechanism in relation to the Human Resources Strategy, in addition to the Workforce Plan, the Equality Strategy and the HR Business Plan.

The objective of the Organisational Development Plan is to enable the transformation of the Council and 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 Council has embraced the challenge of organisational transformation and recognises that organisational development is a key feature to ensuring that the workforce are equipped with the skills and expertise to deliver quality services.

*Councillor Janet Graham*

Portfolio Holder for  
Member Development and  
Human Resources

## **2. Introduction**

### **The purpose of the Organisational Development Plan is: -**

- To describe the strategic goals for training and staff development during 2006/2007
- To outline longer term objectives for training
- To outline the training activities which are scheduled for the year
- To review training and development initiatives of 2005/2006
- To serve as a management tool for the review of training delivery and performance

### **Formulation of the Organisational Development Plan: -**

The contents of this Plan reflect: -

- Rossendale Alive – Corporate Plan
- Rossendale Alive – Community Strategy
- RBC Human Resources Strategy 2005/2007
- RBC Human Resources Plan 2006/2009
- RBC Equalities Strategy
- RBC Workforce Plan
- Consultation with Senior Managers
- Consultation with staff
- Personal Development Plans
- Legislation
- Central Government policies, priorities and guidance

### 3. Policy context of the Organisational Development Plan

Rossendale Borough Council recognises that organisational development is key to transforming the Council and achieving lasting change. The Organisational Development Plan addresses the need to have effective leadership, organisational flexibility and increased capacity to deliver improved services, greater efficiency and better customer focus in front line services.

The Council has identified a “capacity building model” as the process by which the organisation can achieve significant change and deliver “Rossendale Alive”. The Organisational Development Plan for 2006/7 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 called ‘Rossendale Alive’. The vision encompasses the long term (year 2020) Community Strategy and is split across 8 Strategic Objectives as illustrated below:

- **Community Safety** – a place where people do not fear crime;
- **Health** – a place where vulnerable people are looked after and all residents can look forward to a long healthy life;
- **Education** – a place where people of all ages will be well educated and capable of providing business with the human resource to compete in highly competitive global markets
- **Housing** – a place where people have a choice of high quality housing which is affordable for all;
- **Economy** – a place where job prospects and wages are high and the cost of living is low;
- **Community Network** – a place where all opinions count and people respect and celebrate difference in gender; sexuality; race; culture and religion;
- **Culture** – a place which is a cracking place to live for people of all ages and is widely accepted as a major place to visit;

## **8 x 8 by 2008**

The Council's contribution to the 'vision' is defined by its overarching mission of '8 x 8 by 2008'. This means that by 2008 the Council is determined to have 8 out of 10 customers satisfied with its services. In addition, the Council will seek to have 8 out of 10 of its Corporate Priority indicators in the top quartile of performance by 2008.

## **Corporate Objectives**

Similar to the Community Strategy, the Council has 8 Corporate Objectives. Five of these are shared with the Local Strategic Partnership (LSP) i.e. Environment, Housing, Culture, and Community Involvement. The additional 3 internal objectives are:

**Improvement** – the continuous provision of high quality public services built upon the foundations of Finance, Risk, Performance, Procurement and Human Resource Management

**Customers** – being responsive and proactive to meet the needs of all our customers

**Partnerships** – increasing our capacity to deliver through effective partnerships

## **Priorities for Improvement**

Across the 8 Corporate Objectives, Local People and Elected Members have identified priorities for improvement. The aim of the prioritisation process is to ensure that the Council's resources and business plans are focused on delivering on the things that really matter to the well being of Rossendale residents. The following list is ranked priorities for improvement together with their associated Corporate Objective:

1. Embedding our customer promise (Customers)
2. Delivering Regeneration across the Borough (Economy)
3. Street Scene and Liveability Partnership (Environment)
4. Revenues and Benefits Strategic Partnership (Partnership)
5. Promoting Rossendale (Economy)
6. Financial Management (Improvement)
7. Implementing the Member Development Strategy (Community Network)
8. Implementing the HR Strategy (improvement)

In addition to the priorities for improvement, Elected Members have also identified those priorities that will be delivered through the redirection of existing resources:

Improving performance across the 8 by 8 by 2008 indicators (Improvement)

Delivering the District vision (Partnerships)

Elevate (Housing)

Equalities (Community Network)

Elected Members have also identified those priorities that will be delivered through greater levels of external resources:

Improving leisure facilities in the Borough

Spatial Development and Building Control (Environment)

## **4. Review of Organisational Development 2005/2006**

Given the scale of changes that Rossendale has faced and continues to face, 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 throughout 2005/2006 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 through 2006/2007.

### **Key Priority Areas identified for 2005/2006 / Action taken to address:**

#### **1. Developing the organisation**

The Council is committed to building capacity to deliver continuous improvement. The Council delivered a major organisational structural review in 2005 and recruited a new Senior Management Team. The new management team has reviewed individual service areas which have resulted in changes in roles and responsibilities and reviews of processes and systems. This is evidenced by changes within Human Resources, Finance, Legal and Democratic Services and within Street Scene and Liveability. The Council has explored a variety of options in relation to service delivery to build its capacity. As a result, the One Stop Shop has been developed, Housing Stock has transferred to Green Vale Homes and a partnership arrangement has been entered into in relation to the delivery of Customer Services. Further business process re-engineering will be a feature of 2006/7.

Organisational Development is recognised as a key feature of delivering organisational improvements through maximising capacity. Consequently the Head of Human Resources is a member of the corporate management team and directly accountable to the Chief Executive to ensure that the appropriate Organisational development tools and techniques are utilised.

#### **2. Developing Leadership Capacity**

##### **2.1 East Lancashire Leadership Programme**

##### **2.2 Post graduate Certificate in Management**

##### **2.3 ODPM Leadership 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 the objective.



## **2.1 East Lancashire Leadership Programme**

East Lancashire Councils along with Lancashire County Council successfully made a bid to the ODPM capacity building fund to support a single development programme to be delivered to members and managers from each of the authorities.

The leadership programme was designed to deliver practical outcomes which included:

- Increasing understanding / awareness of and commitment to the leadership role by both officers and members
- Senior members and managers jointly leading and directing change
- Developing knowledge, capacity and improvements in key areas, including Housing Market Renewal, social and community cohesion and the efficiency review
- Increasing effectiveness in exploring collaborative working and exploring partnership opportunities

### **The programme focused on three key elements:**

- A programme of support for Chief Executives to cover personal development and coaching, attended by the Chief Executive.
- An intensive development programme for up to second tier managers focusing on leadership, change management and community cohesion attended by four members of the Senior Management Team.
- A development programme for Senior Members focusing on leadership, executive roles, partnering, community engagement. Attended by two Members.

One of the significant benefits of the programme was a shared understanding in relation to Strategy development. Those participants who had not previously been involved in 360 degree appraisal also found feedback useful in looking at future development needs. Additionally, some participants found that they were able to identify barriers to change more easily and were able to see change in a much more positive light. The most positive area identified through the Member programme was the opportunity for Members to come together from across Lancashire and share experiences.

## **2.2 Postgraduate Certificate in Management**

The Council has worked in partnership with the University of Central Lancashire to deliver the Postgraduate Certificate in Management for existing and aspiring managers. Twelve members of staff from a range of different service areas completed the qualification. Within the group there were varying levels of previous academic achievements, work experience and length of service. The lecturing element ran for 24 weeks and modules included: Human Resource Management, Marketing Management, Accounting and Finance with Business Environment, Management Theory and Practice and Management Skills.

One of the significant benefits of the course was that it enabled staff who would not normally work together to come together enabling them to develop much better cross-functional relationships, share best practice, and build processes to jointly problem solve corporate issues. In addition, in light of the training, many participants recognised that they had gained an understanding into why the support areas within the Council had been identified as areas for improvement.

### **2.3 ODPM Leadership Programme**

This programme was one of a number of initiatives aimed at developing middle managers in authorities across England. Two Heads of Service attended from Rossendale. The objective were to increase the knowledge and capabilities of middle managers in order to enhance organisational development strategy. The aims of the programme were to:

- Develop manager's capabilities in a best practice learning environment
- Gain practical understanding and thought leadership on the issues facing local government
- Enable access to a bespoke learning portal and virtual learning both during and after the programme
- Encourage the development of learning and knowledge sharing networks to give and gain support and encouragement
- Develop opportunities to apply managers skills through real-life action learning between modules
- Offer accreditation options via both Ashridge and Sheffield Hallam University leading towards further academically recognised qualifications
- Create opportunities to develop participants network and sustain managers learning through the alumni community and continued access to learning

The programme ran in modules and the themes covered included:

- Developing individual capacity
- Building organisational capacity
- Institutional capacity building

### **3. Developing workforce skills and capacity**

The Council has agreed a significant budget (£360 per employee) for organisational development in order to develop the skills and capacity of employees. The Council has also committed to the achievement of Investors in People by March 2007. The Human Resources Team achieved the award in December 2005.

#### **3.1 Customer Relations Management**

Key objectives of the Customer Focus programme are to enable staff to provide a customer focused service, to understand and deal with customer expectations and to deal with customer complaints and with difficult people.

During 2005/6 the Council held 4 Customer Focus courses and a total of 46 staff attended.

#### **3.2 Change Management Training**

Two courses in Change Management were held during the year. One entitled 'The Art and Science of Successful Change' was for managerial level staff and a total of 7 attended the two-day workshop. This course aimed to assist managers to understand the problems of implementing change, identify the importance of leadership in successful organisational change and to practice communicating change to inspire and motivate.

In addition, a course entitled 'Understanding and Dealing with Change' was offered to all other staff and was attended by 12 employees. The objectives of this course were for staff to understand the general process and stages of change and how these can affect levels of competence, confidence and stress. In addition, the course highlighted that discomfort is a normal part of the change process and that change is a normal part of working life.

#### **3.3 Recruitment and Selection Training**

The Council delivered one course for Recruitment and Selection and a total of 10 staff attended. This was presented by Greenfield Training. As well as providing Managers with interview techniques, the course provides knowledge of new legislation and other developments within the Council.

#### **3.4 Induction to Rossendale Alive**

During 2005/6 a thorough Induction programme was put in place for all new staff to Rossendale BC. This was facilitated by Owen Williams, Chief Executive and Bev Dodd, Consultant from North West Employers. After the first session it was opened up to all staff as it was felt the content and focus of Rossendale Alive would be useful for all. Key objectives included discussing the Council's priorities (Golden Thread), the customer perspective of Rossendale BC and what individuals can do to assist the organisation to meet its priorities. In all, during the year, 3 sessions were held and a total of 42 staff attended.

#### **3.5 Personal Development Reviews**

The Head of HR continued to run sessions for managers to explain the PDR process. Managers were provided with useful tips to enable them to undertake the reviews quickly, simply and effectively.

#### **3.6 Management of Absence**

This session was delivered by the Head of HR, 2 workshops were held and 21 managers attended. The objective was to provide managers with details of the policy and procedures as well as the skills and knowledge needed to manage attendance effectively.

### **3.7 Financial & Risk Management Training**

Training was provided in-house to 14 attendees over 2 sessions. The key objective of these workshops was to equip managers with the knowledge and skills to manage their budget pro-actively.

In addition, a session was held by Audit Commission and was attended by Heads of Service. The key objectives of the session were to contextualise financial management within governance / performance and risk management arrangements and to agree key development areas for 2006.

### **3.8 Equalities and Diversity**

The focus of Equalities and Diversity is to ensure that Council employees work in a culture of inclusion and are aware of the ability to consider all customers differing needs when developing and shaping future services.

Training in Equality and Diversity was launched in October 2004 and was made available to all staff as a mandatory course. The external training provider, Keith Burrell, has run an additional 7 courses during 2005/6 and 95 staff attended. In addition, Keith has tailored training to meet the differing needs and learning styles of staff within Streetscene and Liveability and has held 6 half-day sessions which 50 staff attended.

### **3.9 Disability Awareness**

This training, run by the external training provider Hearfirst, was commissioned as a mandatory, one-day course for all staff. During 2005/6, 75 staff attended 7 workshops.

The key aims of the sessions are 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.

### **3.10 Emergency Planning**

1 senior officer and Head of Service attended the 3 day residential course, Introduction to Emergency Planning held at the Emergency Planning College in York. In addition, a senior officer attended a further 3 day residential, Business Continuity Management. A 2 day course entitled 'Initial Multi-Agency Incident Management Training' was held at Nelson and attended by 3 members of staff.

### **3.11 Delivery of Competency Framework**

The Council has developed a new competency framework to support the culture change required to transform the organisation. The key competencies being: Communication, Performance Management, Loyalty, Celebration of Success, Customers Matter. The development programme in relation to these competencies will be a feature for 2006/7.

### **3.12 Time and Priority Management**

Greenfield Training held 2 workshops and a total of 24 staff attended. Key objectives of the course were for delegates to identify their own key result areas and compare them with actual current work activities, identify the demands and constraints which are placed upon work activities and to prioritise tasks in a way that balances the urgency and importance of activities.

### **3.13 Managing Conflict / Handling Aggression**

Two workshops were held by Greenfield Training for staff who deal with aggressive or potentially aggressive situations in the workplace. During the sessions, staff were advised how to defuse potentially aggressive situations and how to recognise the signs of arousal in a potential

aggressor. They were also able to practice assertiveness techniques designed to help defuse situations. A total of 27 staff attended and the course overall was very well received.

### **3.14 Professional Written Communication**

Two sessions were held by Greenfield Training. The objectives for the workshops were for attendees to recognise the importance of effective written communication and to develop their own individual style of writing to improve its effectiveness. In addition, attendees learned how to plan a letter and how to respond to difficult letters. In total 27 staff attended.

### **3.15 I.T Training**

A number of sessions were held via IT Purchasing Consortium Ltd (ITPC). Sessions were held in Word (both Basic and Intermediate level) and Excel basic level. All sessions proved very popular and received excellent feedback. In total 42 staff attended training.

## **4. Health and Safety Training**

### **4.1 Risk Assessment for Risk Assessors**

Risk Assessment is widely regarded as one of the main cornerstones of good Health & Safety management, and the availability of well-trained, competent risk assessors is a high priority. During the year, a further 3 in house, half-day training courses were delivered; 34 people attended – 13 (non-Housing) RBC staff, 17 (Housing) RBC staff, 2 Rossendale Leisure Trust employees and 2 elected members. In total, since November 2003, 171 people have attended the 13 courses provided.

### **4.2 Manual Handling**

This area of training continues to be a high priority, having been highlighted by both the training needs analysis and the Council's Risk Management Group and Insurers. During the year up to 31 March 2006, a further 3 courses were delivered and 41 people attended – 32 (non-Housing) RBC staff, 6 (Housing) RBC staff and 3 Rossendale Leisure Trust employees. In total, since October 2003, 174 people have attended 16 courses provided.

### **4.3 Use of Personal Protective Equipment (PPE)**

During the year, it was established that the Council was failing to fulfil its legal requirements in respect of the Personal Protective Equipment Regulations 1992. A joint training course was produced in partnership with the Council's intended main training supplier (Jake Piper). During the year 2 courses were delivered; 28 people attended – 25 (non-Housing) RBC staff and 3 (Housing) RBC staff.

### **4.4 Use of Access Equipment/Work at Height**

During the year, the Government issued new legislation in the form of the Work at Height Regulations 2006. It quickly became apparent that RBC needed to take immediate action in order to seek to comply with the new legislation, including the training of both managers and staff. A joint training course was produced in partnership with the Council's intended main training supplier (Jake Piper). During the year 2 courses were delivered; 28 people attended – 25 (non-Housing) RBC staff and 3 (Housing) RBC staff.

### **4.5 Work at Height (for Managers/Supervisors)**

In order to help the Council to meet its legal obligations under the new Work at Height Regulations, an in-house training course - outlining the roles and responsibilities of managers and supervisors - was developed. During the year, 3 courses were delivered; 27 people

attended – 12 (non-Housing) RBC staff, 1 Rossendale Leisure Trust employee, and 14 (Housing) RBC staff.

#### **4.6 First Aid**

First aid provision has been subject to risk assessment following the review of the Approved Code of Practice to the First Aid at Work Regulations 1981 some years ago. All work areas have been risk assessed and a first aider database is maintained. New first aiders have been trained as necessary and, working in partnership with its main training provider (Rochdale Occupational Health Services), the Council continues to ensure that existing first aiders maintain their accreditation.

In addition, a new training provider was used to provide basic (including dealing with emergencies) first aid training for “Appointed Persons”. This training was originally aimed primarily at staff from the Council’s Housing Technical Services and Street-Scene (operational) departments, after the managers from these two sections identified a need for all operational staff to have a basic awareness of first aid. The training was later extended to include other staff. During the year, 5 courses were provided; 62 people attended – 42 (non-Housing) RBC employees and 20 (Housing) RBC employees.

#### **4.6 Fire Safety**

A short, in-house training course had been produced for fire wardens, roll-call officers, deputies, etc. During the year, 5 courses were delivered; 21 people attended – 20 (non Housing) RBC staff and 1 Rossendale Leisure Trust employee.

#### **4.7 Stress Awareness & Management**

Following the introduction of a new Stress Policy and in order to help meet current HSE advice and guidance on legal compliance, an external training provider was commissioned to deliver training on Stress Awareness & Management. During the year, Precepta Ltd, in partnership with the Health & Safety Manager, delivered 1 course; 12 people attended – 4 (non Housing) RBC staff, 5 (Housing) RBC staff and 3 Rossendale Leisure Trust employees.

#### **4.8 New Entrants - Induction**

The procedure, training brief, checklist and set of guidance notes continues to be made available to allow line managers to provide Health & Safety (Induction) training to all new entrants. In addition, this information has been adapted to allow the training to be delivered as general “refresher” training for existing staff. During the year, 71 people went through the Health & Safety induction process or were given general Health & safety (refresher) training – 60 (non Housing) RBC staff and 11 (Housing) RBC staff.

#### **4.9 Health & Safety Management**

In order to build on the success of the risk assessor training and to develop good Health & Safety management and a positive Health & Safety culture, further training is required for directors, managers and supervisors. A one-day in-house training course has been developed. During the year, 3 courses were delivered; 23 people attended – 15 (non Housing) RBC staff, 7 (Housing) RBC staff and 1 Rossendale Leisure Trust employee.

The Council’s Senior Management Team resolved that this training should be made mandatory for all RBC employees with managerial/supervisory responsibility for staff or buildings.

For a summary of all Training and Development activity undertaken during 2005/2006 see Appendix C – page 30.

## **5. Member Development Programme**

The Member Development Programme links with the overall OD plan for Rossendale but is specific to Members. The following broad learning and development priorities are set out in the Member Development Strategy 2006/07:-

- Communication Skills
- Surgery and Related Skills
- Media Relations
- General Meeting Skills
- Scrutiny
- Other Council Meetings and Related Skills
- Managing Yourself
- Information Technology
- Budgets and Finance
- Performance Management
- General Issues

## **6. Budgetary Spend 2005/2006**

The budget allocation for 2005/2006 was corporately managed within the Human Resources Team by the Training Co-ordinator. It was allocated to departments and the overall budget available was £140,510. This budget was set for all staff training which included Qualification, Operational, Management, Member Development and Health and Safety. It also funded the salary of the part time (0.5FTE) Training Co-ordinator.

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

### EXPENDITURE BY SECTOR

	<b>Budget Allocated</b>	<b>Total Cost Agreed</b>
Member Development	£17,500	£21,794.59
Management Development	£42,500	£34,945.01
Qualification Development	£14,500	£10,023.29
Operational Development	£36,920	£41,605.34
Health & Safety	£15,160	£4,263.75
Training Post	£13,930	£14,080.99
<b>TOTAL</b>	<b>£140,510</b>	<b>£126,712.97</b>

The budget for 2005/2006 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. The main areas where there was an under-spend was Health and Safety and this was largely due to the fact that the Health and Safety Manager facilitated most of the training himself and therefore did not use as much for external consultancy fees as was originally anticipated.

## 7. The challenge

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.



Rossendale also faces a number of key government initiatives:

**The 10 year-local government vision** – which sets out a coherent strategy for the next decade, covering areas such as leadership, neighbourhoods, partnerships between central government and local government, citizens engagement and ongoing performance agenda

**Local Area Agreements** – allowing Rossendale and its partners to decide how local priorities best reflect local circumstances

**The Efficiency Review** – which requires Rossendale to deliver a minimum of 2.5% efficiency gains each year. Key activities will include rationalising procurement, corporate support services, transactional service and maximising productive time.

**The Audit Commission’s Comprehensive Performance Assessment** – emphasises the importance of staff as a key resource and will expect Rossendale to show evidence of workforce planning and development

## **8. 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 through the shared vision of Rossendale Alive delivering organisational improvement and improved customer satisfaction”*.

The Council recognises that “learning” is necessary to develop the Council into a learning organisation. The Council is committed to learning at all levels of the organisation. The Council wants 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, this is illustrated by the provision of a training budget and the post of training co-ordinator to enable learning opportunities to be identified and delivered for employees and the commitment to achieving IIP by March 2007. The Council has made some progress, the Human Resources Team achieved IIP in 2005 and the Council was commended in the Municipal Achievement Awards 2006 in relation to Member Development.

### **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.

### **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.

### **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
- Use of knowledge to feed into service developments and employee strategies e.g. Complaints, Staff Satisfaction Survey
- An understanding of levels of Customer Satisfaction.

## **9. Organisational Development Priorities 2006/2007**

Rossendale Council has made some significant improvements, however there is still a need for a significant pace of change. There will be a continued need for flexibility and multi tasking. As the organisation continues to build capacity through partnership there will be a need for different skills including negotiation, mediation, monitoring and evaluation.

The Council still needs to deliver on a number of major projects and project management skills will be a feature of future competencies for employees. A workforce development plan has been developed which focuses on the current skill base of existing staff and the competency requirements for Rossendale in the future.

### **Priorities for 2006/2007**

#### **9.1 Investors in People**

The Council aims to achieve Investors in People status by 2007. There are a number of benefits that the Council hopes to gain by becoming an Investor in People:

- Improved productivity
- Customer satisfaction
- Improved motivation
- Reduced costs and wastage
- Enhanced quality
- Improved performance
- Public recognition

#### **9.2 Change Programme within Rossendale Borough Council**

In any transformation agenda there needs to be a senior group within the organisation which is capable of quick decisions and able to provide mutual support. In addition there needs to be determination to make fundamental change. The recruitment to the new Senior Management Team delivered this objective. However, within Rossendale Council the organisation had broken down both from a structural and a cultural point of view. The organisational restructure in 2005 addressed the issues of structure. However, there are still issues in relation to the culture within Rossendale. The Council recognises that the rate and sustainability of change is driven fundamentally by the capacity of people.

The Human Resources Strategy identifies a number of remaining key issues within the organisation and this has led to the development of a number of key competencies which are considered as essential to delivering organisational improvement.

**Communication:** To enable the workforce to become fully engaged in the change process. Understanding why and how change can be delivered.

**Management of Performance:** Organisational Development structured to improve and tackle poor performance. Development of a new performance culture.

**Loyalty:** To deliver one culture for Rossendale with a set of core values and standards. "One Council, one standard".

**Celebrate Success:** To deliver empowerment and identify ideas for improvement.

**Customers Matter:** To put the customer at the heart of service development and delivery.

To support the development of the new performance culture within Rossendale, the Council has already invested and will continue to provide management development opportunities. These opportunities have been via the Post Graduate Certificate in Management and the East Lancashire Leadership Programme.

In addition, the Council has invested in the delivery of a Change Programme utilising the competency framework to deliver development led change. The programme's target group will be the Corporate Management Team, the Senior Management Team, and other Managers from within the Council. The programme will take a modular approach and will be delivered from October – December 2006. The objective of the programme will be to share an agreed set of core values with Managers, to provide an opportunity to reflect on behaviours that create barriers to change and identify those behaviours which will enable the Council to achieve sustained improvement.

### **9.3 ILM Introductory Certificate in First Line Management**

This programme will be offered to staff that are currently managing people or have the potential to manage in the future. The programme is designed to look at different ways of achieving the best from people. It also looks at how to enhance and revitalise current skills as well as building on and refreshing individual talents. The key areas of focus are:

- 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

### **9.4 Induction**

During 2006/2007 we will continue with Induction training for new staff. This will be in 4 parts:

- One to one with HR on first day with Rossendale
- On-going Induction with Line Manager – (following guidelines set)

- Induction pack (will be produced during 2006 to provide a point of reference for new staff)
- 'Rossendale Alive' training session with the Chief Executive. This session will also be open to existing Rossendale BC staff as well as new staff.

### **9.5 Customer Focus**

There will be a need to continue with Customer Service training for staff. Once results of the customer satisfaction survey are assessed and a decision is made regarding the future of the One Stop Shop, a programme will need to be produced. It is likely that we will also need to continue to offer 'Handling aggression/difficult customers' sessions for front line staff.

### **9.6 Financial & Risk Management**

There will be a need to commission Financial Management training to all budget holders in the authority. The objectives of the session will be for Managers to:

- Know how the Authority funds its services
- Understand financial roles and responsibilities throughout the Authority
- Appreciate the purpose of effective financial management and how it links with the overall management of performance
- Be able to plan and control a capital budget
- Be able to prepare a Business Case
- Be able to prepare and monitor a revenue budget
- Know where to get further help and support

### **9.7 Business Planning & Performance Management**

The Performance Management Officer will be providing individual coaching for staff, line managers and members relating to how the covalent system of recording performance management information can be used to best effect.

### **9.8 Community Engagement**

A document detailing the new strategic approach to community involvement and engagement is due to be produced and will go to Cabinet by October 2006. Once this document is produced, a training programme will be devised. It is expected that all front line staff and the NEAT team will require this training.

In addition, there will be training for all staff in community cohesion to provide a greater understanding of what it means and their role within it.

### **9.9 Keeping Children Safe**

As part of Rossendale's response to Lancashire's Children and Young People Plan, the Council will be working in partnership with Lancashire County Council to provide safeguarding children training for RBC partners and staff.

### **9.10 Contract Management & SLA Development**

There will be a need to train managers in contract management. Some of the key objectives of this training will be to maximise the contribution that sound contract management can make, minimise contractual risk, contract terms and conditions and understand how to professionally negotiate a contract.

### **9.11 Partnership Development**

We will be commissioning a session to look at Partnerships in order to provide a clearer understanding to managers of how to deal effectively with their partners. Objectives of this session will be:

- What is meant by partnership
- Why do we need to work in partnership
- What are the main issues / obstacles of partnerships
- What makes a successful partnership
- How to make the relationship more successful

### **9.12 Procurement Development**

Following the introduction of the financial purchasing system, members of staff within Finance have received training and support via an external consultant. Those staff are now able to assist others within the Council who place purchase orders. A programme of training, including financial regulations will be produced and is to be completed by end of July 2006.

### **9.13 Handling Discipline at Work**

A need has been identified to provide managers with skills to be able to handle discipline at work. We will commission NWE0 to deliver 2 courses. The objectives of the training are for participants to:

- Identify disciplinary/capability incidents and apply the process
- Undertake adequate investigation to ensure fairness and consistency
- Adopt a systematic approach for the preparation of disciplinary/capability investigation
- Undertake appropriate follow-up action

### **9.14 Absence Management**

The Head of HR will run 2 sessions for managers. The objectives of this session will be to:

- Identify specific responsibilities in relation to the Management of Absence
- Develop the skills to conduct return to work interviews
- Provide knowledge and understanding in relation to the absence management procedure and the use of warnings
- Identify effective methods for reducing absenteeism

### **9.15 IT Training**

A full training needs analysis will be undertaken to identify I.T. skills gaps. It is likely that as a result there will be a need to commission a number of different training courses for various different skill levels. Courses include computers don't bite, confident with computers, basic and intermediate word, basic and intermediate excel, outlook, internet and intranet training.

### **9.16 Emergency Planning**

There will be a need for additional Senior Officers to receive training in Emergency Planning. The most appropriate members will be identified and will either attend the Planning College or we may commission a course between our East Lancs partners to enable more cost effective and locally run training.

### **9.17 Equalities**

Further Equalities and Diversity training will be offered to staff via Keith Burrell, Angozo training. It is likely that an additional 3 courses will be held during the year to accommodate that have not yet attended.

### **9.18 Impact Assessment**

Following the success of the Equalities Learning Set, an additional programme will be offered to staff in November. The set will focus on developing staff to be able to carry out impact assessments utilising coaching techniques.

### **9.19 Disability Awareness**

Disability Awareness will again be offered as mandatory training this year. There will be 3 sessions held in total - a full day course for front-facing staff and a half day session for back office staff. This will be commissioned via Hearfirst. Dis Dec

### **9.20 Age/Sex Discrimination / Bullying and Harassment**

Hearfirst will be providing a one day course in the above topics. This is in an attempt to raise awareness in the workplace. Particularly in view of new legislation - Employment Equality (Age) Regulations - October 2006 and the Gender Equality Duty - April 2007 (part of Equality Act 2006).

### **9.21 Full (4-day) First Aid training**

In recent years, RBC has lost a number of its fully qualified first aiders due to staff turnover. In addition, major accommodation and organisational changes have affected first aider provision and location.

Although first aid provision has been greatly enhanced through the commissioning of a number of basic awareness, emergency first aid and "appointed persons" training courses, it remains desirable and appropriate. Five people have been identified and all have indicated a desire to attend the four-day training course and become fully qualified first aiders.

### **9.22 Refresher (2-day) First Aid training**

In order to become a recognised first aider, a person has to complete the initial four-day training course and complete a two-day refresher course every three years. During the next 12 months, three people will need to attend a refresher course in order to maintain their first aid qualification.

### **9.23 "Appointed Person" (Emergency) First Aid training**

This has proven to be a very cost-effective method for the Council to vastly increase the number of employees with a basic awareness (including emergency procedures) of first aid, and has proven to be extremely popular with staff. It has been suggested that we should aim to offer the training to all operational staff within Streetscene. In addition, we may also wish to encourage customer-facing staff to attend in the future.

### **9.24 Stress Management & Awareness training**

The current training provider, Precepta Ltd, has delivered two such courses, including one in 2005/2006 and it is considered that a further training course is still required.

### **9.25 Fire Safety risk assessment training**

Major changes to Fire Safety legislation are due to come into force in October 2006. There will be a greater emphasis put on to the management of premises and risk assessment. It is likely that the Health and Safety Manager will continue to carry out this work, but it will be appropriate to provide a contingency by sending two members of staff on a Fire Safety risk assessor's course.

### **9.26 Hand-Arm Vibration (HAV) training**

This is an area that has been popular with the HSE for some time and issues need addressing within Streetscene section.

## 10. Budget Allocation 2006/2007

	<b>Budget Allocated</b>
Member Development	£17,500.00
Management Development	£32,500.00
Qualification Development	£6,980.00
Operational Development	£32,640.00
Health & Safety	£14,160.00
Training Post	£15,040.00
<b>TOTAL</b>	<b>£118,820.00</b>



## 11. Evaluation

It is recognised that evaluation is critical in ensuring that the training resources have a positive and cost effective impact on staff performance and development.

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.

It is important that we review and compare the overall investment in learning and development with the performance improvements it brings. 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.

During 2006/2007 we will be updating and reintroducing the pre/post course materials to ensure that course attendees and their managers are clear about objectives and outcomes of learning and development activities.

We will also be asking training providers to be much more proactive in their post course evaluations and will be looking at more measurable outcomes.

## Training Evaluation



Course:

Date:

Venue:

Facilitator:

Poor

OK

**Excellent**

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

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

Please return the completed form to Lauren Higginson, Training Co-ordinator, Human Resources, Futures Park, Bacup

**Equal Opportunities**

Training Course ..... Date.....

**Please help us to monitor our Equal Opportunities Policy by ticking the appropriate boxes**

I am  Male  Female

I work  Full Time  Part Time

**Please tick the box which best describes your ethnic / cultural / racial origin**

a. White  British  Irish  
 Other White background (please state) .....

b. Mixed  White and Black Caribbean  White and Black African  
 White and Asian  
 Other Mixed background (please state) .....

c. Asian or Asian British  
 Indian  Pakistani  Bangladeshi  
 Other Asian background (please state) .....

d. Black or British  
 Caribbean  African  
 Any other Black background (please state) .....

I am consider myself to have a disability  Yes  No

I consider that I am a deaf person  Yes  No

**TRAINING UNDERTAKEN 2005/2006**

<b>COURSE TITLE</b>	<b>NUMBER OF COURSES 2005/2006</b>	<b>LENGTH OF COURSES (DAYS)</b>	<b>ACTUAL NUMBER OF STAFF TRAINED 2005/06</b>
Customer Focus	5	1 day	52
Disability, Equality & Awareness	5	1 day	75
Recruitment & Selection	1	2 days	10
Personal Development Plans (Appraisal)	2	1 day	24
Management of Absence	1	1 day	6
Equality and Diversity	8	1 day`	95
Understanding Change	3	2 days	12
Management of Change	1	2 days	7
Corporate Induction	3	2 days	42
Handling Aggression / Dealing with Conflict / Lone Working	2	1 day	26
Time and Priority Management	1	1 day	24
Professional Written Communication	2	1 day	27
Risk Assessment for Risk Assessors	3	½ day	32

Manual Handling	3	2 hours	41
Fire Safety	5	1 hour	21
Stress Awareness	1	1 day	12
Health & Safety Management	1	1 day	23
Work at Height (Staff)	2		28
Work at Height (Managers)	3		27
Personal Protective Equipment	2		28
Fire Safety for Fire Wardens	5		21
Emergency First Aid	5		62
Stress Management/Awareness	1		12
H&S Induction/General refresher			71

## TRAINING TO BE UNDERTAKEN 2006/2007

<b>COURSE TITLE</b>	<b>PLANNED NUMBER OF COURSES</b>	<b>LENGTH OF COURSES (DAYS)</b>	<b>NUMBER OF PLACES PER COURSE</b>	<b>TARGET NUMBERS FOR 2006/07</b>
Customer Focus	3	1 day	12	36
Disability Awareness	3	1 day and ½ day	12	36
Recruitment & Selection	1	2 days	12	12
Disciplinary Investigations	1	2 day	12	12
Personal Development Plans (Appraisal)	2	½ day	15	30
Management of Absence	2	½ day	15	30
Equality and Diversity	3	1 day`	15	45
Introduction to Rossendale Alive	3	1 day	15	45
Discrimination & Legislation – Age/Sex/Bullying/Harassment	3	1 day	12	36
Financial Management	2	2 days	12	24
Developing Business Plans	2	1 day	12	24
Contract Management / SLA Development	1	2 days	15	15
Introductory Certificate in First Line Management (ILM)	1	6 days	15	15
Microsoft Word	2	1 day	10	20

Microsoft Excel	2	1 day	10	20
Handling Aggression / Dealing with Conflict / Lone Working	1	1 day	14	14
Risk Assessment for Risk Assessors	1	½ day	8-20`	8
Manual Handling	2	2 hours	12	20
Fire Safety	5	1 hour	12	60
Stress Awareness	3	1 day	15	40
Health & Safety Management	4	1 day	15	45

# The Building Blocks to deliver Organisational Improvement

